



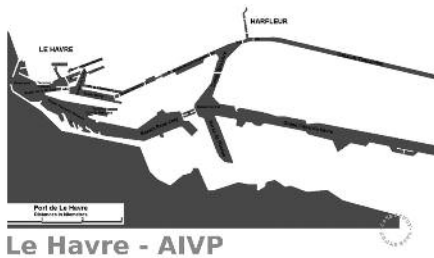
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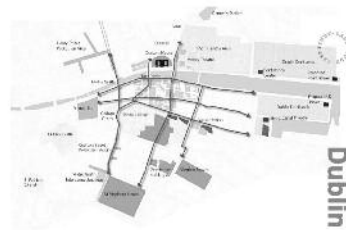
URBACT II European Programme  
CTUR Thematic Network - *Cruise Traffic and Urban Regeneration*

# THIRD CTUR THEMATIC JOURNAL

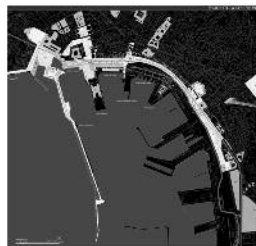
Topics and Case Studies on “Governance”



Le Havre - AIVP



Dublin



Naples



Rhodes



Naples Alicante Dublin Generalitat-Valencianna Helsinki Matosinhos APDL Authority-Port-of-Naples Rhodes Rostock Varna Trieste Istanbul

June 2011



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

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The sources of the CTUR case studies are the Thematic Meeting Reports written by **Pauline Geoghegan** (CTUR Thematic Expert).

The "Third Thematic journal" is the result of the work developed during the seminars by the CTUR network: Lead Partner, Lead Expert, Thematic Expert and all Partners.

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1. **Dublin Canal Square, photos Dublin Docklands Development**
2. **Dublin Context, image of Planning Department, Dublin City Council**
3. **Le Havre port from GOVERNANCE (II) case study**
4. **Rhodes Plan for the new marina**

**The other 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.**

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<sup>1</sup> Case Study proposed, through AIVP, by Mrs Valérie Dubuc and presented by the Lead Expert

# THIRD CTUR THEMATIC JOURNAL

Topics and Case Studies on “Governance”



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## Foreword

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

This issue of our thematic journal - the last in the planned series of three - is devoted to “Governance”. This issue was dealt with at the two CTUR seminars in Rostock (Germany), on the 1st and 2nd July 2010, together with the subtheme “Port heritage and Governance”. It was also part of the meeting in Rhodes (Greece) on the 9th and 10th December 2010 which focused on the subtheme “Governance tools”. This 3rd thematic journal contains the result from these seminars but also an overview of the outputs on the governance topic from all case-studies presented during the eight CTUR workshops from January 2009 to March 2010.

- The case-studies presented by the partners give an over-view of the governance tools used for the development of city/port areas, the focus of the CTUR network:
- From the creation of specific public-private or simply public partnerships for the management of “complex” redevelopment of a conflictual area like that of the waterfront (Dublin case-study “Docklands Development Authority Structure and Naples “Nausicaa Company for the development of the Naples waterfront” )
- To the management of port area spaces with new functions like shopping centres in the Naples maritime station which become not only arrival and departure areas but also attractions and places of leisure, shopping and eating (Naples Port Authority “Naples Terminal” case study)
- To the extant town planning tools which must face new issues and needs ( Naples case study, The new Master Plan for Naples and the monumental area of the Harbour)
- To the completion of projects by the local administrations via private investment (Rhodes case study “Public and private funds to construct the new marina”)
- To new tools for development for “natural shopping centre” city areas which, different to the Anglo-Saxon model, can be great opportunities to allow small retailers and artisan traders to challenge an ever more global market allowing their survival and also contributing to the cultural heritage which is so important to the identity of the historic city centres (see “Piazza Mercato in Naples: a natural shopping centre” case study)
- The AIVP contribution -International Association of Cities and Ports – on the theme cruise tourism management, is highly useful for the pertinent cities to optimise the impact of this cruise business (case study on Le Havre “A “state” legislative frame-

work aimed at an efficient local governance for cruise tourism), and also this journal has “toolkits” which are practical tools for those who deal with local development (Toolkit (I) “Analyzing the “Local Support Group”: what is really your “Governance” network” Toolkit (II) “Towards an effective private sector engagement: seven principles for a good (Urban) PP Governance”)

- To conclude, I hope that the effort made to publish the three thematic journals Topics and Case Studies on “Physical and Environmental Components”, “Economic and social benefits”, “Governance”, has allowed a complete and profound insight, and integrated with the case studies/ best practice guide, which as noted, are bearers of work methodology of the URBACT programme and the accumulated heritage with the work carried out by the whole CTUR network.

Thanks are given to all the partners, to AIVP and to the experts for the active collaboration.

Special thanks go to Lead Expert Vittorio Torbianelli for his efforts and immense passion in the editing of the three journals



# 1. THE CTUR THEMES AND THE THEMATIC JOURNAL ON “GOVERNANCE”





## 1.1 The CTUR theme framework and the theme “Governance”

Within the CTUR Project, the theme “Governance” was explored through two sub-themes (“Port Heritage and Governance” and “Governance Tools”), respectively divided in several sub-issues, as presented in the following table.

