



COMUNE DI NAPOLI  
CTUR Lead Partner



Cruise Traffic and Urban Regeneration

URBACT II European Programme

CTUR Thematic Network - *Cruise Traffic and Urban Regeneration*

# FIRST CTUR THEMATIC JOURNAL

Topics and Case Studies on “Physical and Environmental Components”



Istanbul



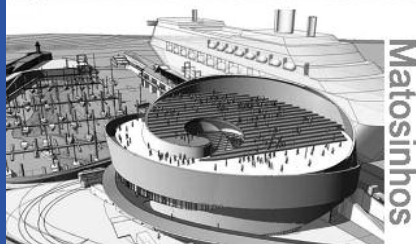
Helsinki



Dublin



Alicante



Matosinhos



Rhodes



Naples



Trieste

Outputs Network Activity  
January 2009 / March 2010

Connecting cities  
Building successes



European Union  
European Regional Development Fund

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).

The "First Thematic Journal" has been written by **Vittorio Torbianelli** - CTUR Lead Expert - University of Trieste - Faculty of Architecture supported by **Teresa Frausin** (University of Trieste - Faculty of Architecture) through fruitful discussions and cooperation.

The "First Thematic Journal" is the result of the work developed during the seminars by the CTUR Network: Lead Partner, Lead Expert, Thematic Expert **Pauline Geoghegan** and all Partners. The case studies included in this thematic paper were presented by the following partners:

**Claudio Boniciolli** (Port Authority of Trieste)

**Edgardo Bussani** (Municipality of Trieste)

**Metin Çanci** (Istanbul Metropolitan)

**Amelia Castro** (APDL - Douro and Leixões Port Authority)

**Fiorinda Corradino** (Naples Port Authority)

**João Matos Fernandes** (APDL - Douro and Leixões Port Authority)

**Jari Huhtaniemi** (Municipality of Helsinki)

**Jim Keogan**, (Municipality of Dublin)

**Loretta Lambkin** (Dublin Docklands Authority)

**Greta Marini** (AIVP - Le Havre)

**Juan Ferrer Marsal** (Port Authority Alicante)

**Joana Moreira** (Municipality of Matosinhos)

**Fran Morgan** (Excursions Ireland/Cruise Tourism Ireland) and **Catherine Mc Cluskey** (Dublin Tourism)

**Nuno Oliveira** (Municipality of Matosinhos)

**Sergio Nardini** (Trieste Port Authority)

**Moraitou Paraskevi** (Municipality of Rhodes)

**Gaspar Mayor Pascual** (Municipality of Alicante)

**Carlo Tosolini** (Municipality of Trieste)

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

**Photos are taken by the Power Points of the partners presentations or directly made on the sites during the visits by the CTUR Network participants.**

This is an intermediary version (March 2010): it will be implemented at the end of CTUR seminars as final output.

# FIRST CTUR THEMATIC JOURNAL

Topics and Case Studies on “Physical and Environmental Components”



## Contents

<b>Foreword</b>	
<b>Gaetano Mollura</b> CTUR Lead Partner /Unit coordinator City of Naples	5
<b>1 The CTUR themes and the thematic journal on “Transforming, regenerating and adapting the physical and environmental components of the city port sistem”</b>	7
1.1 The CTUR theme framework and the theme ‘Physical and environmental components’	9
1.2 The structure of the thematic journal: focus on Accessibility, Terminals and Urban Regeneration.	10
<b>2 Introduction to the theme</b>	13
2.1 The Value of the Physical Environment for Cities and for Cruise Passengers	15
2.2 New Trends in European Cruising: Consequences of Choices Concerning the Physical Environment	16
<b>3 Accessibility</b>	19
3.1 An overview on the Accessibility	21
3.2 Accessibility: CTUR Case Studies	22
<b>4 Terminals</b>	33
4.1 Market Positioning and Port Facilities	35
4.2 The Cruise Terminal: a Means, Not an End	37
4.3 Terminals: CTUR Case Studies	41
<b>5 Urban Regeneration</b>	59
5.1 Urban Regeneration, Physical Environment and Cruise Tourism: How Are They Related?	61
5.2 Urban Regeneration: CTUR Case Studies	63
<b>Bibliography and references</b>	99



## Foreword

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

### The CTUR Topics and Work Methodology

This is the first “CTUR Thematic Journal” out of three journals that will be published. It sets out to summarize the topics discussed during the first three thematic workshops organized between January and December 2009 and updated until March 2010 activities within the framework of the CTUR activities, which aim at sharing and analysing case studies concerning sustainable urban policies related to ‘Cruise Traffic and Urban Regeneration’.

This ‘Thematic Journal’ is an important output that aims at making sure that the results of the aforementioned meetings and workshops are capitalized and disseminated. It is particularly addressed to urban planners, civil servants and politicians. Our work-methodology includes nine seminars, scheduled between January 2009 and July 2011, which can be described as follows:

- a kick-off meeting (first seminar);
- six thematic workshops (from the second to the seventh seminar) on the integrated approach to ‘Cruise traffic and urban regeneration of the city port heritage’ and on main topics related to this theme;
- a workshop for the Steering Committee, for Experts and Managing Authorities (eighth seminar);
- the Final Conference (ninth seminar).

Considering the key problems and challenges pointed out by all CTUR partners, the main topic ‘Cruise traffic and urban regeneration of the city port heritage as a key for sustainable economic, social and urban development’ was structured along three general themes which analyse it with an integrated approach

Subsequently, practical sub-themes for each main theme were identified by the partners during the first phase of the process. They can be described as follows:

1. Transforming, regenerating and adapting the physical and environmental components of the ‘city-port system’:  
Increasing the attractiveness of the port city: creation/modernization of port infrastructures and facilities that support cruise traffic; improving and strengthening cultural and commercial infrastructures; adding recreational and cultural places in port areas; neutralizing of the negative ‘gateway’ effects.

Improving port accessibility (multi-modal transport connection at urban and regional scale); improving passenger mobility; reinforcing safety inside the port and at the city-port interface.

Developing functional diversity at the city-port interface and renewing obsolete port areas.

Protecting and enhancing the port's architectural heritage, re-using industrial port symbols, like highly valuable warehouses, and increasing the iconic and identity value of the port.

Solving problems concerning pollution and contamination in port areas.

Management of negative cruise traffic impacts on the environment.

The theme "Physical and environmental components" is what this "First CTUR Thematic Journal" focuses on.

2. Cruise traffic and port heritage as economic and social benefits

This theme will be analysed in the "Second CTUR Thematic Journal"

3. Planning and managing cruise development within a global port-city project

This theme will be analysed in the "Third CTUR Thematic Journal"

**During the kick-off meeting held in Varna (Bulgaria) in April 2009**, which opened the second phase of CTUR TN, topics of specific shared relevance were selected. All the partners involved in the CTUR network discussed the priority level of the physical, social/economic and governance sub-themes.

Sixth thematic workshops were planned at the end of the seminar. The workshops will concern a few shared topics regarding the three general themes mentioned above.

The following thematic seminars concerned the first main CTUR theme ('Physical and environmental approach of the projects') dealing with different sub-themes:

**Second seminar (Matosinhos, Portugal - June 2009)**

**First Thematic workshop on "Attractiveness of the Port City"** and related case studies.

**Third seminar (Trieste, Italy - September 2009)**

**Second Thematic workshop on "Regeneration and Environmental Concern"** and related case studies.

**Fourth seminar (Dublin, Ireland - December 2009)**

**Third Thematic workshop on "Cruise Facilities and Transport Connections"** and related case studies.

In short, the three aforementioned 'Thematic workshops' were planned to present and discuss selected case studies and topics of common interest. A deep analysis that highlights the most relevant outputs at international and local level is therefore required (ULSG meetings).

The present 'Thematic Journal' is a precious tool for such an analysis: it aims at reporting the outputs of the seminars and the topics are enriched with contributions made by experts.



# 1. THE CTUR THEMES AND THE THEMATIC JOURNAL ON “TRANSFORMING, REGENERATING AND ADAPTING THE PHYSICAL AND ENVIRONMENTAL COMPONENTS OF THE CITY PORT SYSTEM”





## 1.1 The CTUR theme framework and the theme ‘Physical and environmental components’

This CTUR thematic journal focuses on the ‘**Physical and environmental components**’ of the whole shore-side system connected to cruise activities in CTUR partner cities. The title sums up the first 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:

- Economic and social benefits
- Governance.

Within the CTUR project, the theme ‘Physical and environmental components’ was divided into three sub-themes:

1. Attractiveness of the port city
2. Regeneration and environmental concern
3. Cruise facilities and Transport connection

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.

### Theme: ‘Physical and environmental components’

Sub-theme	Topics
<b>Attractiveness of the port city</b>	<ul style="list-style-type: none"><li>• Masterplans of port quarter</li><li>• Governance of cruise terminal</li></ul>
<b>Regeneration &amp; Environmental concern</b>	<ul style="list-style-type: none"><li>• Masterplans for the regeneration of derelict port areas</li><li>• Conversion of industrial areas</li><li>• Diversity of attractions/events</li><li>• Clean environment</li></ul>
<b>Cruise facilities &amp; Transport connection</b>	<ul style="list-style-type: none"><li>• Connection to airport and railway</li><li>• Connection port/city + Compatibility safety/freely accessible port</li><li>• Disability access of the city</li><li>• Development of new cruise and marina facilities</li></ul>

The theme ‘Physical and environmental components’ was discussed during the first three project meetings (Matosinhos, Trieste, Dublin), but various case studies presented by hosting cities in subsequent meetings (focussing on other themes) made reference to the ‘Physical Environment’ theme, as was the case for the meetings in Alicante and Valencia.

Here is the actual list of the meetings dedicated to the ‘Physical and environmental components’ and the related case studies included in the thematic journal:

Hosting city	Official theme of the meeting	Case Studies on “Physical and environmental Components” presented during the meeting
Matosinhos June 2009	Attractiveness of the Port City	<ul style="list-style-type: none"> <li>• Matosinhos and the Quadra Marítima</li> <li>• Matosinhos and the new cruise terminal for the port of Leixões</li> <li>• Naples and the new Maritime Station</li> <li>• Helsinki: Urban activities and cruise traffic development in Hernesaari</li> </ul>
Trieste September 2009	Regeneration and Environmental Concern	<ul style="list-style-type: none"> <li>• South Matosinhos Urban Plan</li> <li>• Trieste: the new harbour masterplan and the cruise terminal renewal</li> </ul>
Dublin December 2009	Cruise Facilities and Transport Connections	<ul style="list-style-type: none"> <li>• Regenerating Dublin’s Docklands</li> <li>• Draft George’s Quay Plan</li> <li>• Planning in Dublin 2007-2011</li> <li>• Rhodes and its cycling network</li> </ul>
Alicante & Valencia March 2010		<ul style="list-style-type: none"> <li>• Alicante: Public investments for the historical centre</li> </ul>

In general, the case studies presented at the meetings often cannot 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.

## 1.2 The structure of the thematic journal: focus on Accessibility, Terminals and Urban Regeneration.’

In order to group case studies into chapters of the thematic journal, it was necessary not to follow the original subdivision of the CTUR theme framework in a strict way. As a matter of fact, the case studies presented here are very complex and it would

have often been difficult to associate them with a single theme. Besides, a few predominant aspects emerged from the actual cases and it was decided to bring them to the fore by structuring the journal around the following three macro-chapters:

- **Accessibility**
- **Terminals**
- **Urban regeneration**

Therefore, when choosing the structure of this journal, it was decided to use some ‘overall themes’ that made it easy to identify the main contents of the various case studies.

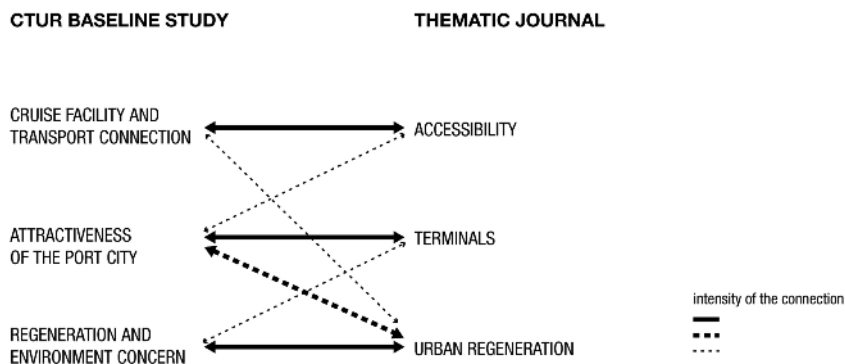
It can be maintained that even the case studies that are quite specifically characterized by a single theme actually involve a whole range of proposals, sub-themes and open issues.

Obviously, the three ‘new themes’ (Accessibility, Terminals and Urban Regeneration) share many far-reaching cross-references and aspects with the original CTUR theme framework. Actually, each case study published in this thematic journal shows the associations between the contents of the case study and the sub-themes and topics of the official CTUR theme framework (in the boxes at the beginning of each text).

This is why the original sub-themes and topics are used as keywords that enable to identify the main topic of each text immediately and make the reading process easier and more effective.

Therefore, in general terms, cross-references between the original CTUR theme framework and the three chapters of the journal can be made easily and they form a flexible network of connections of varying degree.

The image below shows the relationships between the original sub-themes (on the left) and the chapters of the thematic journal with their varying degree of intensity.





## 2. INTRODUCTION TO THE THEME







## 2.1 The Value of the Physical Environment for Cities and for Cruise Passengers

What kind of physical infrastructures and services do city ports need in order to connect port areas to the surrounding territory and to arrival and departure platforms? What should cruise terminals or arrival and departure areas be like? How should the way connecting cities to cruise terminals be in order to encourage visits to city center? And what should the physical environment of cities' tourist areas be like for both local communities and cruise passengers to benefit from it?

What can cities do in order to make improvements in all these aspects? These are the main topics that this thematic journal will be dealing with. The starting point of this work is that cities, along with the physical environment 'on land', play a crucial part in the kind of experience that cruise tourists have and therefore they are aspects that need to be carefully considered.

In fact, a cruise experience is made up not only of the quality of accommodation, of the facilities that are offered and of the design of the vessels, for other features play a part: the ports of call and the type of tours that are chosen (which is obviously a choice made by cruise companies) and the terminal's characteristics in home ports and at intermediate destinations. However, in more general terms, cities have to prepare an attractive, safe and functional environment in order to welcome tourists at their best.

"Cruise ports have specific site and situation requirements. Exactly what they are will vary according to whether they are home ports, ports of call or hybrid ports". (R. J. McCalla, 1997). Both the site and situation concepts are strongly related to the location of a port and they can be defined as follows:

- **site requirements:** they are all the services and equipments added to logistic facilities and they are particularly relevant in home ports. Parking places for the cars of departing tourists, good connections to the main transport systems (airports, highways, railways) and night accommodation are important facilities which home ports or hybrid ports have to offer. All the spaces for embarkation and debarkation are also included;
- **situation requirements:** they are all the characteristics and amenities concerning the landscape and the quality of the water. The 'situation concept' refers not only to passenger markets and cruising areas, but also to local and regional land-based attractions, which are targeted to tours and concern natural attractions or cultural sites.

The analysis of the physical context in existing ports can help define some specific features that port locations should provide in order to be considered safe, attractive and comfortable.

Besides the city centre as such and its cultural or natural heritage, the connection between the port and the city used by tourists is particularly important. The terminal, the whole port area and the connection to the urban context are important places for the 'mobility' of passengers. This term defines not only the concepts of transfer or moving but also a more complex range of experiences (R. Bruttomesso, 1998).

The feelings that a site in the cruising experience tries to provide can be defined as subconscious and conscious.

Tourists consciously feel the attractiveness, the interesting character, the stimulating environment of the location, which are values that make the place worth visiting. The home port terminal has to introduce the tourists to a leisure experience with its urban structure and services. At a subconscious level, tourists take other fundamental aspects for granted, especially the working of the urban layout and the safety of the experience. It is considered obvious that the places involved in the cruise experience are safe and perfectly equipped; however, the creation of such an environment involves a complex range of observations and projects.

According to Dumana and Mattila (T. Dumana & A. S. Mattila, 2003), a cruise experience is based on three affective factors: novelty, control and hedonistic aspects, which influence the consumers' value perceptions of cruise vacations, and the satisfaction rate during and at the end of the trip. Therefore, the connections and the environment of the whole area that a cruise passenger experiences are to be designed according to the three guidelines mentioned above: novelty, control and hedonistic aspects.

## **2.2 New Trends in European Cruising: Consequences of Choices Concerning the Physical Environment**

Before going into the topic of physical environment, as a key feature for the promotion of locations in the cruising market, it is important to point out the present trends of the European cruising market, which is evolving and therefore posing new challenges and setting new goals (in terms of facilities and environment in general) that cities and ports have to meet.

The UE study on "Tourist facilities in ports" (2009) highlighted the new trends of the European cruise market. Such trends are broadly summed up in the image on page 35 and they all show important features that regard choices concerning the 'physical environment' as well. Here below you will find a summary of the likely consequences.

### **Bigger ships**

The growing dimension of ships implies that the physical features of quays and mooring must be taken into consideration and that adequate docking and facilities (terminals, especially in turnaround ports) are required.

### **Shorter cruises**

Shorter cruises create greater fluxes in turnaround ports and therefore greater opportunities for such ports because they generate a slightly higher cost for accommodation on land. As for facilities, a greater number of cruises in turnaround ports determines the need to pay the utmost attention to the features of port facilities (also in terms of quay and terminal capacity for the simultaneous management of several ships and fluxes). At times a shorter cruise determines shorter stays at ports: this can favour sightseeing around the port city rather than excursions.

### **An increasingly attractive 'Family destination'**

The fact that the average age of cruise passengers is decreasing implies that more families with children are on board. Port facilities and more so port cities, should be prepared for that. A family on a cruise will prefer sightseeing within a port city rather than an excursion that takes them further away because of the children. However, the perception level of urban security, the walking distance to places, easily enjoyable routes and transfers are all factors that need improving.

### **Cruise passengers with more experience and budget tourism**

Unlike early cruise passengers, some of today's tourists have already visited the tourist hotspots and are looking for alternative destinations. This growing trend gives the option of offering packages that include visits to urban locations that are less well known or less thematic. This kind of tourists are often more autonomous and although they spend less in absolute terms (they are called 'budget tourists') because they tend to choose low cost cruises, in fact they are more likely to visit areas that they can reach autonomously from the ship, and thus especially port areas of cities.

### **Exploring cruise tourism**

This is a form of niche tourism, which concerns small ships too, and it is the opposite of budget tourism. This kind of tourists will opt for selected offers and tourist experiences that are non traditional. Cities (even small ones) must be able to offer an ambience and thematic visits that appeal even to this niche.

### **New markets (Asia)**

Ports that aim at attracting these markets have to be able to manage significant fluxes and to encourage the creation of an environment in line with users (individuals and groups) whose needs are completely different from Europeans.

Depending on the function of cruise ports, in terms of policies that have implications on the 'physical environment', the new trends point out the need for ports to become:

1. an excellent operational destination
2. an autonomous tourist oriented destination
3. an exclusive/unique destination.

In case 1, infrastructures capable of minimizing costs and of efficiently handling tourist flows, and mass tourism in particular, have to be the priority. Accessibility has to be optimised and facilities have to be able to handle major flow peaks.

In case 2, the physical environment has to be able to provide the highest possible value to autonomous tourists who want to schedule their own time during a visit, and this should apply to the whole route from ship to city.

In case 3, the physical environment has to be able to satisfy exclusive niches that require unique destinations. As a rule, such destinations are minor ports that attract fewer tourists (who would not want to be in a crowd or feel they are part of mass tourism); these ports should offer specific views and routes in line with this kind of tourists.

Each city has to determine exactly where it stands so as to make sure that the strategies concerning the nature of its environment are in line not only with its goals (targeted to its population) but also with the type of cruise tourism that it wants or aims to attract.

### 3. ACCESSIBILITY





### 3.1 An overview on Accessibility

The term 'accessibility' generally defines how easy it is for a specific group of people to have access to one or more resources they are interested in and which are available in a territory. Therefore, accessibility is linked to the concept of 'connectivity'.

In the relation between cruising and city areas, accessibility is a fundamental aspect of the 'physical environment' and it can be understood in different ways and broken down into several components. On the one hand there is 'regional accessibility', which is meaningful especially for turnaround ports and it is determined by infrastructures and connections between a city and the cruise catchment area, whereas on the other hand there is a 'local accessibility', which is important both for ports of call and turnaround ports, and it defines how easy it is for those who get off a cruise to visit a city's tourist areas or its surroundings.

Accessibility is a key issue for any type of 'spatial marketing' and it can be considered from different points of view: some of them are strictly 'objective' and quantifiable through indicators (e.g. transit time from a point to another, 'market potential' in a given transit time radius, etc.), while others have a more 'subjective' character (perceived distance on a mental map, psychological perceptions of the space, feeling of safety, etc.)

In practical terms, for CTUR cities working on accessibility means facing a wide range of issues. Besides, speaking about accessibility means not only dealing with the physical environment or physical infrastructures in strict terms (for example, consider the vital role played by public transport connecting train stations, airports and cruise terminals), but also with services that are provided along with infrastructures and spaces: the presence of shuttles, of an information point or other features that make tourists perceive a place as safe can change the perceived accessibility level completely, just like having a bicycle at hand once off the cruise can make the visit to a city more comfortable and special.

Sometimes, the challenge posed by the need to attract and keep tourists who get off a ship within a city and to make distance excursions less attractive is faced by giving the feeling that the core of a city is easily accessible (and by making this feeling real). The part of the journal devoted to accessibility will provide some case studies concerning accessibility along with a toolkit that is meant to help partner cities evaluate the strengths and weaknesses of their accessibility system both in terms of regional and local accessibility (connection between the ship and the city centre).

Obviously, accessibility will also be discussed along with other themes in other sections of the journal - and in particular in the terminal section.

### 3.2 Accessibility: CTUR Case Studies

In the accessibility section two case studies dealing with two extremely different topics are discussed.

The Istanbul case study shows how the relation between cruise terminal and local public transport are essential also in terms of connections between terminal and transport facilities (airport) for an important port that wishes to develop its role as port of call next to its role of turnaround port.

Other cases, which are described in other sections (e.g. Dublin, where a new tram line was implemented), show the increasing importance of connections in terms of public transport between cruise terminals and cities or other hubs.

The role of urban public transport in relation with cruising is bound to increase greatly in the future precisely because cruise passengers are expected to change: they will be more inclined to organize their trips themselves.

The Rhodes case study is completely different, since it focuses on the potential offered by bicycles in visiting cities in ports of call. Cruise guests-cyclists are certainly still a non significant niche, but this may change in the future for the reasons outlined above. For a city to have success within this niche it is necessary for it to launch a general 'bicycle policy', regardless of the cruise factor - as other European cities did (e.g. Barcelona). Rhodes illustrates quite well how this is not always easy to do, but seeing this also as a way to attract cruising can help keep up the challenge.



## Istanbul Transportation Masterplan and Cruise Port



### Subtheme:

- Cruise facilities & Transport connection

### Topics:

- Development of new cruise and marina facilities
- Connection port/city + Compatibility safety/free accessible port



### Istanbul as node between East and West

Istanbul, the capital of Turkey, extends its urban texture on both sides of the Black sea and has 12 million people: 7.5 million live on the European side, while 4.5 million live on the Anatolian side of the Bosphorus channel.

As a major metropolitan city, Istanbul has great importance and a unique place due to its location, historical character and cultural background. The city can be seen as communication node between East and West, being important for the whole commercial business between Europe and Asia, and as a centre of culture, tourism and commerce with Eastern and Western characters and traditions.

### Istanbul's port areas and the Galata Port project

Besides a complex and well structured road network, Istanbul also has many strategic areas along the waterfront. The main ones are Halic, Haydarpaşa and Galata, located on a peninsula at the entrance to the Black Sea.

The coast line has been transformed since the 1980s through a series of interventions aimed at regenerating the waterfront and the old parts of the city. A fundamental problem was the high traffic congestion due to the central location of the port areas: the economic growth increased rapidly and consequently so did truck density on the urban accessibility system. Therefore, it was necessary to re-plan the port areas.

Long-term and large-scale interventions on port areas began in the 1980s and developed rapidly over the last decade. Some processes are still under way. They can be described as follows:

- **Haliç port:** when in the 1980s many industrial companies moved their settlements to other sites, this was the first area to be regenerated. Industrial buildings and warehouses were destroyed and replaced with an integrated project for green areas. The same models were implemented in the whole area. In this way, the waterfront turned into a linear park which did not harmonize with the urban texture as hoped, and was underused by the citizens. Still, the process was important for the city of Istanbul, because it was the first example of port re-use for urban uses and activities.
- The second important masterplan for port areas is located in **Haydarpaşa**. This area is on the Asian side of the Bosphorus and it is isolated from the urban context by its structures and large warehouse. With the ‘Kadıköy Square, Haydarpaşa-Harem Urban Design Competition’, the replacement of the Haydarpaşa port became part of the agenda. The port has a good capacity, but new areas for urban uses are needed in order to welcome the rapid growth which led to a deterioration of the extremely dense urban areas. Hence, port structures will be moved and replaced with urban facilities for cultural and leisure activities.
- The third intervention is aimed at the regeneration of the **Galata quarter that hosts Karaköy Port**. Galata is an area very near to the historical city centre of Istanbul. The existing cruise terminal is located in this area (in the area nearest to the core of the ancient city). An integrated project for this sector of Istanbul waterfront is being promoted through the large ‘Galata Port project’, developed by TMO (Turkish Maritime Organization). Located in the old part of the city, the port lost its commercial function in the 1980s, first closed the traffic of cargo vessels in 1986 and the circulation of trucks in 1988. It was later used only for passenger traffic. The Istanbul Port will add different functions to the passengers terminal through the new project. A multi-layered activity programme will provide Istanbul with a new value, by enhancing its role as centre of culture, tourism and commerce at national and international level. The project for the Galata area is important for the promotion of the image of the city and for the enhancement of its role in cruise traffic. However, the proposal raised some criticism: the project could destroy the historical characteristics of the site and create a barrier between the city and the sea.

### **The cruise business and the plans for its development**

The Galata port is fundamental not only because it hosts a busy trade, but also because of its increasing cruise ship traffic. There is a 12% average increase in cruise ships every year, and an average 32% increase in cruise passengers every year. However, some basic problems reduce the potential increase of cruise traffic: only three cruise ships can be handled at the same time, so “potential is high, but reality is low”. Even though the cruise sector is expanding, the port does not feature infrastructure large enough to host an increasing number of ships per day.



Port and transportation map: the main routes are connected with the port

The current Istanbul port settlement is too small compared to the actual needs: two warehouse buildings are used as passenger lounges and backup because of the inadequate capacity of the present passenger lounge.

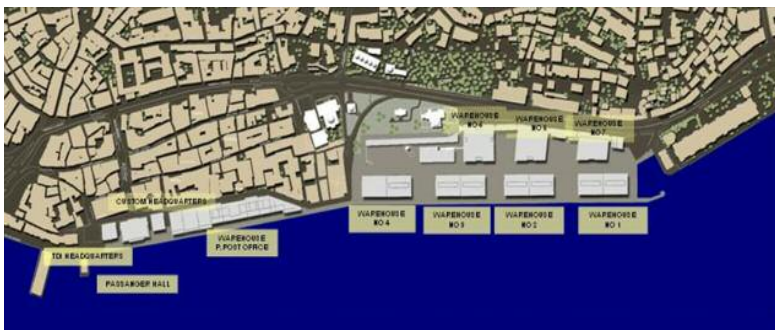
The existing cruise terminal has major road congestion problems because of the lack of space, of the large number of tourist buses and of the overlap with other traffic flows in the central area.

The present terminal is close to the public transport stops but it could

also be integrated within the already existing network of boat sightseeing tours at Istanbul's port and along the Bosphorus.

As for future developments, a few options are being considered:

- a new urban terminal in Galata but located further away from the historical centre, where the ancient commercial port was located;
- a cruise terminal outside the city that could enable to increase the city's potential as turnaround port. Such terminal would be located in the north-west of the city, not far from the airport, and it would be directly connected both to the airport and



The map shows the disposal of warehouses and main facilities in the port area

to the city centre through the underground, thereby making accessibility really easy.

## An integrated urban transport plan

This case study focuses on Istanbul's transport system and its possibility to improve services for cruise passengers, both through its turnaround port function (which is being developed) and its port of call function (now prevailing).



In order to promote the tourist flow from the port to the city centre, access to the extended transport network could be provided and accurately designed in the LAP project. The LAP intervention aims at involving private stakeholders in the process so that private and public interests can be integrated in a common vision.



*A proposal for the cruise terminal in Galata by Studio.  
(studiosarchitecture.com)*

## Rhodes and Its Bicycle Network



### Subtheme:

- Cruise facilities & Transport connection

### Topics:

- Connection port/city + Compatibility safety /free accessible port
- Clean environment



### The role of the island in the Aegean sea

Rhodes is the third largest island in the South-Eastern edge of the Aegean sea. It was recognized by UNESCO as a world heritage monument of culture in 1988.

A significant increase of the city's population in the last decades shows how the whole island is improving its economy and role in the Mediterranean Sea.

The increase is due particularly to a significant change of economy. This shifted from an agricultural economy to a tourist one, currently representing almost 75% of the total economy sector.

Services and constructions to welcome and accommodate a yearly increasing tourism particularly contributed to the economy development.

### The port and cruise sector

The port of Rhodes is considered to be an international Port with direct connections to European and Middle East Ports. The port operates 24 hours a day and it is linked with the rest of the island by a national road and with the neighbouring islands by local ships. It mainly serves the tourist sector, rather than the transport of materials and goods.

This makes the cruising fundamental in Rhodes' economy and management.

It offers one quay for cargo traffic and another for hosting the cruise terminal.

The port is convenient: it can accommodate more than three cruises per day, as much as other bigger port-of-call cities.



## The port and the cruise terminal: location and connections

The cruise terminal in Rhodes is located at the northeast of the city, beside the medieval town. The buildings within the port are mainly occupied by offices (Port Authority, Municipal Harbor Fund of Southern Dodecanese and Customs) and warehouses. There is also a visitors' lounge. A significant archaeological site is situated within the port area.

The port is very close to the city center, bordering to the South with the medieval city and the vibrant and lively marina to the North. The connection with the urban tissue should be immediate and clear. Actually, the port borders with a busy street. Heavy vehicle traffic along the way and the insufficient geometrical characteristics of the path itself make it really hard and even dangerous for pedestrians and disabled people to access the city center. Heavy traffic causes deterioration of the medieval fortifications. The buildings and all the urban facilities and decreases the aesthetic value of the waterfront.

## Key problems

Some key problems are visible:

- the need to separate the two functions of the port (commercial and touristic) is high. The lack of infrastructures is due to the lack of space. Though, a quick solution is needed, in order to gain the safety and comfort levels required by the cruise companies;
- traffic congestion is a big problem in the city, too, preventing a straight and gentle link between city and cruise terminal. Establishing a better connection of the port to the rest of the city for pedestrian, bicycles and vehicles is needed;
- there is the urgent need for the integration of the waterfront with the city tissue, creating an attractive and comfortable urban landscape both for tourists and citizens.



## The project for the bicycle network

The city of Rhodes presented a peculiar project within the CTUR framework, based on an ongoing urban project.

Rhodes introduced its bicycle network project, designed to provide an alternative way of transport for residents and visitors. It originally was aimed at citizens and ordinary tourists, but through the CTUR collaboration it was combined with the improving cruise sector.

The 'bicycle network' project was introduced in 2002 and revised in 2009 by the Urban Planning Department of the Municipality. The works started in August 2009, as funding was available.

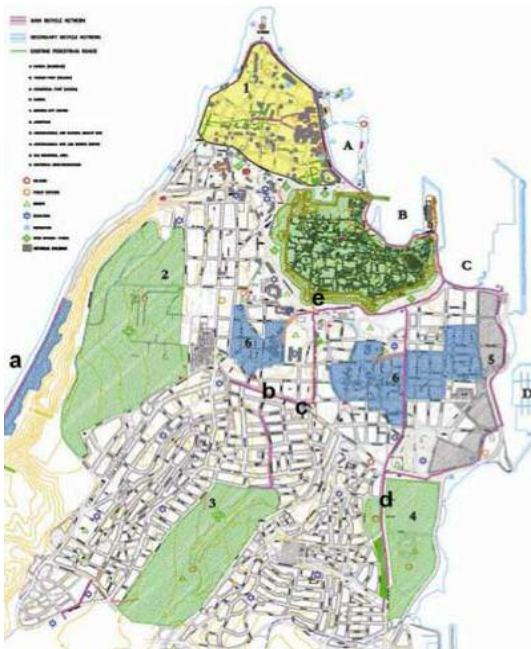
The general objectives of the project are:

- to provide an alternative way of transport for residents and visitors;
- to provide accessibility to all significant parts of the city;
- to relieve traffic congestion and improve sustainable mobility;
- to contribute to the environmental protection and sustainable development of the city.

Moreover it is aimed to integrate the bicycle network into cruise tourism by offering bicycles at the terminal for cruise passengers and maps of the cycling network that

would also indicate places of interest. Cruise companies will be informed of this new amenity. Integrating bicycles with other means of transport is also being planned.

The total cycle way plan is for 40km and is divided between main and secondary routes. Through the cycle way, main city locations can be visited, including natural sites, archeological sites and monuments, and places where leisure services are offered.



*The map shows the Rhodes city centre: in green the medieval city is emphasized, while the Marina is underlined in pale yellow*





*The pictures show various images of cycling paths built according the plan*

### Problems and management difficulties

The process is not easy. Two main problems are to be underlined:

- project financing: involving the whole urban texture, the project takes in consideration many city contexts (historical areas, archaeological areas, waterfront areas etc). Different bureaucratic approaches are needed for each area, producing time consuming problems and difficulties in the dialogue between the different stakeholders involved in the project;
- gaining social acceptance: Rhodes' circulation is based mainly on private vehicles. Investment for the creation of a wide and extended cycling network is difficult to introduce in such a social context. Cycling is considered much more as a sport or leisure activity, rather than an alternative transport system.

The process is led by the Municipality Technical Services Department, which coordinates the Municipality and private actors involved in the process. Unfortunately, the process would require a further communication effort towards citizens.

### Further development and urban integration

The whole project is to be considered positive for Rhodes. However, a problem could rise in the short or mid-term.

Currently, the city needs to renew its waterfront with an harmonizing action, connecting the cruise terminal with the city centre. The project should be useful and formally pleasant both for citizens and tourists, giving further quality to the already beautiful historical heritage of the urban tissue.

This process requires more time and funding, so it is scheduled for the next years. Building a cycling path right on the waterfront, with no current plans for the waterfront, could further complicate the coast line's re-planning in the future.

Therefore, dialogue with the waterfront's planners would have been necessary from the beginning.

Also a good integration between the cycling path and the cruise terminal is needed, in order to improve the accessibility to the route and the visibility of the both facilities.



## 4. TERMINALS





## 4.1 Market Positioning and Port Facilities

### The EU 2009 study “Tourist facilities in ports”: which facilities should we invest in?

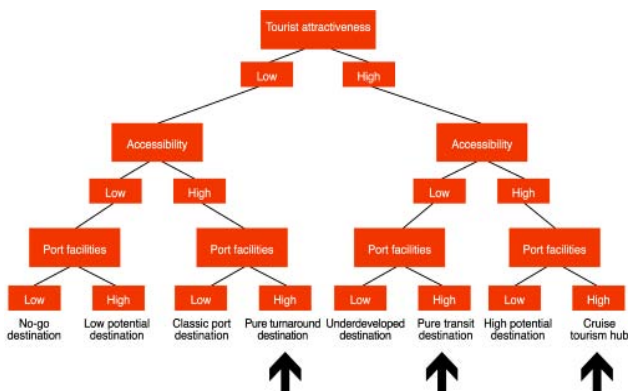
The study “Tourist facilities in ports”, edited by ‘Policy Research Corporation’ on behalf of the European Commission, Directorate General for Maritime Affairs and Fisheries (Policy Research Corporation, 2009), aimed at finding the answer to a specific question: ‘how can cruise ports enhance the economic impact of cruise tourism by investing in tourist facilities?’

Even though the EU study concerns mainly the CTUR Thematic area known as ‘economic and social generators’, it deals with important elements that concern aspects of the ‘physical environment’ and facilities and terminals in particular.

The basic question was whether it was beneficial to invest in port facilities in order to increase the economic impact of cruise tourism. The answers to this question were connected to two other central issues: current trends in cruise tourism (already discussed in the previous chapter) and strategies (also in terms of port facilities) which a port can carry out to increase its economic impact.

The study identified three determinants that define ‘strengths and weaknesses’ of cruise ports:

- tourist attractiveness
- accessibility of a destination/region
- port facilities



Port categories and strategic objectives  
(source: Policy Research Corporation)

The illustration shows how the relationship between accessibility and port facilities determines the level and type of a destination’s potential on the basis of its level of tourist attraction by means of a model.

For instance, when attractiveness is low, high accessibility combined with a high level of port facilities can determine the high potential of a port as

a ‘pure turnaround port’, while a low level of port facilities can determine the fact that a port remains a ‘classic port destination’.

The previous consideration implies that in terms of policies concerning physical environment and facilities, ports with high accessibility but low tourist attractiveness should concentrate mainly on accessibility infrastructures and port facilities (quays, terminals) besides implementing an operational excellence strategy (“to enable ports to exploit the opportunity of a more intense turnaround activity whilst overcoming the threats of lower port fees and lower expenditures per tourist”).

A completely different case is a port with both a high level of tourist attractiveness and of port facilities: in this case, the sheer transit potential is at hand, while a port with a low level of port facilities runs the risk of being an underdeveloped destination.