Sub-theme	Topics
<b>Port Heritage and Governance</b>	<ul style="list-style-type: none"> <li>• Heritage management plan</li> <li>• Conversion of existing sites</li> <li>• Planning procedures and participation tools</li> <li>• Regeneration through the “district-centre management approach”</li> </ul>
<b>Governance Tools</b>	<p><b>Public/private partnership</b></p> <ul style="list-style-type: none"> <li>• Stakeholder role and involvement</li> <li>• Funding and financing</li> </ul> <p><b>Creation of specific bodies</b></p> <ul style="list-style-type: none"> <li>• Development authorities</li> <li>• Public-private companies</li> <li>• Cruise terminal management</li> </ul>

The theme of ‘Governance’ was discussed during two project meetings (Rostock and Rhodes). Here is the actual list of the related case studies included in this thematic journal.

Hosting city	Official theme of the meeting	Case Studies on “Governance” presented during the meeting
Rostock July 2010	Governance (I)	Dublin Docklands Development Authority structure (Dublin)
Rostock July 2010	Governance (I)	A “state” legislative framework aimed at an efficient local governance for cruise tourism in Le Havre <sup>2</sup>
Rhodes December 2010	Governance (II)	Public and private funds to construct the new marina of Rhodes
Rhodes December 2010	Governance (II)	Nausicaa company for the development of the Naples waterfront
Rhodes December 2010	Governance (II)	Piazza Mercato in Naples: a “natural shopping centre”

<sup>2</sup> case study not from a partner city collected thanks to AIVP and Tourism Office of Le Havre (France) and presented by the Lead Expert.

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

## 1.2 The structure of this thematic journal: focus on “Governance”

### **Governance and the CTUR project**

The CTUR project has enabled CTUR partners to discuss their experiences in the “governance” field. Local Support Groups can be considered the potential core of governance processes for the purpose mentioned above.

Project partners have been specifically requested to record the kind of relationships and processes established (or could be established) between the different stakeholders in order to start and support development in this field. They were also asked to focus on the existing and potential role of public/private partnerships by pointing out the problems and difficulties that were encountered.

UN-HABITAT defines good urban governance as the “exercise of political, economic, social and administrative authority in the management of an urban entity”. On a horizontal networking and cooperating perspective, governance is “the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action can be taken”.

With reference to cruise (ship) tourism development issues, a few examples of the above mentioned “horizontal networking and cooperating” are: schemes for the management of cruise terminals and the related economic activities; involving private investors - and private funds - in regeneration plans (also with reference to households) or in tourism facility development projects; public-private initiative to support retail (or in general entrepreneurship) development in urban areas; integration between regional and urban tourism development policies. Moreover, not only companies (local or otherwise) but also citizens and local workers, represent a special category of stakeholders.

Involvement of private capital is, specifically, an essential point. Some questions arise: what are the conditions and the procedures which improve the possibility for private capital to be involved in projects and plans related to the cruise tourism in port cities? What kinds of bodies (real estate developers, banks, or retail district management

companies) could be involved and, more importantly, what role would be played by local authorities to favour a socially well balanced involvement of this private capital? What are the possible schemes to be adopted?

This thematic journal aims at proposing a guide, even if incomplete and limited, to the themes of governance and related best-practices. This is done considering the real situations faced by the CTUR project. This approach incorporates theoretical background on what is really meant by ‘governance’, thus attempting to expose some ‘myths’, like for example the notion that only highly “horizontal” and “wide” forms of network would allow an efficient achievement of results. Thus a paragraph has been dedicated to the general theme of ‘analyses’ and ‘management’ of one’s own partnership network, in the hope that this could improve, also after the CTUR project, the work processes in the Local Support Group.

Also in the general section, relating to the strategic management of ‘urban governance’, there are the key principles suggested by the UN-HABITAT on involving private bodies in the development of cities.

The general section is followed by the case studies.

As requested, also by the partners, a section is dedicated to non-CTUR case studies, chosen by the Lead Expert. This is to bring innovative examples of best practice relating to various areas of interest to the CTUR partners.

Most of these non-CTUR case studies do not deal with examples directly linked to the ‘cruise’ world, but which are perfectly applicable also to the CTUR contexts. These case-studies illustrate approaches and solutions which deal with strategies fundamental to the CTUR field, like: governance for destination management, cooperation between local and regional authorities on tourism promotion, partnership and schemes for the commercial activity development in historic city centres, the procedures for private-public partnership in large redevelopment schemes of historic part areas. In this section emphasis has been placed on governance of retail development in difficult areas or areas close to cruise terminals.

The retail tool, as also many CTUR examples illustrate, is fundamental in contributing to a real economic regeneration and revitalisation of urban areas and, more generally, greatly contributes to the possible economic return of the cruise economy (as illustrated in the II thematic journal).

Another theme of general interest dealt with in special detail in this section is that if the new local funding tools (e.g. the Tax Increment Finance Schemes) to allow private capital to finance public investment, even if at different times.

### **Governance themes in the CTUR case studies**

The second section of the journal is, however, dedicated to CTUR project case studies. The case studies presented by CTUR partners on the ‘governance’ theme were few.