In general terms, applying the model to all kind of interventions in the physical environment (which concern port accessibility and port facilities, but also urban environment and heritage) is important to direct investments towards the best options.

According to the UE study, there are two types of port facilities:

- facilities aimed at the reception of transit cruise ships (e.g. depth, sufficient quay capacity, etc.)
- facilities relevant only for ports that deal with turnaround ships (e.g. the presence of a terminal, luggage handling, etc.)

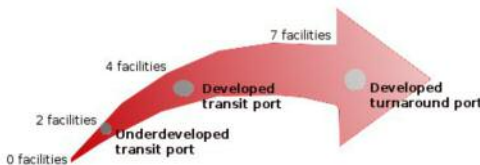
The study puts forward a way to assign a score to the level of facilities through a ‘port facilities preference list’ which assigns a priority and order of importance to facilities (and thus enables to work out a self-evaluation score on the basis of available facilities, which is useful in terms of benchmarking too). Every port has to identify the

General/transit facilities		Turnaround only facilities	
Sufficient draught	1	Terminal	5
Sufficient quay capacity	2	Luggage handling facilities	6
Security and custom facilities	3	Parking facilities in direct neighborhood/coach service to parking facilities	7
Waste disposal facilities	4		

*Port facilities preference list and respective cumulative scores (source: Policy Research Corporation)*

most important facility it has at his disposal and can ‘move’ to the lower level only if it possesses the next best facility (and in that case it can take it into account).

A port can be classified depending on the number of facilities it possesses.



*Examination of the port facilities (source: Policy Research Corporation)*

By applying the benchmarking criteria described in the EU study, each port belonging to the CTUR network can evaluate its positioning in the market according to its activity and its port facilities level.

## 4.2 The Cruise Terminal: a Means, Not an End

*A terminal, especially in turnaround ports, is certainly a significant component of a development policy aiming at attracting cruise lines. However, a terminal should never be considered as the very element that enables to implement a cruise policy and under certain circumstances it should not even be considered as the most relevant factor.*

A terminal should simply be the means to obtain the best possible results for the territory where it is located. A terminal should also follow the wider general policy in use to attract cruise lines, which should be based on the correct 'positioning' of port and city within the cruise market.

This consideration means that, no matter what the trend of the cruise sector is, the municipality and the port authority have to design facilities which improve and serve the city with long term design solutions and policy framework. The city has to put its citizens' interest first.

### **Terminals for turnaround ports: inside or outside the city**

A proper terminal structure is essential in turnaround ports, or in those which have a real potential to become turnaround ports. The level of services which cruise lines require for home ports is provided by modern terminals that meet the highest security standards and that are equipped with safe disembarking and embarking systems capable of protecting passengers, with all facilities for passengers and baggage control, with ample space so that passengers fluxes from various ships can be managed simultaneously, with info-points, with parking places and dedicated cars and buses waiting areas.

When the terminal of a turnaround port is located far from the urban core of the city - as is often the case - its role is restricted to a sheer cruise service and the terminal does not play a role in the urban environment.

It should be noted that for cities with relevant turnaround traffic levels (or a high potential to perform this function) it is appropriate to locate a (new) terminal in an area far away from the city centre, and yet easily accessible through the regional transport system.

However, this situation implies giving up a straight relationship between the city and the terminal. In fact, a large terminal that is actually easily accessible, where any kind of logistics operations can be easily carried out, can be an essential factor that makes cruise lines stabilize their relationships with a city, thereby increasing the economic impact linked not only to passengers flows, but also to the strong integration of local services and product providers in the cruise line supply chain.

Sometimes, to join cruise terminals and short-sea shipping terminals obtaining the best scale economies for common services to passengers is to be considered a good

choice. However, “historically, passenger terminals for short sea and ocean flows have always been distinct because the ships berthing at them had - and still have - totally different nautical requirements.”(European Regional Development Fund Inter-reg III C, 2007). The presence of different terminals for different types of maritime transport multiplies the needs for service structures, land use, traffic accesses and infrastructures.

Where the turnaround activity is prevailing, a non urban terminal should still be a merely functional infrastructure capable of optimising costs: it should be elegant and comfortable, but for it to be a typical port-like structure, it should not require excessive expenditure or evoke any grandeur. This is why port authorities have to act responsibly and have to avoid getting carried away by the desire to create terminals that are economically and symbolically glamorous or by the misleading perception that they need to prove cruise lines that they are more competitive than other ports.

There are examples of temporary terminals that were built with relatively ‘poor’ materials and yet could carry out their functions efficiently for a long time.

The advantage in investing moderately in a terminal when it is located in the port area and not at the core of the city is all the greater when cities and ports cannot aspire to play important roles as turnaround ports or when they are pure ports of call or hybrid ports with a limited and unstable turnaround. In these cases it is clearly useless to invest greatly in a terminal to make it a prestigious building.

What is really important is investing in the actual services; in this case there are brilliant examples of extremely functional yet substantially cheap structures, too. For example, the cruise terminal in Le Havre is an old and picturesque port warehouse that is being restructured internally on the basis of a project that will upgrade it to the highest functional standards without being glamorous.

A terminal is even less strategic in particular in ports of call, where operations are slightly less complicated (for instance, there is no need for baggage handling, although security requirements make passenger control compulsory). However, such a terminal can play an important role as a service provider for cruise tourists, by offering for example info-points or waiting area.

In order to meet the real needs of cruise lines it is essential to provide functional, high quality services and minor facilities inside a terminal (e.g. baggage conveyor belts or security systems): they require fewer investments and provide a greater added value. Dublin, which is just beginning to play the role of turnaround port, represents a striking case in point. On the basis of a most consistent strategy, even in the face of the great success of the city as tourist destination Dublin chose not to invest specifically in a new cruise terminal, probably in the light of the negative experience of cities like Liverpool, and opted for a ‘multi-purpose’ terminal.

Finally, a terminal (and its related investment) should match the actual flows. At times it is more appropriate to try and supply the best service with the lowest investment



rather than enlarging the terminal. Even Valencia, which manages large tourist flows, has so far preferred using its old port warehouse, which is rather small, and for instance invested in a relevant covered gangplanks system in order to optimize the path from ships to passengers terminal.

On the other hand, the choice made by a CTUR partner, Alicante, comes across as puzzling: in order to implement a (not actually easy) development policy of this destination as hybrid port, the port authority, is willing to create a second cruise terminal along a dock which is most marginal to the urban area, and which therefore cannot be enjoyed by citizens. This existing terminal was built with precious materials (glass, etc.), has high maintenance costs but it is clearly under-used. The resources to be spent on the second terminal could be used to promote this destination or for other infrastructures, but the different functions performed by the institutions involved (port authority and city) determines the fact that funds are spent on different sectors depending on the source and without optimising their use in view of the overall interest of the destination (port and city).

### **A terminal at the heart of a city**

Whenever a terminal is located in an urban area and it becomes an integral part of it that citizens appreciate and enjoy, even though passengers flows are not extremely high, there is the potential for larger investments and for greater care for the prestigious aesthetics typical of urban areas.

However, in this case investments on a terminal should be strongly and practically integrated within a wider civic framework and the terminal should not come across as some external symbol (for example as a mere indicator of the port authority's institutional power) or be in contrast with the city's functional dimension or with the free use of the waterfront.

However, building a terminal within a city often means not being able to have an adequate external surface at disposal, which is all the more relevant to supply an adequate bus connection service (a single disembarkation may require up to 50 vehicles at the same time) or on land logistics activities in general.

Nowadays, multi-functional cruise terminals offer a consistent and identity enhancing urban and architectonic value, high accessibility for citizens to attractive urban paths that can be used all year-round, multi-functional structures that can be enjoyed all year-round (a congress centre, a research centre, a library, a museum, a mall, etc.) and that can be linked to common leisure functions (cafés, restaurants, etc.) and to the public access to the sea. An option consists in trying to integrate the public areas of cruise terminals with facilities for pleasure boating as much possible in order to sustain the demand level of certain services (including restaurants).

This type of multifunctional terminal is catching up in countries where the strongest market trends are to be found (for example in the Far East or in the USA) and it is often coupled

with commercial functions - it goes without saying that in Europe such mixed functions and their relationship with historical urban contexts are of a different nature and dimension with respect to those to be found in large Asian metropolitan areas or in the USA.

If on the one hand an urban cruise terminal should be accessible for citizens, on the other hand it should be the 'pedestrian gate' to a city and its waterfront, which opens up to cruise passengers and stimulates them to go sightseeing.

This is no easy challenge: limits posed by positioning (terminals are often not exactly at the core of a city) and severe security norms that require sterile enclosed areas, even outdoors, pose many problems to cities that wish to follow this strategy (this does not apply to lucky cities like Trieste or Naples, whose terminal actually faces the main urban squares) and an idea that seems great on paper may turn out to be an investment that cannot be fully implemented.

The project for a new terminal in Matosinhos is a good example of the kind of consistent strategy described above, although the issue of the relative distance between the new terminal and the urban core will have to be addressed carefully if the full attraction potential of the urban core is to be exploited.

Finally, we should not forget that in certain cases a new terminal close to the core of a city may cause port areas that are no longer in use to be redeveloped in order to change radically both the social practices along the coast or even the entire waterfront urban setting, which would have a great impact on the local community.

Therefore, the creation of urban cruise terminals requires a kind of 'social sharing': a terminal project has to deal with an increasing demand for security and the citizens' needs. In many contexts the local community requires the terminal's space occupation to pay back the use of public land by offering multi-function facilities, open spaces and services. The increase of the cruise sector has often brought to an over-expansion of the port area and to its fencing (in order to respect security requirements). As F.T. Llopis underlines when he introduces the case study of the Balearic Islands cruise port (F. T. Llopis, 2009), "the detractors' most hostile criticism



*A temporary intervention for the terminal of Civitavecchia (Rome).  
(source: <http://contex-t.ditf-denkendorf.de/>)*

levelled at cruises is that they are the cause of the unsustainable growth of port infrastructures, which in itself further encourages unwanted hotel or residential growth."

In general, CTUR partners that are investing on terminals inside urban areas seem to have rationalized their overall strategy.

### 4.3 Terminals: CTUR Case Studies

Among the cases presented by the CTUR partners, three (Matosinhos, Naples and Trieste) seemed to be particularly helpful in highlighting the various aspects of the specific role played by a terminal.

In the case study of Matosinhos, which is a port that can aspire to have cruise hybrid port functions, the new terminal building, which is located not far away from the vital area of the city, is an innovative building and it is extremely important from an architectural point of view. The terminal will have a clear multi-functional pattern (and will host a research laboratory, among other things) and should be able to become part of an 'urban objects circuit' located along or not far from the waterfront on the basis of an interesting and valuable design improvement consisting in various steps. We should hope that its position, slightly further away along the dock, does not reduce the real attraction potential of its non cruise functions and that the remarkable personality of the architectural project does not reduce the practical use potential of its internal spaces.

The case study of Naples is completely different. It concerns the restructuring of the terminal (the maritime station, which is located at the heart of the city) connected to an innovative managing model that involves not only the Port Authority but also the cruise lines and, to a certain extent, the public administration. This project will bring about a great change of the terminal environment, which will become also a commercial area for tourists. The extremely central position of the terminal may turn it into a gateway to a Naples yet to be discovered which nowadays does not attract tourists, but that possesses an incredible potential to be disclosed through adequate projects that are currently being drawn up.

The case study of Trieste is yet another example of how the renewal of a historical structure of a maritime station carried out by an autonomous company linked to the port authority enables to build a stronghold at urban level and to increase the functions offered to the community. This project is part of a more general approach to the improvement of the urban setting close to the waterfront, which was set in motion both through the new port planning scheme and the implementation of other municipal projects and consists in several steps. The potential role of the historical port, which is an integral part of the new port planning scheme, is also extremely interesting. It is a urban historical heritage that has not been discovered yet, but that has great potential and could find yet another support in cruise tourism.

## Matosinhos and the New Cruise Terminal for the Port of Leixões

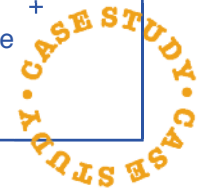


### Subthemes:

- Cruise facilities & Transport connection
- Attractiveness of the port city

### Topics:

- Development of new cruise and marina facilities
- Diversity of attractions/ events
- Connection port/city + Compatibility safety/free accessible port



### The Port of Leixões and its strategic function in Portugal

The port of Leixões is the largest seaport infrastructure in the North of Portugal and one of the most important in the country. Leixões has excellent road, rail and maritime access and is equipped with advanced information systems for vessel traffic control and management. The Port of Leixões is a competitive and versatile multi-purpose port, representing 25% of the Portuguese foreign trade and handling 15 million tons of commodities a year.

Benefiting from a strategic location with a hinterland rich in industry and commerce, the Port of Leixões has a privileged position in the context of the European port system. It is the gateway to the inner system of regional transport.

The port's infrastructures are linked to the most important traffic routes.

The accessibility to the whole Northern Portugal region depends on the harbour's good usability and activity.

### Rethinking the port as complex and integrated urban strategy

The development of the project presented as case study was drawn up in 2004 within the Strategic Plan of the Port of Leixões elaboration. It involves a large area, keeping the port as key point for the whole Matosinhos region. The waterfront, the accessibility system, the transport network and the inner parts of the urban texture are included in the study, providing different solutions to common problems.



*Accessibility and mobility net in Matosinhos' region*

In the forthcoming LAP the project will be further enlarged with the evolution of the so-called Action 2, which involves the South Mole and aims at the revitalization of the adjacent spaces.

The port is considered a crucial and complex logistic platform which creates employment and activities and gives value to commodities.

The integration between the city and the port is considered fundamental in planning further developments of urban strategies. The roots of these concepts are to be found in history: the city has grown along with the port and even though it went through a crisis and many structures were abandoned, it maintained a strong significance for the city's economy and people through time.

The port should become a multi-purpose node, reinforcing its already strong role in Portuguese economy and linking maritime business with tourist, cultural and economic development.

The main issue is to use the growth and enhancement of cruise tourism to revitalize a depressed area characterised by negative indicators related to physical, socio-economic and environmental factors, including air and noise pollution.

### **The cruise terminal in a net of smaller public spaces as integrated strategy for revamping**

The project focuses mainly on two integrated actions, which try to involve the development of projects for the cruise sector with a wider vision of the public space. The tourist and the urban dimensions are combined in a mix strategy which is producing interesting outputs.

The two dimensions of the plan are being designed as follows:

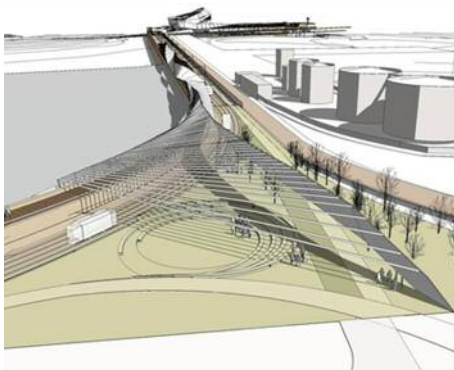
- the Cruise Terminal: it is the main intervention in the plan and it dedicates wide areas and services to cruise tourism (which is fundamental for the city development). This main function is combined with other services which will make the terminal a fundamental meeting point also for the citizens. The building will become emblematic for the city of Matosinhos, hosting, for example, the Maritime Research Centre (managed by the Oporto University) in addition with the Patrimony recuperation (former Health Inspection) for New Maritime Business Incubator, within the creation of the Park of Science and Technology of the Sea;



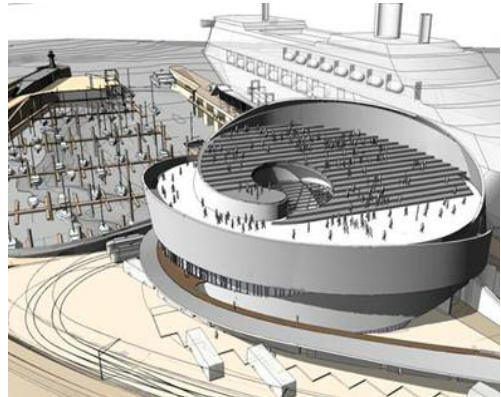
- structures for cultural and social activities to be developed in order to attract stronger fluxes: beside the cruise terminal, the plan provided the waterfront with cultural and tourist facilities which are separated in space, but linked in use. This includes many different interventions, which scatter the waterfront with points of interest. This integrated action revitalises the maritime area and avoiding the risk of an exclusively seasonal or tourist use. The structures and areas to focus on are:
  - Matosinhos waterfront;
  - Leça da Palmeira waterfront;
  - B Flatt Jazz Club;
  - House of Architecture;
  - New Passenger Rail Station;
  - New Bridge.

The plan includes the Cantareira renewal for the local fishermen community, a new ornithological reserve at Afurada museum, a Sport and Cultural Centre of APDL located in former warehouses in order to promote social support activities and high level education.

The connection between these services is also enhanced by the waterfront drawn by Eduardo Souto de Moura, which redefined the whole border between the urban texture and the shore. It can be said that the project offers an increasing of facilities, since the series of new attractions leads to the cruise terminal which offers further public spaces.



*The future terminal will be a key point for the cruise traffic and for the urban uses*



*An external view of the terminal*

The New Cruise Terminal will become a success for the Region, creating economic advantages for the Matosinhos city through different ways: the cruise tourism dynamic, the landscape effect in terms of the port urban integration and the promotion of new companies emerging from the activity of the Maritime Research Centre, integrated in the Science and Technology of the Sea Park.

## A wider perspective

The intervention on the port lays not only in the building for the terminal and the services already illustrated, but also in a wider urban and regional scale vision.

The terminal planning started in 2004, but the more integrated strategies for the renovation of the whole port started in year 2000 and will be developed until 2012.

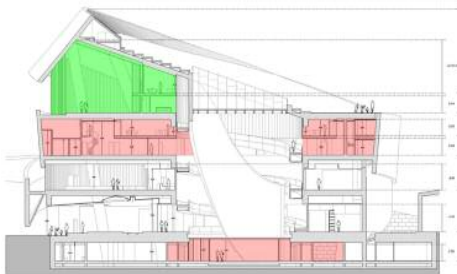
The plan operates also on the connections and the interaction between the port and the urban context, and between the maritime area and the large-scale transport system. The two actions can be explained as following:

- **the integration of the waterfront and the sea in urban dynamics:** the project tries to bind two different parts of the waterfront by giving similar formal solutions and functional refurbishment. Without compromising the necessary security requirements, one challenge of the project is to strengthen the role of the new waterfront as a leisure and entertainment zone by including a wide-range urban facilities of public utility and linking the port to the city;
- **mobility and infrastructure system:** APDL (the Port Authority for Douro and Leixões) led the construction of the VILPL-Highway Internal Link to the Port, a road which is an exclusive quick access for heavy vehicles and their cargoes to the Port of Leixões. The VILPL solved conflicts between the port traffic and the urban traffic, made the cargo traffic quicker and safer, and reduced urban air and noise pollution significantly.

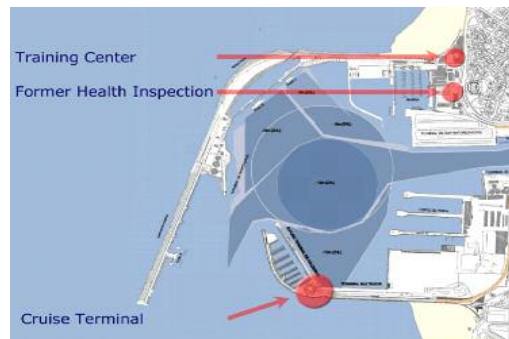
APDL also built a new drawbridge to link Leça de Palmeira with Matosinhos city centre, and offered a free bus service during its construction.

A new passenger railway station was also built.

SCIENTIFIC DISSEMINATION  
SCIENTIFIC PRODUCTION



The section shows the functional mix as design tool



The main interventions located in the port area: the Cruise Terminal, the former Health Inspection and the Training Centre

## Management of the project: integration between different partners

The Cruise Terminal is the symbol of the integration promoted by the project for the port of Leixões. It follows a shared agreement led by APDL, the Municipality of Matosinhos (both CTUR partners), and the Oporto University.

The stakeholders are as follows:

- › Managing Authority - Essentially to support structural funds;
- › High School of Arts and Design - To improve infrastructures, to promote creative initiatives, to improve public spaces, and to create an innovative space for cultural and tourist information;
- › University of Porto - It is acting as an 'incubator' to create new technology based enterprises, and to promote the transfer of technology between the university and the market. It is now building a 'sea campus' dedicated to marine technologies, with a space for new enterprises;
- › Restaurants Association - The restaurants are an important economic and touristic activity, so they are mainly a target group.

The project is being carried out essentially with APDL funds and European Community Funds. The Port Authority is yearly investing 12% of the whole APDL resources in the project.

## Good practices and expectations

The good practices and the expectations of the project were already mentioned in the Baseline Study of CTUR.

The good practices:

- good relationships between the city and the port authority, which are used to work together in territorial planning. The project associates the Municipality and the port authority within a common vision of the sustainable development of the city and the northern region;
- attractive layout of the new cruise terminal conceived as a strong junction between the port and the city;
- strong local potential for the development of the cruise activity;
- outlines for the renewal of commerce/restaurants streets have already been drawn up.

The expectations:

- learning how to strengthen the port-city relationships through the building of a cruise terminal;

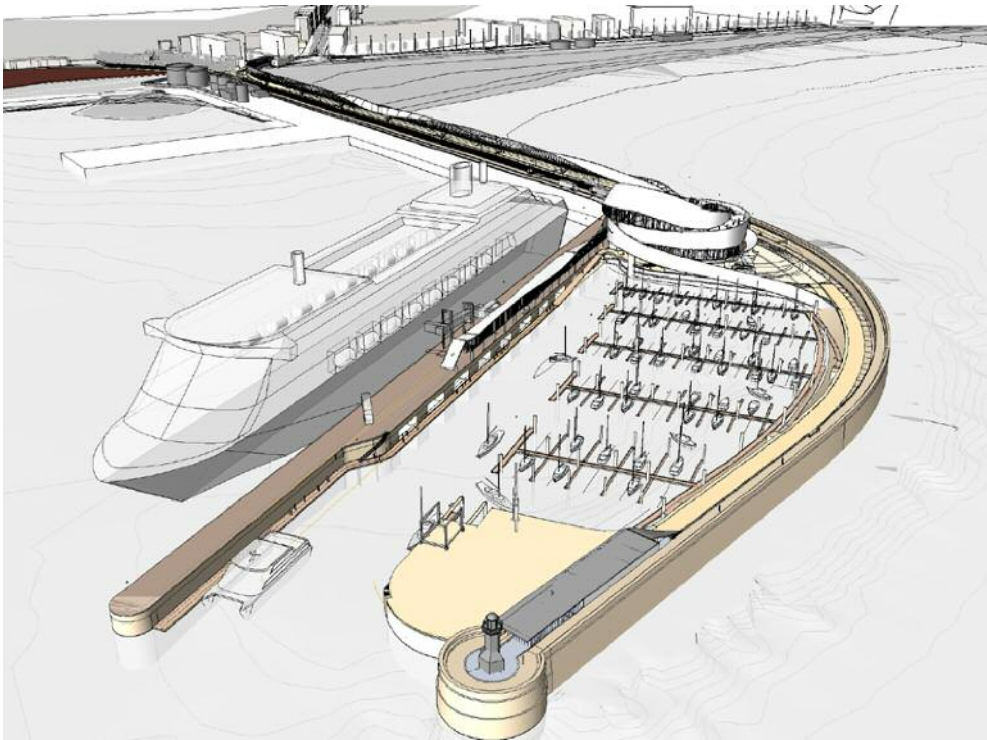


*The port as a new logistic platform  
with regional influence*



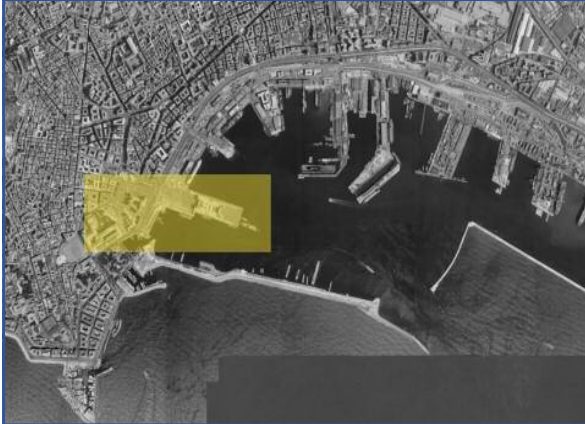
- developing a network of relationships with the partners of CTUR in order to improve the cruise business and its interactions with the hinterland;
- discussing better strategies to elaborate port projects with a strong urban integration and development potential;
- encouraging the identification of the tourism destination and the contribution of Matosinhos for the global touristic offer.

It is to be said that the project is particularly interesting for its multi-layered dimension and its intelligent way to involve the cruise sector's intervention in a large frame able to enhance the urban quality of the whole city-centre.



*The new cruise terminal*

## Naples and the New Maritime Station



### Subthemes:

- Attractiveness of the port city
- Cruise facilities & Transport connection

### Topics:

- Governance of cruise terminal
- Development of new cruise and marina facilities



### An attractive port of call

Naples is the third largest city in Italy and the most important in the southern part of the country. It has over 3 million inhabitants and it plays a pre-eminent role in the Italian market of urban tourism. Naples is divided into ten Municipalities with administrative autonomy and decentralized functions.

The port of Naples is one of the most important in Italy and in the Mediterranean basin in terms of passenger traffic and it is going to become one of the most important in terms of cruise traffic in view of its constant growth.

This is particularly due to the large dimensions and range of facilities offered by the port area as well as to the historical heritage and artistic and architectural sightseeing options available in the urban and territorial context. This makes the city an attractive port of call that offers a wide range of tourist activities.

### The renewal of the existing terminal in a wider vision of the waterfront

The case study presents the regeneration of the cruise terminal as a fundamental facility enhancing the cruise sector in the port of Naples.

The Naples Cruise Terminal is located (within the port area) in the centre of the city and it extends for 1 km including all the piers next to the Maritime Station. The terminal is close to many tourist facilities (hotels, restaurants, museums, etc.) and it offers good road transport and public transport accessibility, being a hub to the most attractive tourist towns of the surrounding region (Pompei, Capri, Sorrento, etc.).

More specifically, the terminal is located:

- 100 m. from the Beverello Dock - a ferry and hydrofoil terminal for transport to the islands of the Gulf of Naples;
- 3 km from the train station;
- 4 km from major highways nodes;
- 7 km from the airport;
- extremely close to urban underground and the funicular railway;
- a few minutes walk from the most well known central places of the city (the Royal Palace, S. Carlo Theatre, etc.).



*In this aerial view it is possible to notice the relation between the urban context and the access areas to the terminal*

The area of the cruise terminal is 88,800 m<sup>2</sup> wide, including the maritime station building and its external areas, which can be used also for other functions. The area extends for 1 km including all the piers next to the Maritime Station. It is equipped to welcome a considerable number of passengers per day, either embark/disembark or transit passengers.

It offers:

1. 7 berths with 1,100 available metres for cruise vessels;
2. depth up to 11 metres;
3. 7 mobile gangways;
4. 12 computerized check-in desks;
5. Departure and arrival halls;
6. Baggage belts.

The renewal of the existing building firstly includes interventions on the physical structure, such as:

- a reorganization of general areas in order to manage passengers' flows better;
- a reorganization of the pedestrian and parking area;
- a better integration between the port and city road network, improving the accessibility to the port area;
- a renewal of the existing convention centre;
- a development of a new shopping centre.

These facilities will be also open to the citizens, thereby allowing direct and indirect economic and social spin-offs, such as:

- an optimization of cruise line operations;
- an increase of potential cruise passengers flows;
- increase of skilled personnel for the cruise tourism sector, by establishing a 'Sea Training Pole' (see below).

The project for the cruise terminal aims at improving the accessibility to the city and at providing the terminal area with a physical environment of better quality by reorganizing the outer spaces and improving the accessibility to the public transport system and to the surrounding urban areas.

The waterfront as considered in this wider approach can be defined as a “filtering line”, namely a complex series of services integrated in the urban transport system located along the coast line. This approach will better connect the city with the port and with the terminal area, thus enabling larger flows of citizens to use the port area. The terminal’s proximity to the center and its good accessibility system are to be considered positive features of the cruise terminal that offer a good opportunity to involve more cruise passengers in the urban life.

The whole project for the terminal will be completed in the long term, but the first phases are planned on a shorter schedule.

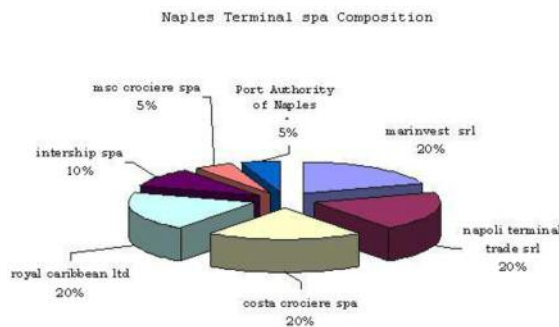
### Sharing the terminal management with cruise lines: the ‘Naples model’

The management framework of the Port of Naples cruise ship terminal is an essential feature of this case study because the development project involves both public and private stakeholders, which are required to collaborate with the cruise lines to implement common strategies and actions.

It should be pointed out that the Consorzio Autonomo of the Port of Naples, which is a public company, managed the port until 1994. Then, according the Italian Law n. 84/94 (the port reform), a share of the cruise terminal was devolved to private stakeholders: a joint stock company called ‘Terminal Napoli S.p.A.’ was created for the management of the Maritime station.

With reference to the project, the role of the different stakeholders can be described as follows:

- the Port Authority, funding 5% of the business;
- the cruise companies, funding 75% of the business;
- the Napoli Terminal Trade srl., funding 20% of the business.



Legal framework of the Terminal Napoli spa

The total amount of the project is about €4M.

The Naples Port Authority has been the first in Italy to establish a joint private and public partnership company for the management a cruise terminal. It has also been the first in Italy to involve the leading cruise ship companies in running the terminal business.

For this reason, the innovative management framework was defined as the “Naples model”, being an example for other developing Italian cruise ports. This collaboration is to be considered a best practice of the process.

Another purpose of the project is to involve citizens through public communication and participation.

### The urban regeneration framework

The development of the cruise terminal has to be considered as a component of a wider integrated urban regeneration strategy aimed not only at redesigning the waterfront, but also at enhancing tourist flows between the inner urban areas and the port area, but more generally

- to increase the attractiveness of some very interesting but problematic (both from a physical and social point of view) urban historical districts for visitors and for the local community;
- to support economic activities and local employment concerning both the cruise tourist sector and other activities (e.g. traditional handicraft) - also through educational programmes.

Some fundamental interventions carried out in the city by the Municipality can further improve the opportunities offered by the terminal’s location:

1. the regeneration of a neighbourhood located close to the waterfront and to the port gate (the handicraft district known as ‘Goldsmith’), which provided the local handicraft manufacturers with the possibility to supply their products to the cruise tourists visiting the area;
2. the increased accessibility to the city centre from the waterfront, which was achieved by locating a station of a new underground line close to the terminal and by redesigning some important streets leading from the port to the centre;
3. the regeneration of the former industrial areas close to the seafront (west area - Bagnoli and east area - S. Giovanni) while the reuse of the historical factory buildings is in progress;
4. the creation of the ‘Sea Training Pole’, funded by the Campania Region, which aims at developing a permanent educational centre for professional workers in the maritime sector.



*Naples Maritime Terminal, aerial view*

The Naples case study shows an appreciable cooperation level among stakeholders. However, some lack of coordination among the members and different points of view in managing matters are recognized by the partners themselves as problems which should be solved in order to reduce any clash of interest and to implement the project at best.

## Trieste: the New Harbour Masterplan and the Cruise Terminal Renewal & Urban Regeneration under Way behind the Waterfront



### Subtheme:

- Regeneration and environmental concern

### Topic:

- Masterplan for the regeneration of derelict port areas



### The urban settlement, the port location and the potential for cruise activities

After the golden age of the port of Trieste, under the Austro-Hungarian Empire, Trieste was one of the most important ports in Italy and a strategic site in the first part of the 20th century, due to its key position on the border between the western and eastern world.

Nowadays, the port of Trieste maintains the Austrian privilege of being a free port, which dates back to 1719, even though the structures and the economic role of the port have been changing significantly over the last century.

The port area stretches along the linear shape of the commercial and residential city. The harbour area creates a narrow, almost one-dimensional fringe between the city and the sea.

The operational port-area and the industrial area are located along the coast and cover almost all the coastal area.

Only a few parts of the coastline are accessible to and used by citizens and they are mostly located in the historical part of the city (urban waterfront). This area is actually the core of the historical part of the city. It is close to the main urban square and it has a strong urban character, besides hosting spaces for leisure and tourist activities. This area is defined as a 'sector of urban interest', and it is the only waterfront section accessible to citizens and tourists.

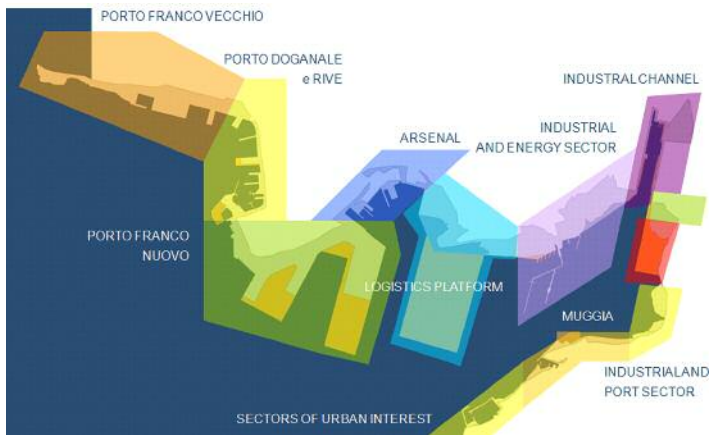
The cruise terminal, which is located in the historical building of the 'maritime station' built in the 1930s, is in the heart of this charming core urban area.



Up to 2008, Trieste had a quite large cruise traffic, and played a role also as a home port for a leading cruise company. In 2007, on the basis of law 84/1994 and its subsequent amendments, the Trieste Port Authority set up the 'Società Trieste Terminal Passeggeri S.p.A', which enabled the port of Trieste to undertake an active policy supporting the cruise market and at the same time to:

- manage all the space along the waterfront, in the terminal, in the passengers area of Pier Bersaglieri and Pier IV, and in mooring 22 and 57 on the basis of a government licence of 25 years that started on 01.01.2008;
- start the restructuring and enlargement work of the cruise terminal Pier Bersaglieri and Terminal RO RO PAX, mooring 57.

By 2010 the company should acquire new partners by selling 51% of the shares, on the basis of public procedures.



*The long and complex waterfront of the city is separated in sectors with peculiar functions.  
The plan is drawn according to these separations*

### The new harbour masterplan: focus on the historical port

The policy pursued by the Port Authority in order to re-launch cruising activities and restructure the terminal is part of a wider policy meant to restart the port planning process, which was blocked for many years. Therefore, before speaking about cruising, it is necessary to briefly describe the new town planning scheme approved in 2009 by the Port Authority.

The approval of the port masterplan was a very good example of shared vision between the Port Authority and the Municipality; such shared vision enabled them to define the masterplan after years of deadlock. In fact, the main areas that the town planning scheme deals with surround the urban waterfront on two sides and concern the most modern area of the port in the south, and the area of the historical port in the north, which is an abandoned area with no maritime traffic, with the exception of a few parts, and characterized by an extremely important and large heritage in terms of industrial archaeology.

The maritime station is located between these two areas in the heart of the city.

The town planning scheme outlines interventions in two macro-areas:

- enlargement of the operational platforms, for logistics, industrial and power production purposes in the operational port area (at the south of the city);
- an urban regeneration intervention in the historical port area (whose entrance is located by the urban waterfront). The historical port areas should be completely renovated by creating new functions and by redrawing and implementing the accessibility system. The Trieste Port Authority has already started the procedures that enable the relevant authorizations to be acquired, and the people that can put the proposals into practice and start the works once the bureaucratic procedures are complete have been identified.

The 'old port' area has a great potential as a multi-purpose redeveloped urban area both for the high value of its architectural and industrial heritage and for its large dimension. The functions which will be located there have not been precisely defined yet. However, educational activities, commercial and leisure activities, museums and other services, with specific reference to the 'maritime' nature of the site should be

located there.

Within this area there are unique examples of industrial archaeology that are being restored by the Port Authority. The most interesting example is the 'former hydrodynamic plant'. It is a 19th century building which contains all the original hydraulic machinery aimed at moving port cranes.

The historical port area will remain under the control of the Port Authority also because it has the legal status of free port and this cannot be changed, at least in the short term period.

The development of the historical port area - located close to the terminal and the main square - could be another important element for the re-launch of the cruise sector too. It could offer an easily accessible area, which can be clearly seen by passengers while still on board, and which is to be considered a positive feature for tourists who want to visit the city on their own.