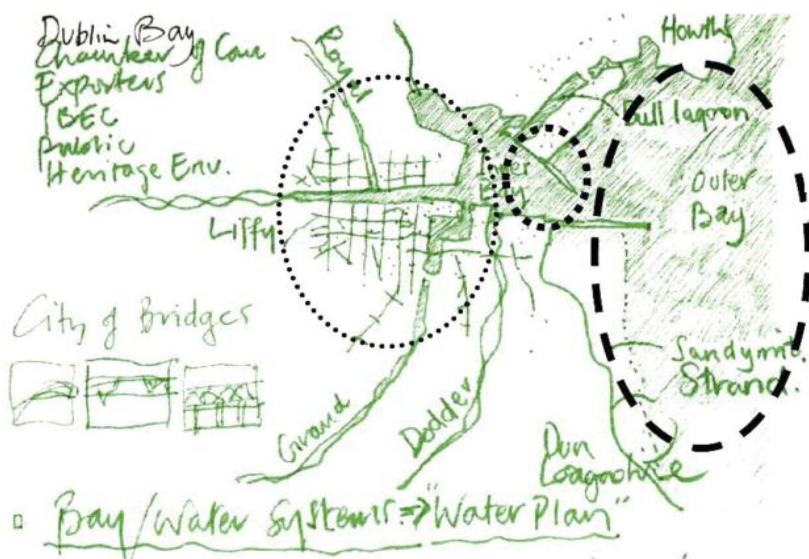
Even so, some case studies presented in other thematic sessions contain interesting information relating to ‘governance’, even if they have been seen in other thematic journals, the one regarding the regeneration of Alicante, described in the “Physical Environment” journal. This contained the description of the cooperation mechanism between the institutions and the private subjects (residents and entrepreneurs). Other cases showed interesting governance mechanisms in the organisation of Irish cruise tourism (Cruise Ireland).

Reference will also be made to the chapter on CTUR case studies later.

The CTUR cases here deal with central themes to governance: a) the schemes with which the public authority (via a authority -Dublin- or with shared programmes – Rhodes-) can support building development plans, guaranteeing the fulfilment of public aims; b) the cruise terminal management models and the role of governance among the public and private subjects (Le Havre<sup>1</sup>, but also Naples); c) the frameworks of inter-institutional governance for urban redevelopment plans of run-down city/port areas (Naples); d) the development of urban retail opportunities in the areas of interest for the cruise visitors, via public-private and retailers networking (Naples).

<sup>1</sup> This case study is not strictly CTUR but has been brought to the Lead Expert thanks to AIVP, a CTUR project partner. Thanks is given to the Le Havre Tourist Bureaux.

## 2. SOME THEORETICAL BACKGROUNDS TO COMPREHEND "GOVERNANCE"







## 2.1 “Governance: not only local networks”

Statements such as “Governance points to horizontal networks of influences, inter-governmental cooperation, blurring of public and private boundaries in decision making...” and “effective governance is to be sought through network models” (Hershell & Neumann, 2002) concisely clarify the meaning of the often overused term 'governance'.

How do networks and cooperative frameworks operate in order to effectively launch and support local policies aimed at developing both cruise activities and urban regeneration processes in port cities?

From a governance point of view, the initiatives can be typified along four types:

- A) structurally integrated initiative with overlaps in terms of key actors and organisations, having unambiguous support from central decision makers and originating within the local governance arrangement.
- B) initiative originating in the inner circle of local governance, having broad support but just indirect links to key actors and organisations, i.e. initiatives are performed outside of the central decision making structure.
- C) initiative supported content-wise in general, but originates outside of the local governance arrangements without any overlaps with key actors or organisations.
- D) initiative's origin has nothing to do with local governance arrangement, content-wise support is ambiguous and there is no structural integration.

When the governance issue is discussed, we have to recognize that “networks are not always the primary mode of governance in the politics of urban regeneration, e.g. in the UK”. “It is argued, for example, that in UK, Central Government and the “middle level” (regions) are becoming more influential in the local policy arena. Hierarchy is often more pervasive than network. It is therefore argued that partnerships should be treated as a distinct mode of governance”. These conclusions demonstrate that despite the fashion for copying urban policies from the USA (a central role for “local networks”), local politics in many European Countries remain very different.

Some questions arise, also for CTUR partners. What is, in fact, the role played in fact by the State or by the Regional Administrations in influencing the possibilities to develop the Local Action Plan? Is the role played by the State or the Region able to enhance or to reduce the potential of a “networked Governance” model?

### **What organizational form does work better?**

The numerous guidelines and directives imposed by authorities probably must be regarded as counterproductive and rather hampering local regeneration than supporting it. In particular, the idea of compulsory partnerships must be criticised as ineffective. It is not sufficient to create new forms of strategic governance when it comes to supporting local socio-economic initiatives. “Factors of success must rather be seen related to other issues - mainly in the institutional sphere (see Lang 2008). Strategies for local regeneration putting the main emphasis on creating new forms of governance are likely to fall short in terms of producing policy outcomes”.

Further questions arise: what is your feeling about the partnership developed in your city? Is it perceived as a compulsory partnership? Is the “governance” issue stressed too much?

#### *a) Are local strategic formalized partnerships really able to come to major decisions?*

In England, local strategic partnerships (LSPs) should take the strategic lead over urban development and also socio economic regeneration (ODPM 2005). Thus, they would be expected to play a key role in local governance. But often, from among various experiences, partnerships are rather unimportant when it comes to major decisions.

#### *b) “Task forces” and (more informal) “non-authoritarian” groups: do they work better?*

For example In Barrow (UK) the main actors of the regional 'Northwest Development Agency' (NWDA), are all involved in the 'Barrow Task Force' which "coordinates the overall strategy [...] of all the agencies - national and regional and local for Barrow". In the task force, traditional actors (such as councillors, the leader and executive officers) are just members among others. A specific question could be: is your network perceived as a non-authoritarian group by the members?

#### *c) Is “Metagovernance” the right word?*

Meta-governance is concerned with how political authorities are engaged in promoting and guiding the ‘self-organisation of governance’ systems through rules, organizational knowledge, institutional tactics and other political strategies (Jessop 1997). A meta-governance perspective on political and economic change brings two major benefits:

- It enables the political and economic changes associated with governance to be positioned within the context of changing patterns of state power, strategy and intervention;
- It tends to break down the arbitrary divide that has been constructed between government and governance – suggesting instead a hybrid form of governance that is fashioned ‘in the shadow of hierarchy’ (Jessop 1997, 575; Scharpf 1994).