*The area in yellow is the "old port" harbour, managed by the Authority Port.*

*The blue area is the commercial port.*

*The red area is the urban waterfront sector, with the location of the cruise terminal (in the white circle).*

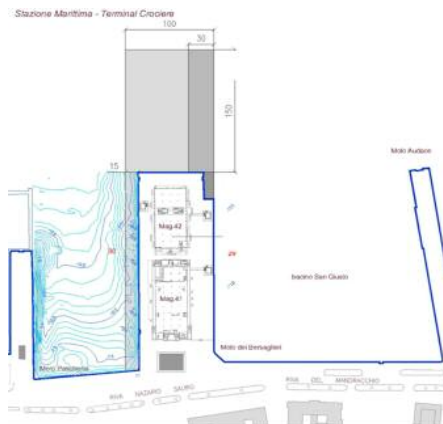


## The renewal of the cruise terminal

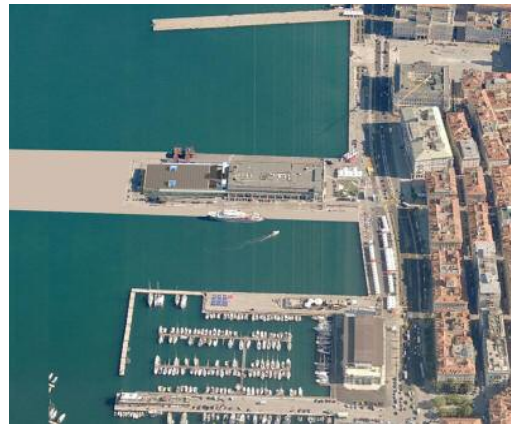
Besides the two areas mentioned before, the harbour masterplan puts forward a project concerning the development of the cruise terminal in the area between the historical port and the 'operational' port. This area is defined as a 'sector of urban interest' in the plan and it is the only area citizens and tourists can have access to at present. Traditionally, this is the passengers' area and at present it is the location for mooring cruise ships (the 'maritime station' cruise terminal).

The renewal and enlargement of the present cruise terminal is one of the key projects in the masterplan and it is essential to develop a fully effective 'hybrid function' for the cruise port of Trieste in the future. The central location of the terminal and the presence of very few open areas does not help carry out the logistics functions that are typical of turnaround ports (parking lots, etc.), but it offers a first rate position because of its proximity to the city.

The terminal is actually located just in front of the main urban square, which helps solve many connection problems between terminal and city that exist elsewhere.



*The map shows the new location of the cruise terminal and the enlargement of the dock*



*The image shows a rendering of the enlargement for the dock*

The current mooring pier for cruises will be enlarged and the passenger station will be renewed; this will take place in four different phases:

- completion of the northern wharf (complete);
- restoring and transforming what is known as 'warehouse 42' (hangar) into a new section of the maritime station for passengers (by the end of 2010);
- extending the quay along the northern side (by 2012);
- further enlargement of the dock towards the southern side and completion of the extension of the dock surface (by 2014).

The hangar-section of the building (which is abandoned at present) will be restored and transformed into the new embarking area for passengers.

Moreover, the hangar will be organized so as to host multi-purpose events (i.e. conferences and events, restaurants, etc.) that serve both citizens and tourists.

The project is an interesting example of a multi-purpose renewal of a historical urban passenger terminal. Wide terraces and restaurants will be fully opened to the citizens, who will enjoy the view on the 19th century urban waterfront architecture. Moreover, the terminal function will be combined with conference halls in order to improve its role as a 'city hub'.



*A rendering of the project for the new cruise terminal*

### **A respectful refunctionalization**

The renewal of the cruise terminal aims at fully preserving the old facilities of the historical maritime station. Such facilities were built in 1905 and were often refurbished and renovated in the following decades. The project aims at recovering the original layout by restoring the facilities and adapting the building to the current technological and safety requirements. Only one new construction will be added externally between the hangar and the maritime station building: a box will include all the lifts, escalators, and the old boarding bridges (which will be restored as well).

This project can be considered as a good example of how the old port facilities can be renewed with a soft approach: existing buildings and bearing structures are modified, while keeping the historical heritage alive and turning the port location into a vibrant environment.

### **The terminal as a component of the urban re-launch**

The renovation of the maritime station is one of the elements within a wider intervention framework in the urban area (close to the waterfront) which is implemented not only by the Port Authority (historical port area) but also by other administration entities, starting from the Municipality.

These are the most relevant projects:

- a project to enlarge the present aquarium is being discussed and it could be located extremely close to the terminal. If the project were developed through strongly innovative standards and attractive facilities, it could be considered as a good opportunity to attract cruise tourists;
- a project to create an urban shopping centre in a historical building (called 'ex Silos'), which is located by the railway station and adjacent to the historical port area, is under way;

- a project (yet to be defined) for the development of an area near the basins where the fruit and vegetable marketplace takes place, which is close to an extremely interesting historical building, that is an abandoned railway station that could be used as a cultural centre or a museum;
- a project for the development of a tourist basin for yachts in the middle of the city, which would include refreshment services, not far off from the cruise terminal.

The whole set of projects in the heart of Trieste, starting from the regeneration of the historical port, could sustain (and be sustained by) the development of the cruising activity based on the re-use of the terminal, which has already been launched.



*The hydrodynamic central now (on the left) and how it will be restored according to the proposed executive project (on the right)*



The image shows the existing attractive nodes of the city (in blue), and the newly planned interventions (in red).

- in blue:
1. Piazza Unità: it is the main square and meeting point for urban life.
  2. The medieval castle (Castello di s. Giusto) and the Cathedral.
  3. The serbian-orthodox Church.
  4. The exhibition centre 'salone degli incanti'.
  5. The main city art museum, 'museo revoltella' for the new cruise terminal.

- in red:
1. The old port area.
  2. The renovation of the building called 'ex-silos' (i.e. a former silo built between the end of the 19th and beginning of the 20th century): the plan includes the reconstruction of the existing historical building (near the central station) and the development of new urban functions, such as a new shopping centre, and several offices and hotels. The bus station will be implemented and a new congress centre will be built; a renewal plan for the square in front of the central railway station (Piazza della libertà) connected to this project has also been approved. Close to the silos, another intervention is scheduled: Greensisam Building, which is the first relevant project for the renovation of the old port carried out by a private company. Two office blocks have been designed so as to replace two old and crumbling buildings,

whereas three old constructions will be restored with particular attention to historical and architectural preservation in order to create brand new commercial areas.

3. Restructuring of Piazza della libertà: this area is in a key position between the internal infrastructure system, the external road system and the street along the waterfront (called "Rive"). many important functions are located along the way (the railway station, the bus station, the inner transport terminal, the 'old port' and many public offices). The renewal plan makes it necessary to redesign the traffic flows (which is essential to provide a better access to the port and to the planned shopping centre in the 'ex silos') and the expansion of the pedestrian area that will connect the station to the garden close by.

4. The 'Campo Marzio' renovation: the goal of the intervention in this area, which is located southern of the city, is to convert the existing functions (fruit market) into a cultural and executive centre after moving the marketplace to a new location.

5. Marina Porto Lido: this area will be the new yacht port. Facilities for this function will be located there (small restaurants, info-points, accommodation services, etc.).

6. The cruise terminal.

## 5. URBAN REGENERATION





## 5.1 Urban Regeneration, Physical Environment and Cruise Tourism: How Are They Related?

### Urban Regeneration: beyond the physical environment

The term 'urban regeneration' has a broad meaning: it concerns the re-growth of economic activities, the restoration of social functions (in case they were dysfunctional), social inclusion, and the restoration of environmental quality .

The physical and the environmental aspect of urban regeneration are only two of its components; other components contribute to fully defining urban regeneration:

- housing issues;
- financial issues;
- social and community issues;
- employment, education and training issues.

### Which synergies between regeneration and cruise activities?

Before introducing the case studies, it is important to underline which factors give - but can also limit - the opportunity to make cruise development strategies and sustainable urban regeneration strategies mutually beneficial for large sections of port cities (e.g. entire neighbourhoods).

Scholars have been pointing out the possibility of establishing this connection since the early 2000s. For example, as McCarthy (2003) maintained, "Cruise (and other tourism) activity can offer significant benefits which can contribute to the achievement of regeneration outcomes for port-cities". "There are also clear environmental benefits, for instance: the re-use of docks areas as 'brownfield' sites with particular advantages in terms of location, as well as the preservation of historical heritage where this can house new uses; more effective use mixing compared to the city as a whole, which can result from a 'master-planned' approach which prioritises integration of uses, with improved linkages between the waterfront and the city; more sustainable urban densities than many other parts of the city, arising from the possibility of incorporating relatively high residential densities; and an improved overall environment, particularly where resources and planning allow the best use of the visibility of the waterfront area, representing the city as a whole and acting as a gateway (for instance by applying high-quality iconic architecture as a feature and focus of regeneration). These factors reflect in part the potential of activities based on maritime transport to achieve sustainable development outcomes".



As was repeatedly underlined, cruise terminals “may also generate additional revenues as a result of year-round activities; this is because such terminals may, where they are open to the general public, act as a venue for activities such as concerts, conferences, exhibitions and retail uses, in addition to their primary function (Capocaccia 2001)”.

### **The regeneration potential in projects related to cruising: some general criteria**

It is self-evident, as the quotation above alone shows, that the factors which establish a (potential) link between cruising and urban regeneration can have a different nature and that they are not always so straightforward and obvious. Positive effects are not set in motion by chance and they can vary substantially depending on situations, while cruise development may even create pressure or imbalances in certain neighbourhoods and block regeneration rather than support it.

McCarthy also maintains that, with reference to aspects of physical environment and spatial planning, there are some “generic criteria to ascertain the potential contribution of cruise-related development schemes in port cities in terms of broader regeneration outcomes”. Such criteria, which can be found in best practices, are basically:

- internal functional integration of an appropriate mix of land uses, including re-use of historical buildings where appropriate;
- integration with the surrounding area, particularly the city centre;
- regeneration effects on the city as a whole;
- inclusive partnership in the development of the scheme and true community involvement;
- reduced conflicts between leisure and tourism-related uses with adjacent uses.

After discussing the CTUR case studies, the case of the cruise terminal in Valletta (Malta) will be introduced as a ‘practice’ that is a good example of unquestionable success in terms of cruise tourism - and probably also as urban project - but which, according to scholars, has failed to meet many of the above mentioned criteria and to trigger a real regeneration because the plan did not consider the urban texture thoroughly.

## **5.2 Urban Regeneration: CTUR Case Studies**

The CTUR cases discussed in this section of the journal are those that represent real milestones in terms of urban regeneration strategy because spatial planning is applied to large areas and has a wide scope.

All case studies show some kind of direct relationship with cruise development plans but the kind of connection varies considerably.



For example, in Helsinki's case cruises are not used as an instrument for urban regeneration (over a marginal area) but rather as the chance of actually generating spaces as well as a community of people through a project that aims at creating a completely new urban expansion area by drawing inspiration from the functional mix (which is social and entrepreneurial) that characterizes those areas - for example the historical cities of the Mediterranean - and where tourist flows also play a part. Hence the idea of inserting a cruise hub (used as an opportunity) in an environment where the drivers of housing and of micro-business localization are the main players - this is what they should be also in classical regeneration projects of historical centres.

Dublin's cases (Docklands and George's Quay) have a more classical nature, since they are real regeneration projects of abandoned 'historical' port commercial areas; they aim at enhancing the value of the existing heritage and include new real estate and commercial developments. In this case, cruises are considered as an opportunity to generate extra flows that can be easily managed in terms of itineraries and that can sustain the economic revitalization of the area through specific tourist routes based on a strong system of new transport connections (including waterways) between port, redevelopment area and the city centre. Connection with the cruising world does not depend on proximity or on the localization of the terminal area, but it is rather based on a territorial restructuring and innovative project of tourist itineraries (with a double effect: cruising flows sustain redevelopment and new attractions attract more cruise passengers).

The case studies of Matosinhos and Alicante are completely different and typically Mediterranean. The projects of urban regeneration in Matosinhos are typically re-qualification/regeneration projects of urban neighbourhoods that have been populated for a long time. It is not common (and probably not even expected) for the cruise effect to be connected to a project like the South Matosinhos project because of the type of area - mainly residential - and its more marginal position with respect to the terminal.

As for the case study on the 'Quadra Marítima' regeneration plan, what stands out is the relationship with potential tourist attractions along the waterfront area (restaurants) where the new cruise terminal will be located - albeit at a certain distance (on the pier). This is a typical project in which the presence of new cruise facilities, of cruise passengers or other terminal users, along with the reshaping of the waterfront, is seen as the factor that triggers regeneration. Therefore, such facilities are built precisely to have an impact on the area behind them by changing their functions and structure and by supporting their revitalisation. It goes without saying that the regeneration plan has to address issues that are far beyond the physical restructuring and the revitalisation of the leisure function revolving around the waterfront. Moreover, in the light of similar experiences made elsewhere that were not always positive, it is essential to bear in mind that creating new facilities for new activities (e.g. research

centres in the terminal area) does not necessarily imply that the area in question will have the functional and social results that are achieved through a real and deep regeneration.

Finally, the case study on Alicante, which seems similar to the case of Matosinhos (a regeneration plan of an historical area close to the port), actually differs from it first of all because of the type of relationship between regeneration and cruising: in Alicante's case the regeneration plan seems to be the driver and not vice versa. Alicante has actually started a real and deep regeneration operation in Casco Antiguo in an independent way; it is successful and it is making the social mix richer by recovering identity features connected to the historical heritage, by requalifying public areas and inserting contemporary architectonic elements, by working on housing, by re-developing and requalifying commercial activities, and restoration in particular, both for tourists and for citizens. In the case of Alicante, it is precisely the very good 'physical' and functional result of the regeneration plan - totally endogenous and shared by local community, which makes it independent of cruising - that attracts cruise tourism (as is the case with tourism at large), which creates a positive and mutual advantage. In Alicante no urban interventions can be directly associated with cruise facilities (the terminal does not interfere with the regenerated area). The decision to create an offer management system for the tours on offer (sightseeing itineraries) based on a new info-point at the entrance of the historical area seems to completely rule out the risk of constant pressure and congestion deriving from tourism.

## Helsinki: Urban Activities and Cruise Traffic Development in Hernesaari



### Subthemes:

- Attractiveness of the port city
- Cruise facilities & Transport connection

### Topics:

- Master planning of port quarter
- Conversion of industrial areas
- Diversity of attractions / events



### Different scenarios for a growing capital

Helsinki, the capital of Finland, is currently improving its economy and cultural activities. It is one of the fundamental hubs in Scandinavia for transport, tourism, educational systems and cultural initiatives.

The city is developing in a lively and fast manner; its planning activities and projects develop along three main scenarios, which are:

- Open Helsinki- openness, safety, variety of activities and landscapes;
- Design Helsinki - 'scandinavity', user-oriented design, experiences;
- Eco Helsinki - nature in the city, sustainable development, ecology.

The scenarios are realized through different types of events, processes and planning practices, which involve public and private stakeholders at different stages (the Municipality, other public association and private investors).

### The cruise sector

The city also aims at enhancing its vibrant and stimulating city profile through the cruise sector.

The current urban and economic development makes Helsinki a valuable port of call. As underlined in the presentation in Matosinhos, Helsinki is one of the leading cruise ports in the Baltic Sea area. A relevant amount of tourists visit the city while touring the Baltic Sea. However, since Tallinn is cheaper, Helsinki may lose some cruise busi-

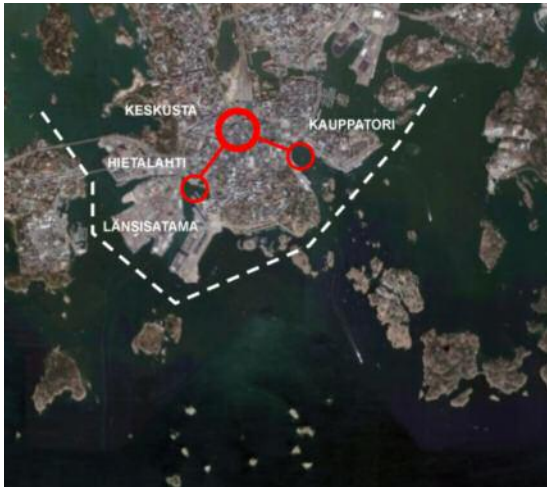
ness because it is more expensive. Both cities are only one day trip away from St. Petersburg, which makes them even more attractive. In 2009, 260 ships moored on the city's docks.

However, a stronger connection between the cruise sector and the city's activities is needed. According to research carried out in 2007, the average tourist spends approximately € 120 ashore.

## The port and its development

Currently, in Helsinki there are two quays for cruise mooring: one is located in Kauppatori, the marketplace on the eastern part of the peninsula, where cruises and ferries moor, while the other is in Länsisatama, the western part of the port.

Between 1940 and 1990 the port developed and increased, while huge platforms were built on the water surface and changed the image of the city permanently. After



*The scheme shows the interdependence and the important connection between the two cruise ports (located in Hielahhti and Kauppatori) and the city centre (Keskusta in Finnish)*

the 1960s, almost half of the coast was covered by industrial and harbour areas.

The aim of Helsinki's masterplan, which was drawn up in 2002, is to re-involve large parts of the port in the urban tissue by renovating the old industrial fabrics and dedicating the areas to housing interventions. This is meant to face the yearly demand increase in terms of population and accommodation.

Moreover, a good connection between both Länsisatama and Kauppatori with the centre is strongly needed.

## The plan for Hernesaari: actual situation and future challenges

Helsinki introduced the plan for Hernesaari as a case study. This is part of the wider project for the west harbour, which includes the Ruoholahti residential and office area, Jätkäsaari, which is currently used for cargo and passenger traffic, and Munkkisaari, which is currently used as dockyard.

As already underlined during the seminar in Matosinhos, the most important challenges are:

- the fact that the project area is next to the city centre, yet isolated by the sea and partly active dock yard area. A good and user-friendly connection is to be provided;



*An over view of the future location of the cruise terminal*

- the need to activate commercial services and terminals off season;
- the need to combine housing and maritime services, from small sailing boats up to Genesis class cruise vessels, which includes resolving the ISPS (security) issue.

### Different functions and mixed activities in the port area

The idea is to locate different functions in the area, such as residential, commercial and urban functions. The plan is to be completed by 2025 and will provide different scenarios for three parts of the west harbour:

- Ruoholahti, provided with 10,600 jobs and dwellings for 8,000 residents;
- Jätkäsaari, provided with 6,000 jobs and dwellings for 14,500 residents;
- Hernesaari, provided with 2,000 jobs and dwellings for 4,600 residents.

As for Hernesaari, the aim is to complete a maritime residential area which is to be integrated with the new cruise terminal by 2025 and to have the following features:

- the cruise terminal and its architectural shape should represent the character of Hernesaari and its surroundings; it is to be integrated with the new city context and the high-quality housing intervention;
- the terminal buildings have to be multifunctional centres not only for tourists but also for citizens, who can go there to enjoy the lively activities of the harbour and spend their free time;
- the terminal has to offer a new good-quality accessibility system, which should connect the area with the city centre, to the railway station and the airport thanks to new tram and metro lines;
- new services and small scale commercial activities will be located in the area in order to create a constellation of attractive spaces for tourists.

### Timing

The development of the area is based on a long-term project, which is divided in three main periods:

- short time projects (2010-2012) include the start of activities in order to improve the current situation; the estimate of the expenses is yet to be done; the executive plan has to be designed together with the future builders and the main stakeholders;
- mid-term projects (2013-2018), which could be developed indirectly;

- long-term projects (2019-...), which will provide further images and visions for the area.

## Projects and opportunities

The project includes some new additions to the renewal of former warehouses and silos and the re-designing of open spaces. In order to reach all the above mentioned goals, a range of practical and real strategies should be borne in mind:

### • connections from the port to the city:

1. tourist guidance on connections is to be offered;
2. redesigning of an abandoned section of the railway as a new cycle path;
3. environmental and street art interventions to be located along the path between the cruise port and the city centre;
4. water bus connections to connect all the most interesting sites in Helsinki bay;
5. travel services especially targeted to cruise passengers;

### • a new and refined urban landscape in the port-area and its surroundings that should introduce the image of Helsinki to tourists arriving at the port:

6. customer-oriented logistics plan in the port area;
7. environmental art in the port area and nearby zones;
8. renewal of old factories in Hernesaari as new activity centres;
9. events and temporary activities to be organized in this new context;
10. temporary activities in the east-coast park in Hernesaari;
11. enhancing the natural environment by planting local species;
12. environmental art and new structures in the park, such as prefab structures, wooden platforms as beaches, new small services (camp-fire areas, cafeterias, sightseeing towers, tourist info-points, etc.) would help organize the waterfront and the area.

### • services especially arranged for cruise tourists and tourists:

13. both the cruise terminal and the terminals for different kinds of local transport (metro, tram, water-buses) will be located in the Hernesaari quay. The flow is still separated from the activity-buildings so that it is safer and easy to use;
14. tourist targets specifically created for cruise tourism in the whole city centre, and in particular alternative visit for cruise passengers; websites through which you can look up and book city tours straight from the ship; tourist info-points in the port area;
15. trips and services from the cruise port, such as theme trips departing from the port; personal shopper-services; personal transport for rent (city-bikes, electric scooters; electric cars; boats, etc.).



## The development plan as a good practice

### URBACT II CTUR Helsinki/ Risteilyturismin kehittäminen Hernessaassa 2013-2018



- Waterbus terminal to Hietalahti
- Re-usage of the silo building in Hernessaari
  - museum of cinematography, house of dance, chapel and vault of urn
- Temporary usage of the areas which are released from shipyard
  - logistic areas;
  - winter storing of boats;
  - events, concerts;
  - refreshing area
- Shipyard of Hietalahti – beach park in urban shipyard style
  - stages, restaurants, rock clubs, bars and hotels, summer- and winter terraces, dance hall,
  - marina;
  - regeneration of fishing activity;
  - urban living;
  - walking paths, outdoor swimming pool, picnic areas, freestyle parks for skaters;
  - new touristic sights (Sinerbryshoff-beer room/bar, museum, house of dance, boat- and icebreaker museum);
  - design workshops and shops;
  - boardwalk from the shipyard area to Jätkäsaari allowing the activities in shipyard area

#### The attraction of the market in Hietalahti:

- moving the parking under the market,
- new pavilion building to confine the market towards Boulevard (open air terraces, cafeterias, shops);
- restaurants in the inner yard of the hospital of Kaart and in the wooden buildings;
- opening of Metropolia to the market of Hietalahti

#### The attraction of southern Boulevard

- stone foundation stores to Boulevard and to Telakkakatu;
- opening of the park of Shinebryshoff to Boulevard;
- widening of the walking- and cycling paths of Boulevard;
- activities to the park of Ruttoupuisto

### URBACT II CTUR Helsinki/ Risteilyturismin kehittäminen Hernessaassa 2019-



- Hop-on hop-off water bus connection is connecting the coasts of Helsinki:
  - to Kauppatori, Merisatama, Hernessaari, Hietalahti, Jätkäsaari, Rucholahti, Salmisaari, Seurasaaari, Mustasaari, Lautasaari, Melkki, Pihlajasaari, Suomenlinna, Kruunuvuorenranta, Arabia, Kalasatama
- Tram connection and cycling path from Hernessaari to the city center via Telakkakatu and Boulevard
- Sea park of Hernessaari
  - swimming in the sea, fishing- and sunbathing platforms, open air gym, public saunas, fresh water pool, kitesurfing, renting rib- and rowing boats, renting water scooters and kayaks, sailing competitions, hole in ice- swimming and ice fishing
- Walking- and cycling paths which go around of the peninsula of Helsinki goes to Hietalahti from the eastcoast of Hernessaari until the westcoast via STX European shipyard area
- Marina of sailing boats
  - spots for boats to citizens and visitors, maintenance services, restaurants and winter preservation spots;
  - Waterbus platform of Hernessaari
- Winter terminals of Hernessaari and Jätkäsaari
  - Architecture in terminal is the symbol of the area and of Helsinki
  - spaces are flexible- cruising terminal is in other usage in winter time (boat exhibition, storage, restaurant)
  - Terminal of Jätkäsaari is center of experiences (4M travellers in a year, 65 000 k-m<sup>2</sup> space, exercise park and bunker)
  - cable carl combines the terminals of Hernessaari and Jätkäsaari

#### Shipyard of Hietalahti

- urban beach park in shipyard style. One of the tourist sights/attractions in Helsinki.

#### STX Europe shipyard area

- construction of ships in the city center;
- opening of the new limited walking paths to the area from Hernessaari and Jätkäsaari;
- openings in the fences and walls

The plan is detailed and exact and it provides an accurate zoning that offers a positive mixture of different activities and building destinations.



*"Rendering of the project for the terminal area"*

This is to be considered a good practice of the plan: cruise tourism is involved and planned in a more open and wider framework that takes into account its seasonal character (cruises in Scandinavia are planned mainly in spring and summer). It is a good opportunity for renewal, but it is just one of the economic sectors which can develop an area: if the sectors are combined, the increase of uses and practices can be effective, valuable and used year-round and 24 hours 7 days a week.

The area is to be transformed in a solid, yet varied way, by inserting cruise tourist services in a wider and hence more effective and lively context.

Moreover, the dialogue between the stakeholders, designers and workers of the area is to be pointed out as another interesting best practice.

The whole city (the city administration, but also private designers, planners and design-involved associations for citizens) was involved in proposing solutions for the area.

The plan can be considered as truly representative of the city of Helsinki and a brilliant way to welcome new tourists and every-day life activities, combined together on the basis of a multi-faceted yet user-oriented programme.



## Planning in Dublin 2007-2011



### Subtheme:

- Regeneration & Environment concern

### Topics:

- Master planning for the regeneration of derelict port areas
- Conversion of industrial areas



### A city with a blossoming economy until 2007

Dublin, capital city of Ireland, has a population of 505,739 people. If the greater metropolitan area is considered, the population reaches 1.66 million people, which amounts to 39% of the Irish population.

As emphasized in the CTUR baseline Study, Dublin was been at the centre of Ireland's phenomenal economic growth in recent years before the global economic downturn. Living standards in the city had risen sharply. The economic boom years led to a sharp increase in constructions, and this field was also a major employer. However, the pace of economic growth decelerated in the second half of 2007, largely due to a contraction in the construction sector. The difficulties in the international financial markets that emerged in 2007, and the subsequent global credit crunch and recession, coupled with the weak regulation of the Irish banking sector, have resulted in significant economic and financial challenges in Ireland.

Notwithstanding the extreme fiscal challenges which Ireland currently faces, exports grew by 7% in the first half of 2010. Combined with a significant improvement in competitiveness, export opportunities for business have increased. Despite some slowing in the global economic recovery, it is expected that exports will remain the main source of economic growth for Dublin over the coming years.

Similarly, the sharp downturn in public finances has been mirrored by the increase in household savings. The personal savings ratio is estimated to have reached an annual average of 10.6 per cent in 2009. This compares to a rate of 2.3 per cent in 2007.

### The Docklands as place for urban development

Redevelopment is taking place in large projects such as Dublin Docklands, which are transforming a run-down industrial area into a new world class city quarter.

Currently, the planning challenges for Dublin include:

- sustainable consolidation of the central regeneration areas;
- intensification of the inner and outer city;
- knowledge/ creative economy and stable competitiveness;
- integrated transport systems;
- sustainable mixed-use neighbourhoods with high quality homes, which are meant to promote an ethnically / socially/ culturally diverse city;
- developing tourism as a driver for the economy;
- the continued regeneration of docklands.

### A series of coordinated actions

Considering Dublin’s region as a whole, the plan to be developed between 2011-2017 puts forward complex and layered strategies. The city grows circularly, while the historical core acts as a generating hub.

Several interventions will be coordinated:

- location of key development areas, considering the port as the strategic access point to Dublin and to the whole of Ireland;
- location of key district areas (which do not always overlap with the key development areas);
- development of economic corridors departing from the city centre and reaching strategic areas, such as: the Metro North to Dublin Airport, the Luas tram extension to the South, the Naas Road corridor to the inner regions;
- enhancement of two large strategic green networks, such as the Phoenix Park and the Bull Island in Dublin Bay;



*Master plan concept scheme for the Dublin's regeneration showing the key development areas, the economic corridors, the public transportation system, and the strategic green networks*

- implementation of the public transport system, proposing new rail sectors and new promenades and cycle ways, which will link the bay environment to other green itineraries;
- preservation and development of two strategic green networks, namely the Phoenix Park and the Bull Island.

The Docklands intervention is seen as a fundamental development location.

## The water environment as a fundamental resource

Another kind of approach was also developed, considering the Dublin area on the basis of its water system. In this case, three main water-related situations can be identified: the first is the bay, with its natural environment and green areas; the second is the inner bay, which includes the port and its industrial and commercial activities; the third is the water system that flows through the historical core, namely the Liffey river, which collects all the other narrower streams and marks a cut in the urban tissue with its two banks, while making Dublin a ‘city of bridges’. A ‘Water Plan’ could be integrated within the Urban Plan.



*The schemes show how the Dublin bay appears today: the one on the left shows the open spaces' systems (parks, bays and beaches); the one on the right explain the "concept of villages" related to Dublin's city centre.*

Dublin Bay is a precious tool for Dublin's life and development. It has a rich heritage, both in natural and industrial terms, which can be analysed considering three main aspects:

- economic resources;
- entertainment resources;
- environmental resources.

Over 50% of the imports and exports of the whole of Ireland are managed within Dublin's bay.

At the same time, the bay has areas with fundamental and crucial environmental features like the following:

- special protection areas;
- proposed natural heritage areas;
- special areas of conservation.

## Large scale approach and shared governance

The bay has to be revalued and preserved in order to use a precious resource not only for Dublin but also for the villages located on the waterfront.

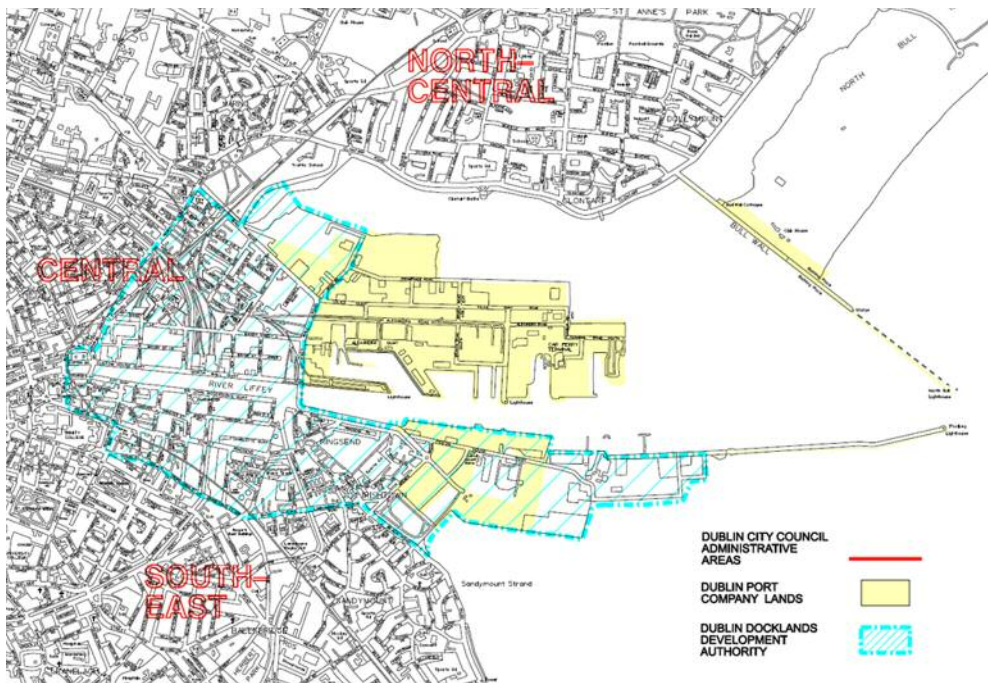
The Dublin Bay study concentrates on three main topics:

- connectivity between the port area and the city: the port, the docklands and the city are linked by a betterment of the accessibility and mobility;
- cruise facilities development: creating a cultural and historical cruise tourism hub that should support the existing port tourism structure;
- shared governance in order to manage a large-size urban-port regeneration project.

The project is jointly led by the City Council administration, the Port Company and Dublin Docklands Development authority.

As underlined in the CTUR baseline Study, several expectations are included in the project:

- development of an agreed Local Action Plan for the future development of cruise tourism and associated infrastructure;
- development of an agreed set of project proposals and identification of funding sources that will facilitate greater connectivity between the city, the port and the docklands, regenerate historical buildings in the Poolberg area, and provide a greater range of facilities (infrastructure and services) to support cruise tourism;
- improved co-ordination and co-operation between the three organizations involved in the project.



The map below explains the governance strategy: three administrative areas, the Dublin port company area, and the Dublin Dockland Development Authority area

## George's Quay Draft Plan for Dublin



### Subtheme:

- Regeneration & Environment concern

### Topic:

- Diversity of attractions / events



### The Quay: location and evolution

The area of George's Quay is located in a key position between the city port and the inner expansion of the urban texture. It is a strategic point on the southern bank, and yet it is connected to the Northern bank via two large bridges (Talbot Memorial Bridge and Butt Bridge). The Customs House is located along the northern bank, which is an important symbol of Dublin's historical heritage.

The elevated railway, which also connects the two banks, represents a scar for the urban structure in the area.

The case study concerns not only the area to be renovated, but also the related area and takes in consideration wider connections and interrelations.

The Quay has visibly changed over the last century. It originally consisted in a dense, compact, regular and moderately low-rise urban texture. Further plans and additions created more complexly shaped buildings with several inner courts and public open spaces. At present, the landscape is fragmented and it renews constantly: many working areas can be seen in the urban context, but at the same time some historical residential or commercial buildings have been preserved and restored, when necessary.

### Redeveloping the area with a complex mix of activities

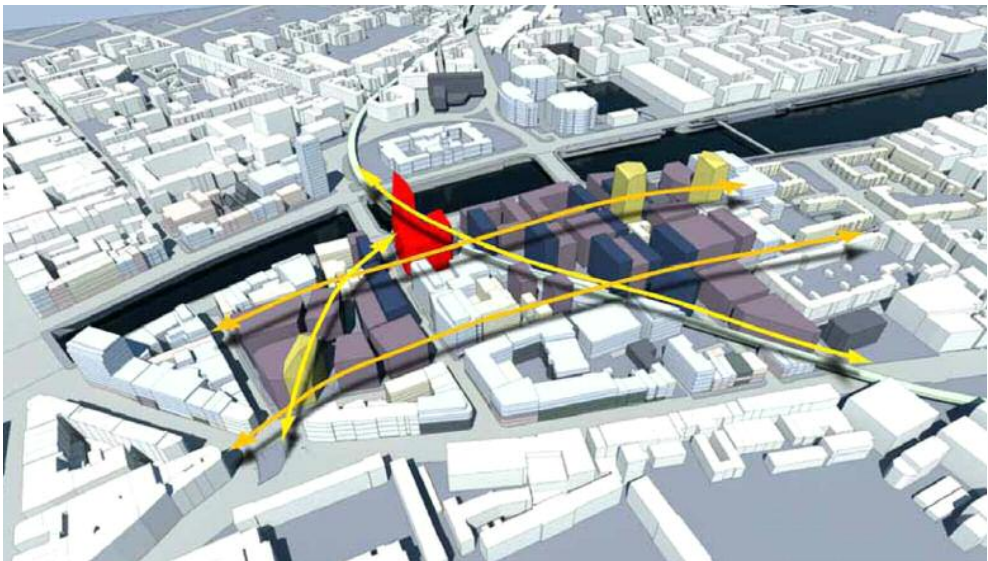
The plan proposed as a case study aims at bringing about a complex functional mixture by building or revamping high rise buildings with commercial and office use, which would be next to low-rise residential buildings and buildings with public use.



The case study area is conceived so as to be connected to the new areas and buildings planned for the next few years, which will grow in connection with the Docklands plan and the Poolberg Area.

Several key-systems are recognized not only in the study area, but on a wider urban scale:

- key district areas, such as the Docklands, the IFSC business area with the Abbey Theatre, the Trinity College and its system of green areas, the Dublin Castle, etc;
- public transport nodes, such as the Metro North for Luas (Dublin's Light Rail Tram System), the Pearse Station, the Connelly Station, Tara Street Station;
- fundamental green spaces: Trinity College Park, St. Stephen's Green and Merrion Square;
- pedestrian centres: Henry Street area, the Temple Bar area, and the pedestrian area in Grafton Street;
- new high-rise buildings planned for the next years, such as the U2 Tower by Norman Foster, or the Point tower, or the series of proposed Trinity Buildings.



*The general concept for the plan*

### **Connectivity and urban integration as main strategies**

The general strategy for this area seeks to strengthen north-south connections, particularly between the Customs House and Pierce Street, Trinity College and the south. The Customs House on the northern bank and the church on the southern bank are identified as 'buildings with significance', while new streetscapes for Moss Street, for Tara Street and for the elevated railway are proposed.

Tara St. Station is recognized as a particularly significant transport node. Currently, the site is cut off from the right part of the quay by the railway infrastructure. The new building of Tara station will facilitate pedestrians in crossing this barrier.

New key landmarks are also located close to the proposed Gormley Statue, the Church, Trinity College and the Customs House.

Another important element is the tension between the study and the related area towards the docklands: a new landscape facing the river is proposed, with pedestrian connections, facilities for tourists and citizens, and good quality environment features.

## The Height Strategy

Besides the transport and connection strategy, a Height Strategy is developed, which is to be located within the study area and the related area. It basically consists in the design of buildings with different numbers of storeys. Very tall buildings will be built along the river front, while in the inner part of the area historical buildings will be preserved and harmonized with lower buildings for residential and local use. The urban profile is taller by the river, while it descends as you enter the historical core.

On Tara Street there will be:

- buildings with 8-10 storeys;
- 6-storeys maximum height along the Liffey;
- a tall building at the transport node up to 22 storeys overlooking the Liffey.

On Moss Street there will be:

- predominately 8-storey constructions;
- 6-storey maximum height along the Liffey;
- a mid-rise 15-storey residential tower.

The Height Strategy will coincide with the public strategy and street strategy in order to ensure:

- provision of public open space;
- permeable urban districts;
- improved streetscape;
- appreciation of local landmarks;
- a mix of scales and uses;
- a hierarchy in the landmark system.