*A specific question could be: it is possible in your city to affirm that “Metagovernance” exists with reference to Cruise Tourism development?*

*d) “Entrepreneurial urban governance”? What role for the private sector*

In recent years, urban governance has become increasingly preoccupied with the exploration of new ways in which to foster and encourage local development and employment growth. Such an entrepreneurial stance contrasts with the managerial practices of earlier decades which primarily focussed on the local provision of services, facilities and benefits to urban populations.

First, the new entrepreneurialism has, as its center-piece, the notion of a “public-private partnership”: the activity of that public-private partnership is entrepreneurial precisely because it is speculative in execution and design and therefore dogged by all the difficulties and dangers which attach to speculative as opposed to rationally planned and coordinated development. In many instances this has meant that the public sector assumes the risk and the private sector takes the benefits (though there are enough examples where this is not the case).

## 2.2 Toolkits

### Toolkits (I): Analyzing the “Local Support Group”: what is really your “Governance” network?



When we discuss about governance and local networks, it is also important to know the profile of the network.

- Actors are one of the important dimensions. It is the number of participants and determines the size of the network. The type of actors involved influences the character of the policy network.
- Structure is another important dimension of policy networks. It refers to the pattern of relations between actors. Important variables of this dimension include:
  1. Size: the number of actors;
  2. Content of ties: Types of relational ties e.g., exchange, obligation, power;
  3. Intensity/strength of the relations: Number and continuity of interactions over time;
  4. Density: the extent to which actors are linked by relations;
  5. Centrality as policy initiator or as policy outcome influencer.

The commonly used tool for describing network structures, which includes the above dimensions, is borrowed from social network analysis (Scott 2000). Typical “network analysis” questions include the following ones (for each stakeholder/organisation):

- With whom does your organisation have joint marketing projects?
- With whom does your organisation exchange money?
- With respect to cruise tourism marketing with whom does your organisation communicate (exchange information) and how often?
- Who are you in regular contact with on local economic development policy issues?

Therefore, each partner should check organisations that you have formal contacts with (i.e., meetings, joint memberships, agreements, etc.) regarding cruise tourism development, even outside the Local Support Group.

The relationships can be coded to represent the presence or absence of a relationship (binary data), or it could be based on frequency of the interaction (valued data). Both of them are useful, depending on the purposes of the study. Binary data indicates the presence (1) or absence (0) of a particular connection. Valued data show more than simply presence or absence of a relation, as the presence is valued to indicate the strength of a relationship (e.g. 0-5).

The boundaries of networks can be unclear but it is very important to try to identify the whole group. There is usually a core and a periphery with regard to the governance process. Some actors are likely to be more involved than others, which leads to the question of whether governance is open or closed, with restricted access when handling important issues.

Hence relationships between actors are a key concern when dealing with questions such as: Who deals with whom? Why? And is there a mutual dependency between them? What is the core and the periphery of your network? What are really the resources committed by the members?)

To illuminate the character and substance of the actors' relationships, their resources and exchange of resources need to be understood. Resources may consist of money, knowledge and knowhow, information, formal power and legitimacy, to mention but a few.

Are local strategic formalized partnerships really able to come to major decisions? The numerous guidelines and directives imposed by authorities probably must be regarded as counterproductive and rather hampering local regeneration than supporting it.

In particular, the idea of compulsory partnerships must be criticised as ineffective. It is not sufficient to create new forms of strategic governance when it comes to supporting local socio-economic initiatives. “Factors of success must rather be seen related to other issues - mainly in the institutional sphere (see Lang 2008). Strategies for local regeneration putting the main emphasis on creating new forms of governance are likely to fall short in terms of producing policy outcomes”.

Further questions arise: what is your feeling about the partnership developed in your city? Is it perceived as a compulsory partnership? Is the “governance” issue stressed too much?

## Toolkit (II): Towards an effective private sector engagement: seven principles for a good (Urban) PP Governance



In the field of urban governance, the role played by private actors can be very important and effective. UN-HABITAT, adopting the position of the Global Campaign on Urban Governance proposes that good urban governance (with an effective Private Sector Engagement) be characterized by the following principles<sup>3</sup>:

- 1) Sustainability;
- 2) Subsidiarity;
- 3) Equity;
- 4) Efficiency;
- 5) Transparency and Accountability;
- 6) Civic Engagement;
- 7) (Security)

### 1) Sustainability

Practical ways the private sector may realize this principle include:

- Actively participating in city development strategies by presenting proposals to other stakeholders and incorporating adopted city strategy plans into the overall strategy of the private sector firms;
- Engaging in consultative processes such as environmental planning and management that are geared towards agreements on acceptable levels of resource utilization;
- Adoption of Bottom of the Pyramid strategies that will facilitate increased availability, affordability and accessibility of private sector goods and services to the urban poor;
- Offering financial and technical support to the other stakeholders in the integration of poverty eradication strategies;
- Engaging in economic activities that are viable and incorporates the participation of other stakeholders as actors and beneficiaries.

<sup>3</sup> UN-HABITAT - WORKING GROUP B; [Good Urban Governance: Towards an Effective Private Sector Engagement](#), Background Paper, Prepared by Christine Auclair and Alban Jackohango, Private Sector Unit - UN-HABITAT, June 2009

## 2) Civil Engagement

Promoting an ethic of civic responsibility among citizens through such mechanisms as “City Watch” groups;

- Making use of mechanisms such as public hearings and surveys, town hall meetings, citizen’s forums, city consultations and participatory strategy development, including issue-specific working groups;
- Undertaking city referenda concerning important urban development options.

## 3) The Principle of Subsidiarity

Practical application for the private sector of the principle can be done through:

- Lobbying in conjunction with local authorities for the development of policies that delegate responsibility and commensurate powers and resources from the national to the city level and/or from the city level to the neighborhood levels;
- Fostering the adoption of local legislation to translate constitutional amendments in support of subsidiarity into practical means to empower the private sector to participate more effectively in city affairs;
- Partner with the city authorities in creating transparent and predictable management systems modelled on the private sector for the development of administrative, technical and managerial capacities at the city level.

## 4) Equity

Equity is the inclusion of all stakeholders to access decision-making processes and the basic necessities of urban life.

- Practicing equity in their hiring processes and lobbying for a similar representation in the civil authorities;
- Foster the empowerment of women by promoting them to higher management positions in the sector and replicate this in the management and affairs of the city authority bodies;
- Ensure that policies and by-laws that are enacted do not only favour big business, but also considers the interests of the informal sector.

## 5) Efficiency

The principle aims to guarantee the delivery of essential services and optimal resource utilization in the process. Cost-effective management of city resources is critical to the survival of all stakeholders and in particular the private sector. Efficiency can be best achieved when each stakeholder is enabled to operate based on their comparative advantage. The private sector may practice efficiency through:

- Partnering with other stakeholders (government and civil society) in the regulation and delivery of public services;
- Sharing best management practices with the government to encourage the latter to adopt innovative means of delivering public goods and services;

- Adopting clear objectives and targets for the provision of public services, which maximizes the contributions all sectors of society can make to urban economic development.

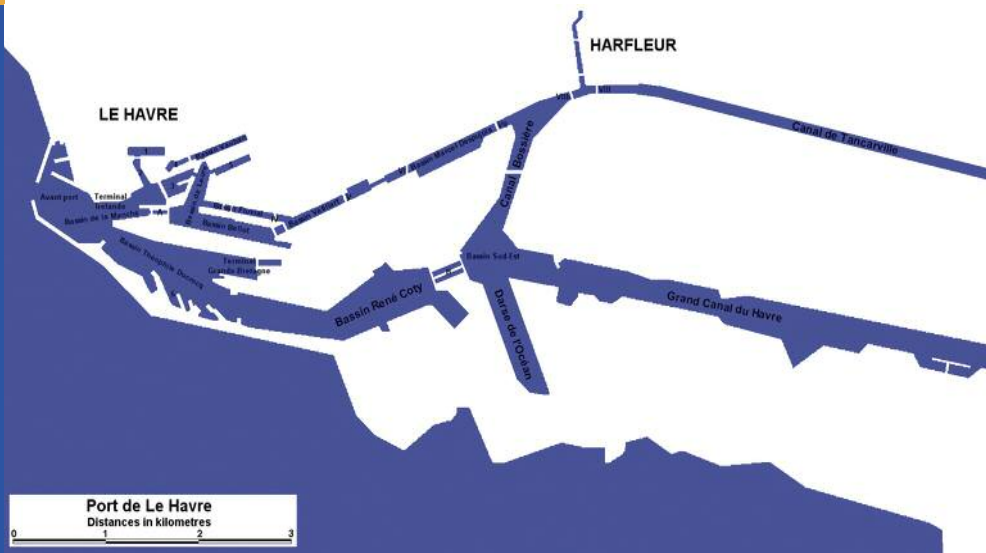
## **6) Transparency and Accountability**

Any form of good governance must be founded on transparency in the operations, activities and resource utilization of all sectors of society. The private sector must conduct business with openness that is not only based on fulfilling the letter of the law but the spirit of the law. The private sector may benefit from transparency and accountability by:

- Participating in stakeholder meetings and consultations on the utilisation of city resources and other important issues;
- Performing regular and independently executed programmes to test the integrity of responses by public officials;
- Fostering the introduction of a business management model to the public sector that will remove administrative and procedural incentives for corruption;
- Assisting the public sector to adopt enforceable standards of accountability and service delivery, such as ISO that will transcend the terms of public office bearers.



### 3. AN OVERVIEW ON GOVERNANCE IN OTHER CONTEXTS: PRACTICES AND EXAMPLES





### 3.1 Governance in destination management: a Swedish tourism case study of an informal self-selected network based on private not local promoters

In terms of public–private cooperation, an informal destination strategy group called the Vision 2011 group has been established (more than 10 years ago) in Åre, a Swedish ski resort. This means that for the first time in Åre’s history, local public and private actors meet regularly to discuss long-term destination-embracing strategies and issues, and they are doing so in a rather untraditional way. The participants initiated the group themselves, selecting members according to position, influence or access to capital, and when asked, they explain that they regard themselves as the central operators in the destination. Hence it is clear that the group lacks a democratic mandate. Initially, participation was without deeper commitments, but the network ties have been strengthened.

Networks such as the Vision 2011 group can therefore be argued to be a central determinant of the innovation capacity of the destination.

Fussing-Jensen et al (2004) also emphasize that innovations in tourism may rely on support from external stakeholders bringing new perspectives into the destination. Principally Skistar, but also Holiday Club, (external and non “external” subjects) contribute greatly in this context, bringing capital, knowledge and innovative thinking into the destination.

The boundary between the public and private sectors also appears to be increasingly blurred with regard to policy making and in particular with regard to destination-embracing initiatives and strategies.

When people from outside look at, for instance, the Vision for 2011, they tend to think of it as Åre’s vision, and not just the vision of a few individual actors. This creates a need in tourist destinations for coordination and for handling the issue of centralization versus letting everyone speak up and deciding in a democratic manner.