*The plan proposal according to the Height Strategy: the new skyline (in red it is possible to recognize Tara station)*



### Common strategies for different areas

The urban design guidance divides the entire intervention in three parts and uses common strategies consisting in:

- identifying a primary route where key open spaces can be located and enhanced;
- characterizing secondary routes connected to the primary one;
- configuring new buildings to provide permeability and accessibility;
- locating and articulating a series of small scale shops to animate street life;
- setting back the buildings' external profile in order to gain public space on the street side and to allow more space for a bus and Luas tram stop.

The urban interventions on infrastructures will be user-oriented: pedestrian crossings will be improved, while pedestrian access to open spaces, green spaces and public buildings will be promoted.

The existing buildings of local interest will be preserved and animated with public events. Best practices and positive aspects can be immediately recognised in the case study's proposal:

- the plan could work out positively since all the strategies and practical interventions are clearly defined;
- the plan connects the study area to all the other important areas in the city centre;
- the plan tries to sew and harmonize an urban texture which is currently not accessible enough and not integrated;
- the plan separates three different work areas, which are to be developed with the same strategies. This way, it is possible to plan a timely implementation strategy.





Common strategies for different areas. The diagrams show the specific interventions taking in considerations the following factors: key open spaces, new landmarks, point of local interest, primary routes, secondary routes, small scale retail areas, and increasing setback of the buildings



A sketch for the facades of the new buildings. Social relations are enhanced also by the shape of the structures

## Regenerating Dublin's Docklands



### Subthemes:

- Regeneration & Environment concern
- Cruise facilities & Transport connection

### Topics:

- Master planing for the regeneration of derelict port areas
- Diversity of attractions/events
- Development of new cruise and marina facilities



### The port and the Docklands area

Dublin is the capital and the largest and strongest economy centre of Ireland.

The port of the city is concentrated at the mouth of River Liffey, surrounded by the dense yet people-friendly urban texture. Concentrated in a clearly identified peninsula, the port leaves space to natural areas and parks, which create a gentle and environmentally vibrant waterfront. Still, the port remains a strong barrier between the city and the bay. The bay has a potential as an attraction which is not fully exploited by the city. The bay appears as a fundamental resource for the city not only from an economic point of view but also in terms of environment and leisure.

In 2008 a plan for the docklands area was approved. The word 'docklands' refers to several sites overlooking the river, such as: George's Dock, North Wall Quay, Point Village, Grand Canal Dock, Britain Quay and the larger Poolbeg area.

As emphasized in the CTUR Baseline Study, the docklands area (520 ha) was typical of other traditional port areas in transition until recently. The area was scarcely populated with traditional housing forms consistent with those provided to people employed at the port. Since 1996, when the regeneration of the docklands started, the area has been the focus of a new residential and commercial development and a new community of 25,000 residents and 30,000 workers has been created.

This is the location of the case study introduced during the meeting.

The main aim is to create an environment that is attractive enough for visitors to want to stay in the docklands, which would have a cluster of attractions and activities at key locations.

### The integrated management for the plan

The management of the project is led by:

- DDDA-Dublin Docklands Development Authority, which is a planning authority and has been operating since 1997. It focuses on social and economic development and has developed a social programme that focused first on social aspects and then on regeneration;
- the Port Authority, which is the owner of the area to be built;
- the City Council, which has to provide access, water and sewage facilities.

### Key actions to create a stimulating and multi-connected environment



*General planning scheme: the key location for the new plan are emphasized*

As a starting point, the key issues of the plan are to be highlighted.

The key issues for the docklands are: sustainability, comprehensive SEA, transport, arts/culture/tourism/leisure, new planning schemes, planning cooperation with the Dublin Port, family life, employment.

The complete investment amounts to € 4 billion and it concerns different functions and facilities: residential accommodation, social housing interventions, retail and business site offers, etc.

Several big action themes are have been scheduled and have the following goals:

- extending the range of tourist attractions including high profile events. This includes the renovation of former industrial and maritime buildings and warehouses to be used as concert hall, meeting arenas and cultural venues for both tourists and citizens;
- creating an interesting environment to explore: restaurants, retail outlets and offices will be located in the buildings in order to create a vibrant and constantly changing urban context;

- extending the range of tourist attractions including high profile events;
- setting up infrastructures and services to support tourist flows: the Light Rail Tram System (LUAS) has just been put in place to provide an efficient urban transport system to the area. Moreover, the Samuel Beckett Bridge designed by Santiago Calatrava was built close to the other Calatrava's project, the James Joyce Bridge, which is further upstream. The two bridges create two more connections between the Liffey banks and improve accessibility to the docklands sector. As for services, a useful initiative can be mentioned: the Docklands Wayfinding System will be created in order to provide tourist information and to locate maps in strategic points of the area, thereby making landmarks easily accessible for visitors and tourists;
- encouraging the use of the waterfront and other water bodies: new facilities will be created and coordinated in order to make the stream a vibrant and active place. River tours, taxi services and restaurant ships will be set up;
- extending the range of tourist attractions including high profile events, like the Christmas market or Docklands Maritime Festival (whose first edition took place in 2008).

### The Docklands as an attractive area for excellence: a filtering area between the cruise area and the city



*The view shows the areas involved in the Poolberg plan and the location for the new cruise terminal*

The interface between the new Cruise terminal and the city will be further defined within the Local Action Plan.

These are the opportunities offered by the urban plan:

- extending the range of tourist attractions by planning high profile events in the next few years and by locating them in brand new buildings, as was the case with the Grand Canal Theatre opening in March 2009;
- promoting business tourism in the docklands with new centres of excellence, such as the Convention Centre to be opened in late 2010;
- promoting projects by internationally famous architects (such as the U2 Tower by Norman Foster) and art events and performances;
- enhancing a mixed use development in housing projects and offering at least 20% of the whole housing intervention as social and affordable accommodation.



DDDA also contributes to the community through education projects and to the East Wall Community Centre. Educational projects include a School Principals forum, Emotional Intelligence programmes, Psychological assessments, Therapeutic Crisis Intervention programmes and Literacy and Numeracy programmes.

## The cruise terminal as a crucial hub for tourism and urban practices



*The Convention Centre (in figure a rendering of the project) will open in late 2010. It is one of the interventions which will promote tourism in Docklands*



*The Samuel Beckett Bridge opened in December 2009. New infrastructures are located in the area in order to support tourist movements*

The first part of the complex and long-term project is the Poolbeg area, which is to be renewed with new housing buildings and facilities which would turn the area into a hub for tourism, leisure and good standard residential buildings. In the future, a light rail system between Poolbeg and the city centre will be developed, which will offer a fast and comfortable transport service. The urbanization project will be implemented close to the cruise terminal.

The Convention Centre (in figure a rendering of the project) will open in late 2010. It is one of the interventions which will promote tourism in Docklands.

## Crucial aspects in the long-term process

A critical point of the project is its remote deadline: it is supposed to be completed within 30 or even 50 years. Furthermore, the stakeholders are strong individual entities with their own specific aims. Some communication problems already surfaced in the first meetings. This means that in the future a continuous and firm dialogue is required so as not to stop the project and leave housing areas without facilities or infrastructures because this would certainly have consequences that contradict the first aims: the areas would have no quality and connection with the surrounding environment and there would be no integration between port and city.

## Matosinhos and the Quadra Marítima



### Subtheme:

- Regeneration & Environment concern

### Topic:

- Master planning for the regeneration of derelict port areas



### Integrated urban renewal

As a case study, the city of Matosinhos introduced the new 'Quadra Marítima, which consists in an area of 96 hectares and hosts about 20% of the population of Matosinhos. This area hosted services and buildings related to the industrial and commercial activities of the port in the past.

After an industry and trade crisis, the district was abandoned and started to decline. The area was left empty, derelict and dangerous. Yet it was central; the wide streets were empty, but there were the basic infrastructures for a further development.

This area includes a large sector of the waterfront, part of the historical centre, the commercial harbour and the fishing port. It is an ideal site for urban renewal and restoration because of its key position: it is a meeting point between the port and the other parts of the urban centre.

The waterfront of Matosinhos creates a direct relationship between the residential city and the sea with its beautiful beaches. The waterfront has been completely redesigned by Eduardo Souto de Moura between 1995 and 2002 and has a wide, flat concrete platform hosting several services and offering a built surface for sports and leisure.

The commercial port is concentrated along an artificial bay that leads to a channel which enters into the existing urban tissue as a narrow stream. The harbour structures occupy a modest area and do not influence the urban context aggressively.

Another extremely relevant element has to be recalled, which is the future cruise ter-

mental that is to be located in this area, and which will offer a great opportunity for a wider and more intensive urban renewal and growth, including a well integrated system of new services for both tourists and citizens.

### The general goals of the plan

The general goals of the Quadra Marítima are:

- to enhance the quality of tourist services and tourist welcome; these elements will also improve also the local and everyday life of citizens;
- to promote multi-mobility and a rich flow of exchange between the commercial area of the city and the residential tissue;
- to promote new cultural opportunities through innovative experiences and urban landscapes;
- to upgrade urban spaces and economic activities.

The renovation of urban spaces and the upgrade of the economic strategies are of particular importance in defining practical interventions. The urban renewal will lead to a general environmental improvement by promoting an image of excellence and by creating the conditions for better daily use of the spaces also for Matosinhos' people. The economic upgrade enhances tourist attraction in the area by locating or refurbishing restaurants, commercial areas and public spaces for cultural and free-time activities.

### Three different stages of interventions

With reference to the presentation made at the meeting, three main types of actions are to be organized and coordinated:

- Projects for Culture and Innovation: this theme includes a new Sea Pole, the Quàdra Marítima building, events concerning urban art and youth projects, and other interventions in order to encourage and increase the use of the beach and sea sports activities;
- Projects for mobility, public space and new activities: the main intervention, which consists in the construction of the new cruise terminal building, will lead to other projects. Such projects will concern the urban tissue and call for the renewal of the streets surrounding the south part of the harbour and for the creation of three new cycling ways with new services for bike-sharing located along the paths.





- Projects meant to enhance economic activity and public space: these projects include the improvement of restaurant service quality, the implementation and improvement of existing commercial structures and facilities in order to attract new and stimulating trade, and the renewal of the Municipal Market.

Quadra Marítima's general aims could be summed up as follows:

- increase of housing demand in the area;
- reduction of abandoned spaces and increase of building renewal;
- increase of commercial activity and quality;
- enhancement of tourist attraction of the area.

### **The management of the plan**

The masterplan is led by the Matosinhos Municipality with funding by the European Partnership for Urban Renewal (FEDER) and the collaboration of several local stakeholders such as APDL - Port of Leixões, the University of Porto, ESAD - High School of Arts and Design and the Restaurant Association.

The funding also comes from local-municipal and private funds, which form a group with different interests.

The total funding amounts to € 12 million.

FEDER is the main sponsor, with a 7M€ budget, while the Municipality funded 3M€ and private funds account for 2M€.

### **Best practices and fundamental aspects**

An important key practice of the project is the involvement of public and private partners with a common goal since three different interventions are being coordinated, namely the new cruise terminal, the Sea Pole and the Quàdra Building.

In particular, the management is led by the Matosinhos Municipality as Project Leader, in cooperation with several partners such as APDL - Port Authority, ESAD - High School of Arts and Design, Business associations of Commerce and Restaurants, and public transport services, namely Metro and STCP.

Furthermore, all the arrangements and crucial decisions are to be communicated to the beneficiaries and the citizens. This is to be recognized as a positive base for the subsequent LAP (Local Action Plan) to be promoted.

A fundamental aspect of this project is that it aims to transform an intervention that was aimed exclusively to cruise tourism into a general, integrated urban renewal that involves different partners and stakeholders. The mix of public and private interests is always difficult to manage and it can be effective only if continuity is safeguarded.

## South Matosinhos' Urban Plan



### Subtheme:

- Regeneration & Environment concern

### Topics:

- Master planning for the regeneration of derelict port areas
- Conversion of industrial areas
- Clean environment
- The future waterfront



### Revamping a Derelict Area

The South Matosinhos Urban Plan is located in the southern port area, which is partly occupied by big industrial structures. Over the past decades the industrial sector was affected by a crisis, so this area was abandoned by workers and only empty buildings remained. The area became dangerous and unsafe due to the dark streets and the abandoned structures. However, the area is central and has good basic infrastructures that offer large avenues and streets.

The urban settlement is on a grid layout with a perpendicular disposition of built materials. It borders with the waterfront and with the historical part of Matosinhos, while further south there is a large green area.

Between 1995 and 2002 the waterfront of South Matosinhos was redesigned by the architect Eduardo Souto de Moura, who marked the border between the city and the sea shore with a wide, flat concrete platform that hosts several service elements and offers a built surface for sports and leisure.



*An old image of the waterfront in South Matosinhos*



*The map shows the planning proposal for the urban renewal*

## The masterplan: concept and management

Nowadays, this area is managed by the masterplan. The South Matosinhos urban plan has already been approved, but it has not become part of the national legislation yet. It will become effective within the next six months.

The new plan should replace the masterplan and offer more flexible rules.

The main goal of the South Matosinhos Urban Plan is to develop and to renew this deprived industrial area by converting it into a high quality urban and residential area.

This means providing the area with the following services:

- good housing projects;
- buildings with good materials and construction solutions.

In order to promote the renewal of such a difficult and neglected district it is important first of all to attract public and private investments.

The plan started in 1993 with some general studies of the urban area. The first draft of the plan, which was approved in 1994, was found to be too restrictive and to have too strict design conditions. At that point, the Municipality decided to launch a public debate and in 1997 invited architect Álvaro Siza Vieira to promote the dialogue between the Municipality and the private promoters. After ten more years, in 2009, the Urban Plan was approved by the Municipality.

A crucial point was finding a way to attract entrepreneurs and investors and having them build according to a plan which had not been approved yet.

Moreover, investments may not be made because of the present noisy and polluting industries, of fuel storage spaces, of only one (industrial) land use that allows for a few houses, and of the large size of the area.

## Outputs

The plan has several main outputs:

- a clean environment;
- a housing quality area (the main target is the upper-middle class, since a house on the seafront could cost about € 300,000);
- equipments that support the basic needs of the population;
- traditional commerce;
- private green areas for collective use (green areas are included in the buildings for residents).

## Funding

As Joana Moreira pointed out in the presentation at the meeting in Trieste in September 2009, the partners of this plan are mostly private promoters that invest in the area and the majority of funding is private.

The project manager of the plan is Matosinhos Municipality, but another important

stakeholder is the architect Álvaro Siza. He is acting as a negotiator with private promoters by going to the meetings between other architects and promoters, by overlooking single projects and by preserving the quality and character of the present waterfront.

All the design process will be debated publicly with citizens and citizens' associations through meetings with architects, promoters, planners and citizens' delegates.

### Good practices and risks

The good practices are:

- the development of a new Urban Plan, enhanced by a growth in investments, which is more flexible than the masterplan or the first proposal;
- the participation of the internationally known architect Álvaro Siza Vieira on the licensing process improves and harmonizes the quality of the projects;
- the dialogue between the municipality and the private promoters on the renewal of the abandoned area is very important to implement the rules of a plan that is not effective yet.

As is always the case in a public-private process, there is a crucial risk: the dialogue with citizens could break down, and in that case decisions would be discussed only by single private promoters.



On the one hand, a more general and flexible plan with a strategic planning vision makes it possible to attract promoters; on the other hand, it could imply a lack of rules and assign all the planning decisions to private interests.

It is fundamental to preserve the shared character of the plan and to realize it in harmony with the other interventions scheduled for the next few years.

## Alicante: Public Investments on the Historical Centre



### Subthemes:

- Regeneration & Environment concern
- Attractiveness of the port city

### Topics:

- Diversity of attractions / events
- Master planning of port quarter



### The role of the historical centre of Alicante

Alicante introduced an interesting case study concerning a massive public intervention for the historical core of the city at the CTUR meeting.

The city of Alicante developed over centuries around the first settlements, which date back to the XI century and were located on the slope of the central hill.

At present the historical centre occupies 26 ha and has 2,859 inhabitants out of the 322,400 citizens in the whole of Alicante. The city centre preserves a main role in the urban context for the following reasons:

- privileged historical background;
- location of the administrative centre;
- presence of many services for free time and leisure;
- highly symbolic historical buildings;
- location of new buildings for culture and health.

At the same time, the area presents also some negative features, namely:

- the area is scarcely connected with the rest of the city;
- many big buildings have been built on the borders of the area, thereby preventing the interaction with the nearby districts;
- the flow between the coast line (beaches), the city centre and the sides of the hill is interrupted;
- some entry routes such as La Medina and El Portón are deprived and unsafe;

- low quality of housing and inadequate building techniques;
- public spaces are underused in many cases;
- commercial buildings are scarce;
- buildings are not flexible enough for different uses and to host various practices.



*The image is to be considered a diagram of the problems which characterize the role of the city centre: few connections, scarce access to the port and to the hill, too big buildings which border the district and separate it from the other parts of the city*

### Municipal Plan for the development of cruise tourism

The city of Alicante is currently promoting an integrated action to develop the cruise sector.

Cruising is considered one of the fundamental aspects of a wider policy that supports Alicante's urban renewal and that has focused on various types of projects since 1992.

Different actions are coordinated in order to enhance the quality of the city centre and to improve the offer of services that can be used not only by cruise passengers, but also by other tourists and by citizens.

Each action contributes to reaching the following goals:

- creation of high quality architectural buildings for public activities, such as museums, cultural and archaeological sites, renovated structures of the city heritage, buildings of social interest (i.e. student accommodations);
- renovation and design of public open spaces in order to renovate and re-use deprived urban areas in the city centre;
- offer of new dwellings through public housing interventions carried out by renovating parts of old buildings;
- coordination of services for leisure and entertainment (i.e. shops, restaurants and tapas bars) by creating a specific agreement between the Municipality and private owners, by organizing special opening time and activity programmes and by en-



- hancing entrepreneurship in the Hotel/Restaurant/Cafeteria local sector;
- specific programmes and interventions that combine urban and port activities and attract tourists flows from the maritime buildings and the boarding area to the city centre.

### **An integrated public intervention on the Casco Antiguo**

The public intervention in the historical centre started in 1992 on the basis of the agreement between the Generalitat Valenciana and the Municipality of Alicante. The collaboration led to two different yet coordinated actions:

- the Racha Plan, or Plan de Rehabilitación y Arquitectura del Centro Histórico de Alicante (Plan of Renovation and Architecture of the Historical Centre of Alicante);
- The NEA Plan, Plan Estratégico Residencial y Económico del Casco Antiguo de Alicante (Strategy Plan for housing interventions and business activities).

The Racha Plan aims at undertaking many different interventions in public spaces, regenerating the urban context and creating a valuable urban scenario.

The Plan NEA focuses on the redevelopment of a wide social housing heritage which was previously deprived and damaged.

A special administration has been established to manage the development of the plans, which is the “Oficina de Gestion Integral” (“Office for Integrated Management”), funded by the Generalitat Valenciana. The Oficina has to promote and carry out the following tasks:

- giving information about the funding strategies to private investors;
- making suggestions about the technical conditions for restorations;
- to coordinate and supervise the actual activities carried out by the Generalitat Valenciana in the Casco Antiguo;
- defining and activating promotional politics about culture and knowledge about restoration;
- to promote the area to be regenerated in other cities.