### 3.2 The role of the “regional” involvement for cruise tourism development: a Canadian case study

“The British Columbia Ports and Destinations Group” (Campbell River Port of Call Partnership; Greater Victoria Harbour) supported by the Government of British Columbia (B.C.) and Western Economic Diversification Canada, has been involved recently in to an 18-month cruise development planning process. The overall objective of this process is to prepare a strategy, action plans and priorities to develop the B.C. coastal region as a global cruise destination”.

An important overall outcome of the workshop was the support expressed by workshop participants for the continued development of a coast-wide cruise strategy and action plan. There was also recognition of the priority that should be placed on having an inclusive governance group in place to implement the strategy.

Itinerary and shore excursion product development are critical. The need for community consultation, “grass-roots” community capacity building and product opportunity assessment are also important. Success in terms of further developing market-ready cruise products will depend on developing effective community partnerships and minimizing social and economic displacement.

In the shorter term, a pilot project should be developed to influence cruise lines to deploy ships in BC waters to try new cruise itineraries. This pilot project should focus initially on ports and communities that have existing infrastructure and market-ready shore excursions in place.

There is a need to demonstrate the potential and solidify the whole region as a cruise destination. Coast-wide standards should be set to define “readiness” – important to ensure consistent product quality to attract and retain the business.

Ideally, destinations should collaborate with the region in which they are located (and the cruise lines) to develop a comprehensive policy and means of ensuring compliance. Destinations will ideally have defined goals and clear lines of authority for negotiation with potential cruise line visitors. Where several desirable destinations are within the control of one nation, leverage may be enhanced.

Some important questions arise from the case study also for CTUR partners. How could the growth of inter-urban and multi-regional cooperation frameworks be supported? What is the role of the “Regions” as partners in promoting urban cruise destinations?

What is the role of stakeholders in promoting an “alliance” strategy? What is the role of Managing Authorities?

### 3.3 Retail and the city, retail and cruises: exemplary governance models

Retail is a very important engine of urban regeneration and represents a relevant potential to improve the local attractiveness for cruise tourism, both in the historic city and in retail-oriented “terminal infrastructures”. However, the retail development requires policies able to join many actors together. In the following paragraph this issue is discussed through general examples about urban retail development policies, stressing the governance issue.

#### **Creating a (retail/leisure) city “ex-novo” near a cruise terminal in Tunisia**

Goulette Shipping Cruise is a private business which is entrusted with the modernization, upgrading and management of the bulk of cruise travel companies in La Goulette Port in Tunisia. A 6500 m<sup>2</sup> village, medina style and inspired by Tunisian architectural design, has been built within the confines of the port. The village is made



up of a central body and two adjacent wings with berths and opening on a large square overlooking the port dock (for shows and animation). This village will enable visitors to enjoy all of Tunisia’s facets just on a single stopover. The businesses that will be set up inside the village are 2 restaurants, 3 cafés, 1 hammam and 106 shops.

#### **The municipality as a retailing policy maker for urban retail centres: the London Borough of Bexley retailing policy**

Regeneration often requires retail development policies; governance is a fundamental tool to build them. The clustering of appropriate types of shops and services at town centres has a variety of benefits. It enables businesses to gain the benefits of mutual support and competition. Infrastructure such as car parks and scarce land can be used efficiently, thus reducing the use of public space provided for shopping activities. New shopping development can also create opportunities for the regeneration of town centres.

A) At an urban level, it is firstly necessary to adopt a formal and clear urban retail “vision” and a spatial hierarchy of the “retail” centres to be developed: Major District Centres (provision of convenience shopping, as well as comparison shopping to a more confined catchment area), District Centres (smaller catchment area than the Major District Centres and regularly draw their trade from the local population) and neighbourhood Centres.

B) A plan provides detailed policies and proposals for the different centres. The plan gives the rules and the criteria to “accept” and to “accommodate” private retail investments. Where the Council has also prepared a promotional town centre strategy for a particular centre, proposals should be consistent with that strategy.

“In partnership with residents, shoppers, retailers, businesses, landowners and other interested parties, the Council will prepare a Strategy and Action Plan to guide the future use and development of sites in and adjoining the town centre. The Strategy and Action Plan will have regard to the following objectives: to promote a comprehensive and co-ordinated strategy for the future development of the centres; to improve vehicular and pedestrian circulation, public transport access and pedestrian links to the centres; and to ensure a co-ordinated approach to the design of all new buildings and spaces to ensure they are in harmony with one another in terms of height, scale, building line, articulation, roofline and materials”.

**District management as a governance tool to promote urban regeneration: some examples from Europe.**

**District management in Europe:** A municipal strategic plan for the retail development, with the related financing schemes, can be oriented to promote an “integrated district management” run (for example) by a private company or a private/public company.

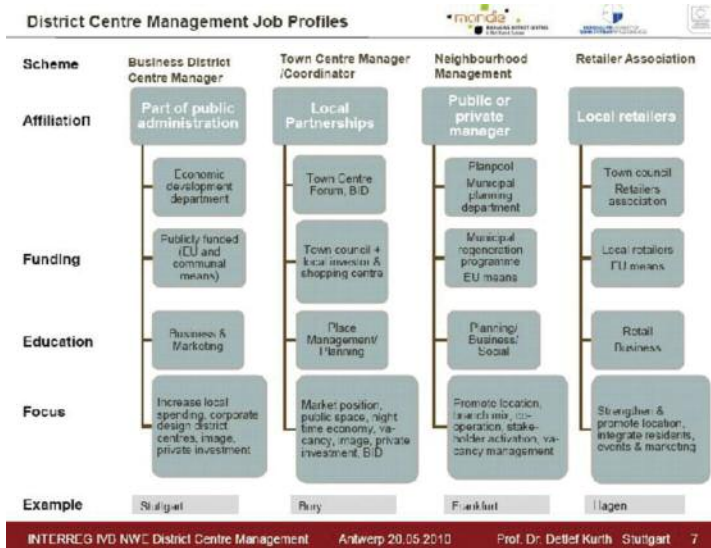
“District managers are strong merchants with a thorough understanding of retail aesthetics and customers. Other responsibilities include ensuring district-wide customer satisfaction and product quality, while managing the territory’s financial performance, and managing safety and security within the district.”

In general, the district management approach to support urban regeneration policies is widening in Europe.

Many countries developed national associations of town/district centre management. The UK Association of Town Centre Management ATCM (UK) will contribute especially to comprehending District Centre Management. Their experience and knowledge will be valuable for all partners. Participation of ATCM ensures the interdisciplinary exchange in the fields of economic, administrative and urban planning studies. ATCM will have a comprehensive function to support the Scientific Advisory Board and, in particular they will research the job profile of a district manager, contribute to the development of interdisciplinary study modules/qualifications in the field of district centre management, and contribute to the analysis of district centre business practices, including the development of a framework for a needs and offer audit.

The Association of Town Center Management (AMCV) is the initiator of the concept of Town centre Management (TCM) in Belgium. The concept is based on the setup of public-private partnerships, building synergies between users and stakeholders in town centres in order to carry out joint and coordinated actions favouring the development of town centres.

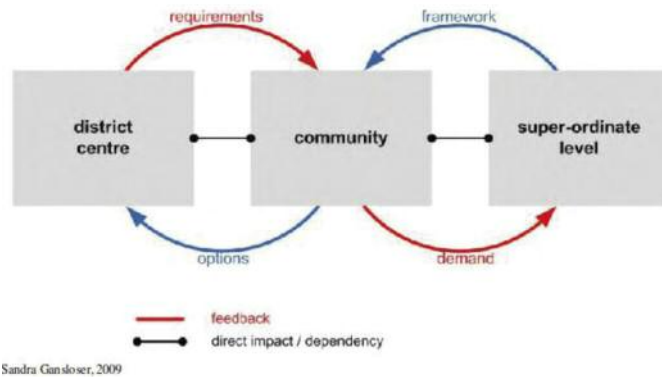
The issue of district/town centre management has been also focused by some European Projects. The EU-Interreg MANDIE project explores the management of district centres in Europe, focusing on key themes; governance, marketing and retail. Partners aim to stop the process of decline and rather to enhance the attractiveness and economic performance of district centres. An interdisciplinary and well focused educational framework can provide appropriately skilled “district/place managers”.



Many cities are involved in the MANDIE project. The Branding strategy for the districts in Stuttgart includes the elaboration and implementation of various actions: action groups in each district, networks with local enterprises (CD, slogans, events, marketing material, and a newsletter), media campaign for each district in cooperation with local TV channel and regional radio stations. Town Centre Management Antwerp has been established in 2000. It aims at creating a positive retail environment and supporting the development of shopping areas. Within the MANDIE project, the focus is on the neighbourhood of 'Bredabaan', a large shopping area (2 km) with more than 300 business premises. Within the project, the City of Antwerp develops new strategic ideas in cooperation with the partners.

In Eindhoven the local project area will be the district of Doornakkers. After preparing a vision and master plan, there is major investment in Doornakkers to increase the social, economical and physical situation. A new concept in Eindhoven to generate commitment with partners in the areas is to assign Buurtcontracten (Neighbourhood contracts). The essence of a “Buurtcontract” will be an overview of all products, activities and procedures from the main and sub partners in the area.

This contract covers what everybody will do, how they will do it, how communication is organized and that citizens concerned agree with the proposed investments



**A public/private framework for District Centre Management: a UK case-study**  
 “Croydon’s District Centre Management (DCM) team is one of the largest in the UK. The teams of DCMs are made up of council officers who have been seconded to the Croydon Economic Development Company (CEDC) and whose activities are therefore directed by the private sector”. Prior to November 2006, the London Borough of Croydon had only one part-time DCM operating outside the town centre. The Croydon District Centre Management team is a very interesting example of “governance” tool. It also works with:

- The local police - a business crime prevention officer sits within the local force, funded by Croydon Enterprise
- Local businesses, including retail, financial and hospitality sectors
- The local authority - the DCMs work very closely with Croydon Council’s street scene officers; local planning officers; trading standards; housing; equalities and the cultural services team
- The planning and property brokerage service from Croydon Enterprise’s business support programme
- Landlords and tenants of business properties in the district
- Ward councilors who represent the local residents in the district centre
- The Safer Croydon Partnership - the DCMs sit on the Safer Neighbourhood panels
- Community groups such as the Rotary Club, local history societies and arts groups
- The Croydon Town Centre Business Improvement District (BID)
- The local media
- The voluntary sector
- Colleagues in other district centres outside the borough
- Social enterprises



Each partnership is chaired by an elected local businessman with the DCM's role as facilitator. They get people together, ensure that meetings happen and effectively become the face of the programme. The DCMs compile profiles on each area and work closely with Croydon Enterprise's planning and property brokerage teams. This service can help businesses with a range of problems, such as altering their premises and submitting town planning applications. Two planning officers working within Croydon Council have been seconded to Croydon DCM Enterprise. They have a good knowledge of each of the distinctive areas of the borough as well as the local planning issues so can offer invaluable advice to local businesses.