The Generalitat Valenciana had to manage the financial aspects of the plan: the direct investments on the area (buyout of buildings and spaces) and the funding of private stakeholders.

At the same time, the Municipality had to define the drafts and final versions of the plan, to promote the “viviendas” (housing units) to rent, and to manage the plan with the Oficina and with the social housing institute (Social Inmobiliaria).





*One of the implemented projects:  
Plaza del Carmen*



*One of the goals is to find new ways to connect the port to the city centre and to combine the maritime activities with the ones located on the refurbished waterfront*

## Main goals of the Racha plan

In the CTUR presentation three different main goals concerning the Plan Racha have been pointed out:

### Social goals

This includes improving the quality of life for the residents, attracting new citizens and avoiding social impoverishment. This goal is to be reached by equipping the area with new services and facilities and by cooperating strongly with the social organizations.

In particular:

- promoting the residential activity and local business by supporting the social housing restoration and by renting the apartments to citizens (under a programme of real estate management);
- promoting cultural activities in public areas in the urban tissue;
- renewing the urban image by refurbishing buildings for social housing.

### Urban planning goals

The plan provides a new, full accessibility to the historical centre by integrating it with the surrounding urban texture. The social spaces are redesigned and managed in a wider and more connected vision, which is providing new urban infrastructures too.

### Architectonic goals

First of all, the plan locates and manages the full restoration and preservation of the historical heritage of the Casco Historico by renewing the residential buildings and the main monuments too.

The public action defines quality standards to be used not only in today's interventions, but also in future developments of the original plan.

Interventions can be grouped in different categories:

- Completed projects and interventions;
- Work in progress;

- Open tender projects;
- Projects being drafted;
- Projects included in the State funding for investments for the enlargement and renovation of Casco Antiguo;
- Projects for productive investments under the administration of Generalitat Valenciana.

Some of the projects concern buildings for culture and leisure, such as: the enlargement of the 'Museo de la Asegurada', the 'Pozos de Garrigós', the enlargement of the 'Casa Consistorial', the 'Sede de la Concejalía de Cultura' (Headquarters of the Council of Culture), the enlargement of the 'Centro de Recursos para la Juventud' (Centre for Youth Resources), the multi-functional building close to the Cathedral of San Nicolás, the multi-functional building in Calle Álvarez, close to a block of flats for students, and the construction of the new public San Roque College.

Other interventions focus on open space, such as Plaza del Carmen, the 'Parque de la Ereta del Monte Benacantil', the renewal and design of open spaces in El Portón, which is carried out by dedicating a sector to student dorms and by creating a parking lot, and the redesign of 'Plaza de San Cristóbal'.

Many residential buildings have been restored to offer 'viviendas' with high quality standards.

Interventions on the 'Barrio Universitario' (University quarter) included a series of buildings for students and teachers.



*The enlargement of the 'Casa Consistorial':  
the main façade of the building*



*The multifunctional building in Calle Álvarez is integrated with the housing intervention for student dwellings*



*The images show the intervention for the enlargement of the 'Museo de la Asegurada'*



*The renderings show the project for the new public 'College of San Roque', in La Medina quarter*



*The building in the Plaza del Carmen will host 22 dwellings for students and a Social Centre ('Centro Civico')*



*A view on the interiors of a student flat in the building located in Plaza del Carme*

## Goals of the NEA Plan

The Plan promotes new hubs of activities in order to give a new, lively and accessible structure to the historical centre. these nodes are to be considered as stimulating investments for private businesses, which will grow side by side with private initiatives for the renovation of social housing interventions and restoration."

It is important to underline how this already complex and far-reaching process is being developed together with the renovation of the maritime area and the enhancement of the cruise sector. The case study on Alicante (the aforementioned municipal plans) will be further implemented through the LAP projects presented in the Valencia CTUR meeting.



*The new cruise terminal in Alicante. The structure will be strictly connected with the historical and cultural spaces in the city centre*

The LAP puts forward different actions at various levels which can be divided into:

**Interventions in the port area:**

- New parking areas;
- New connections through public transport.

**Interventions on the city:**

They are connected to port activities and aiming at improving the attractiveness of the destination:

- New tourist routes in the urban context, which will also include space for sports and leisure, walking paths, sea-museums and yacht wharves;
- Various paths and thematic routes involving different sectors: paths can be historical, commercial, handicraft, or lead to commercial areas, restaurants and tapas bars. The various themes offer possibilities tourists can choose from; they can visit the city according to their attitude and preferences;
- Changes in the urban texture: this intervention aims at refurbishing urban contexts, providing new pedestrian areas, new activities to make the streets enjoyable and lively, new urban scenery, new urban facilities. All the related projects aim to a more secure, safe and accessible environment;
- Management of the project at a regional scale: arranging of tourist excursions and off-board trips, depending on the different visions of the stakeholders involved in the process.

All interventions aim at developing cruise tourism by trying to further make the connection between the terminal area and the city centre stronger.

**The visitors centre and welcoming programmes**

Going down one level into the LAP, you can see that the project aims at



*The images show different locations of the new landmark-boards to welcome tourists in all the most interesting sites of the city*





*The visitors' centre and its future location in the city core. It will host educative, informative and cultural functions and related spaces*

### Revaluating the old town and the urban heritage:

- Developing a visitor centre in the old town of the city in order to welcome cruise

### Improving tourism attractiveness through:

- A specific programme to welcome cruise passengers to the city.

The visitors centre will be located at the core of Casco Antiguo, in the El Claustro public building, and will be the start of tourist routes. The visitors centre will have projections with information about tourism, official institutions, commercial and local heritage. It will be a meeting point not only for cruise passengers but also for other types of tourists and mix different activities and offers.

The programme provides different tours in the old town, depending on personal preferences about timetables and interests. As already said, there will be cultural routes, commercial and handicrafts routes, and gastronomic routes.

Different paths were identified. These streets were redesigned in order to give a better permeability and access as well as relevance to monuments, cultural places and interesting sightseeing options.

The welcoming programmes offer further integration between tourists' interests and the urban life and tissue.

The main ideas are:

The main ideas are:

The main ideas are:

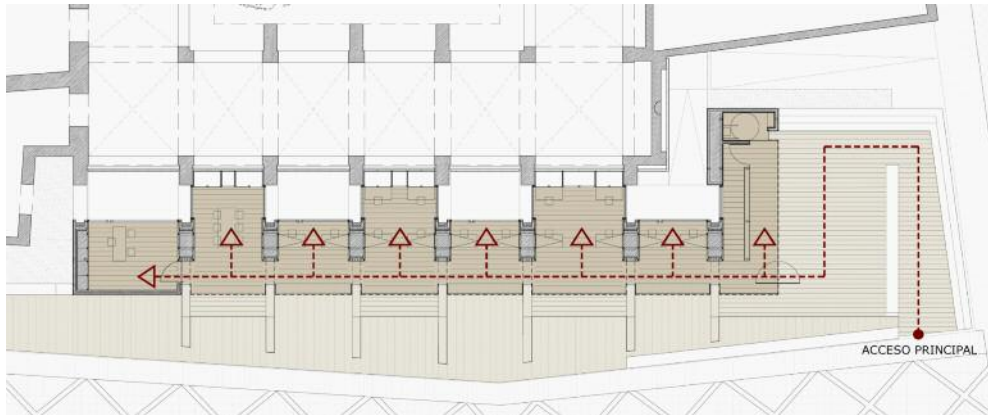
#### Signposts:

- Port to old town (free route).
- New signposts within the old town recently added by Housing & Cultural Dept. These boards and signals will be scattered throughout the city centre as important landmarks and tools for orientation and learning.

#### Transfer from Cruise Terminal to El Caastro's Visitors Center.



*The image shows how the centre will be related to the public square and how will be recognizable in the urban texture*



*Multifunctional rooms will be located in the first floor, with straight access from the external spaces*

### **The Observatory for the development of the LAP**

It is interesting to underline that the LAP project will be followed by a group of experts. They will be part of an Observatory meant to analyse the development of the different actions and interventions of the project. In the group there will be representative of the Municipality, of the trade and business sector, of the tourist agency, of the Port Authority and other important stakeholders involved.

The cooperation between different sectors makes the project effective and rich: the cruise intervention is only one of the strategies for the development of the city. In this case cruise business gives its strong contribution, but it is also to be considered a less risky investment: the seasonal peaks are balanced by all the other activities working all year round, and the possible decrease of the tourist flows is counterbalanced by the full integration of the structures for cruising within the urban waterfront and the city life.

### **Good practices: an exemplar project**

The projects introduced here (the case study and the further LAP development) can be considered a fundamental example of how a city's administration should be united and actively collaborate first with the various private stakeholders and secondly with cruise companies in order to involve the cruise sector in a wider and complex vision. This approach will improve the image of the city and will provide new coordinated services which have not only a functional value, but also a good architectural quality. Moreover, a more intense tourist activity, whereby tourists and cruise passengers are attracted by a high quality urban centre, will bring about a relevant economic return for the investors involved in the intervention plans managed by the administration.

## BIBLIOGRAPHY AND REFERENCES





## Bibliography and references

- BREED D., RIGBY A., (1994), *Waterfronts. Cities reclaim their edge*, Mc Graw- Hill, USA.
- BRUTTOMESSO R., (1998), *Land-Water intermodal terminals*, Marsilio, Venice.
- MCCALLA R. J., (1998), *An investigation into site and situation: cruise ship ports*, *Economische en Sociale Geografie*, vol. 89, n. 1, pp. 44-55.
- ELIAS B., (2003), *Terminal Buildings, The IACP days. What can be the city/port strategies in order to confront the changes in the cruise market?*, Association internationale Villes & Ports, Le Havre (France), pp. 33-38.
- MCCARTHY J., (2003) *The Cruise Industry and Port City Regeneration: The Case of Valletta*, *European Planning Studies*, vol. 11, issue 3, pp. 341-350.
- MONGE F., (2004) *Port cities*, *International Journal of Urban and Regional Research*, pp. 229-233.
- DUMANA T., MATTILA A. S., (2005), *The role of affective factors on perceived cruise vacation value*, *Tourism Management*. vol. 26, pp. 311–323.
- ALEMANY J., (2006), *Greater security improving relations with the city*, *Portus*, vol. 11.
- DE CARLI G., (2006), *Progetto e security: esperienze aeroportuali a vantaggio dei porti*, *Portus*, vol. 11, pp. 54-57.
- ESTRADA LLAQUET J. L., (2006) *Security Demands Requires a Cultural Change in Port Operations and Port-City Relations*, *Portus*, vol. 11.
- MONZANI E., (2006) *Security. An unknown quantity*, *Portus*, vol. 11.
- U.S. DEPARTMENT OF HOMELAND PROTECTION, (2006), *U.s. Customs and border protection. Design standards for cruise ship. Passenger processing facilities. Cruise terminal design standards*, Draft Report, [http://aapa.files.cms-plus.com/PDFs/CTDS\\_Draft-Review.pdf](http://aapa.files.cms-plus.com/PDFs/CTDS_Draft-Review.pdf).
- EUROPEAN REGIONAL DEVELOPMENT FUND INTERREG IIIC, West Zone. Regional Framework Operation / Hanse Passage, (2007), *Plan the city with the port. Strategies for re-developing city-port linking spaces. Guide of good practices*, edited by International Association Cities and Ports, Le Havre, Condè-sur-Noireau (France), pp. 23-34.
- CARLEY M., GARCIA FERRARI S. (editors), (2007), *The cool sea. Waterfront communities project toolkit*, Water-front Communities Project Management Office.
- SHILING Z., (2007), *Shanghai: the Old Harbor City and its Future Development*, *Portus*, vol. 13.
- MARINI G. (editor), (2008), *Port cities 13:28 GTM*, Association Internationale Villes et Ports, Evreux (France),

*Le Havre, interface ville port: hier - aujourd'hui*, Ville du Havre, Le Havre, 2009. (Author and editor not specified).

CAMPS GARCÍA S., (2009), *Effects of touristic cruises on Malaga's port-city relations*, *Portus*, vol. 17.

LLOPIS F.T., (2009), *The Balearics. A consolidated port of calls for cruises*, *Portus*, vol. 17.

VOEGEL M. P., (2009), *The economics of US cruise companies' European brand strategies*, *Tourism Economics*, vol. 15, pp. 735–751.

POLICY RESEARCH CORPORATION, (2009), *Tourist facilities in ports, Draft Report*, Commissioned by European Commission, Directorate-General for Maritime Affairs and Fisheries.

WESTPHAL M., (2009), *The development of sophisticated passenger boarding bridges for cruise terminals*, *Portus*, vol. 17.

### Electronic sources

TOURISM COMMISSION, Commerce and Economic development bureau. The Government of Hong Kong Special Administrative Region, (2006), *Hardware Development*, [www.tourism.gov.hk](http://www.tourism.gov.hk), viewed on 20 March 2010, [http://www.tourism.gov.hk/english/ctkt/hw\\_nctkt.html](http://www.tourism.gov.hk/english/ctkt/hw_nctkt.html)

ATELIER 29, (2009), *Floating Cruise Terminal by Waterstudio. NL & Dutch Docklands*, [atelier29.blogspot.com](http://atelier29.blogspot.com), viewed on 20 March 2010, <http://atelier29.blogspot.com/2009/09/floating-cruise-terminal-by.html>

MILLER R.R, (2009) *Development of a New Cruise Terminal at Kai Tak*, [www.tourismroi.com](http://www.tourismroi.com), viewed on 16 March 2010, <http://www.tourismroi.com/InteriorInvest.aspx?id=34438>

OSLO CRUISE NETWORK (editor), (2009), *Produkt Manual*, [www.oslocruisenetwork.no](http://www.oslocruisenetwork.no), Oslo 2009.

HAFENCITY HAMBURG GMBH, (2010), [www.hafencity.com](http://www.hafencity.com), <http://www.hafencity.com/en/home.html>

HUANG J., HSU C. H. C, (2010), *The impact of customer-to-customer interaction on cruise experience and vacation satisfaction*, *Journal of Travel Research*, vol.49; 79, originally published online May 20, 2009; <http://jtr.sagepub.com/cgi/content/abstract/49/1/79>

MEINHOLD B., (2010), *Shanghai's International Cruise Terminal to be Cooled By The River*, [www.inhabitat.com](http://www.inhabitat.com), viewed on 16 March 2010, <http://www.inhabitat.com/2010/03/12/shanghai-inter-national-cruise-terminal-cooled-by-the-river/>

[www.sundream-estate.com](http://www.sundream-estate.com)

[www.cruiseindustrynews.com](http://www.cruiseindustrynews.com)

## CONTACTS

### Lead Partner NAPLES (Italy)

Comune di Napoli  
V Direzione Centrale -  
Infrastrutture

Unità di progetto URBACT  
reti nazionali ed internazionali  
Via Speranzella, 80 - 80132 Napoli  
tel. +39 081 7958932/34/17  
fax +39 081 7958938/39

#### Gaetano Mollura

Project coordinator  
gaetano.mollura@comune.napoli.it

#### Cristina Fato

Project officer

#### Giovanni Hoffmann

Project officer  
urbactnapoli@comune.napoli.it

### Partner

#### ALICANTE (Spain)

Gaspar Mayor Pascual  
gaspar.mayor@alicante-ayto.es

#### Sara Prieto Vidal

sara.prieto@alicante-ayto.es

#### Gema Muñoz Alcaraz

gema.munoz@alicante-ayto.es

#### DUBLIN (Ireland)

##### Eileen Quinlivan

eileen.quinlivan@dublincity.ie

##### Jim Keogan

jim.keogan@dublincity.ie

##### Cait Ryan

cait.ryan@dublincity.ie

### GENERALITAT VALENCIANA (Spain)

#### César Jimenez Alca Iz

jimenez\_ces@gva.es

#### Marta Galbis Rocher

galbis\_marroc@gva.es

### HELSINKI (Finland)

#### Marianna Kajantie

marianna.kajantie@hel.fi

#### Tuija Aavikko

tuija.aavikko@hel.fi

#### Jari Huhtaniemi

jari.huhtaniemi@hel.fi

### MATOSINHOS (Portugal)

#### Joana Moreira

joana.moreira@cm-  
matosinhos.pt

#### Elsa Severino

elsa.severino@cm-matosinhos.pt

### PORT AUTHORITY OF LEIXÕES (Portugal)

#### Joao Pedro Matos Fernandes

matos.fernandes@apdl.pt

#### Amelia Castro

amelia.castro@apdl.pt

### PORT AUTHORITY OF NAPLES (Italy)

#### Fiorinda Corradino

f.corradino@porto.napoli.it

#### Barbara Casolla

b.casolla@porto.napoli.it

### RHODES (Greece)

#### Voula Moraitou

parmoraitou@gmail.com

#### Nectarios Santorinios

santorinios@rhodes.gr

### ROSTOCK (Germany)

#### Andreas Schubert

Andreas.Schubert@rostock.de

### TRIESTE (Italy)

#### Edgardo Bussani

BUSSANI@comune.trieste.it

#### Elisabetta Boglich

BOGLICH@comune.trieste.it

#### Carlotta Cesco Gaspere

CESCO@comune.trieste.it

### VARNA (Bulgaria)

#### Georgi GILEV

georgi\_gilev@abv.bg

#### Bistra Dimova

bdimova@varna.bg

### Observer Partner

#### ISTANBUL (Turkey)

##### Metin Canci

canci@ibb.gov.tr

### AIVP (International Association Cities and Ports)

#### Olivier Lemaire

olemaire@aivp.org

#### Greta Marini

gmarini@aivp.org

#### Olivier Forget

oforget@aivp.org

### LEAD EXPERT

#### Vittorio Alberto Torbianelli

Vittoriot@econ.units.it

### THEMATIC EXPERT

#### Pauline Geoghegan

pauline.geoghegan@skynet.be

### WEBSITES

#### URBACT II Programme

www.urbact.eu/ctur

### CTUR NETWORK

#### NATIONAL

#### DISSEMINATION POINTS

Updated on 01/06/2010

#### ITALY

[http://www.unich.it/dart/urbact/  
urbactII.html](http://www.unich.it/dart/urbact/urbactII.html)

#### GERMANY

[http://www.oerok.gv.at/  
contact-point/urbact.html](http://www.oerok.gv.at/contact-point/urbact.html)

#### SPAIN

[http://www.ecosistemaurbano.com/  
urbact](http://www.ecosistemaurbano.com/urbact)

#### BULGARIA

<http://www.namcb.org>

#### PORTUGAL

<http://www.dgotdu.pt/urbact/>

#### GREECE

[http://www.espa.gr/el/pages/static/  
URBACT.aspx](http://www.espa.gr/el/pages/static/URBACT.aspx)



**European Union**  
European Regional Development Fund

EUROPEAN  
PROGRAMME  
FOR  
SUSTAINABLE  
URBAN  
DEVELOPMENT



**URBACT** is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 255 cities, 29 countries, and 5,000 active participants.

**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).