### **The governance for a real estate waterfront development: the Leith Waterfront case study (Edinburgh) and its retail facilities**

The Leith Waterfront project is intended to reunite the city of Edinburgh with its historic docks on the "Firth of Forth" area. The private developer and land-owner, "Forth Ports" (the company which runs the port of Leith), applied to carry out the plan.

The scheme, on the basis of a "call" by the Municipality, has been proposed by Forth Port. Regenerating Leith Docks has been the subject of dialogue with City of Edinburgh Council (CEC) since 2003. The application is in accordance with CEC's adopted Supplementary Planning Guidance, The Leith Docks Development Framework (2005).

That document sets out the context for the area's renewal, and requires the submission of an outline planning application for the level and type of development identified. The 30-year scheme includes plans for 18 200 homes, 171 540sq metres of commercial development and 89 650sq metres of retail space, but 2009 saw development slow down dramatically, with only 100 homes completed since February 2009.

The cruise terminal of Leith is located at Leith Western Harbour, 3 miles from Edinburgh city centre in Scotland. The terminal building was opened in 2006 and is located next to the Royal Yacht Britannia and Ocean Terminal Shopping Mall, and is situated 15 minutes via public transport from Edinburgh city centre. Opposite the cruise terminal is the Ocean Terminal retail and leisure complex. The Ocean Terminal is a large shopping centre built on former industrial docklands.

#### *The partnership and the public participation*

Forth Ports has worked in partnership with City of Edinburgh Council and key stakeholders including the local community to prepare this application. They have also benefited from the formation of the Waterfront Development Partnership Board. Local people have been invited to participate in the development of the Forth Port proposals. Many local people gave their time to attend workshops, visit exhibitions and fill in workbooks.

A formal report on Public Participation (through questionnaires, workshops, etc) has been published and included in to the application. A series of images was used to stimulate people’s ideas, thoughts and comments on what would make a successful waterfront development. The things that they want to see the most include a vibrant cosmopolitan place to ‘put Leith on the map’, a variety of high quality public spaces, a Museum of Leith or other cultural facility, an active water’s edge, lighting of buildings, bridges and artworks and a good environment for families.

The planning framework will inform a series of detailed master plans, each for one or more of the ‘villages’ that make up the whole site. These will be the subject of future planning applications.



The Leith waterfront regeneration opportunity has required a unique approach to the location of retail facilities. The essence of the vision for Leith Docks is that it will be a vibrant, sustainable, mixed-use community. In order to achieve this vision successfully, it has been established that there must be a commercial, retail and leisure area within the core of the development. This will be based around the existing retail facilities at Ocean Terminal.

Retail and planning experts produced an assessment of Edinburgh's retail market as a whole, and Ocean Terminal's place within that market (using gravity modeling and questionnaires to establish an accurate understanding of available expenditure and shopper behaviour within the catchment and to predict the future expenditure likely to arise as the result of new development at the waterfront). Through the use of this technique, the original aspiration for further retailing has been revised to a much lower level, which the modeling has indicated can be accommodated within the catchment, whilst allowing Ocean Terminal to function in a complementary role alongside the City Centre.

*Edinburgh Leith Docks (and Cruise Terminal) financing through a Tax Increment Financing scheme*

During 2009/2010, the Municipality of Edinburgh faced difficulties related to the shortage of public funds. Forth port communicated pretty clearly that, in the current environment, it would go back to its core business of being a port operator.

As a result, the Edinburgh council decided to develop a Tax Increment Financing (TIF) scheme that sees it borrow £50 million against future tax revenues from the Leith Waterfront area. The money would be used to pay for key pieces of infrastructure that would allow development to proceed on two out of the anticipated nine "urban villages" that sit within the project area. In October 2010, the Scottish Government gave its approval to the project to regenerate Edinburgh's waterfront using this method of public financing that funds development by borrowing against the future tax revenues it would generate". The LEITH Regeneration Project - which has the potential to unlock £660 million of private investment in Edinburgh and create up to 4,900 local jobs - is one of three pilot TIF schemes that have been awaiting approval by the Scottish Government".

Note that the UK Treasury said that introducing TIF in England would require new legislation before projects can begin. However, the Scottish Government already has the power, through the devolution settlement, to establish TIF schemes.

### 3.4 Governance and funding: new ways (and new partnerships) for funding urban regeneration

Funding is often a problematic aspect for the development of urban regeneration policies and, more specifically, of facilities for cruise tourism. Innovative financial partnership between actors and new financing strategies, harmonized with appropriate governance schemes, can be a suitable solution.

#### **Tax Increment Financing (TIF): an implicit synergy with private sector**

“TIF is a public sector financing model used in the US. It’s the main form of local public sector financing of capital projects. TIF ring fences increases in taxes - business rates for example - and uses that as an income stream to fund investment”.

If a local council builds a new road to a regeneration site, buildings on that site will generate increased rates and that increase can be used to pay back a government loan. To do this, it would first be necessary to designate a zone around a new railway line, road or other asset. The value of properties within the zone would then be monitored, so as to make it possible to compare changes within the zone with those outside. Insofar as values within the zone rose more quickly than values outside, the difference would be attributed to economic benefits of the new infrastructure.

“TIF works on the premise that the building of new infrastructure will lead to more businesses being attracted to the area which in turn leads to higher tax revenues from those businesses that are then used to repay the loan, typically over a 10 to 20 year period.”

There is a mismatch between when most TIF costs must be paid - at the beginning of a development - and when increments are received - after the development is built and begins paying higher property taxes. Three basic financing techniques are used to finance these upfront costs:

- **Bonds.** The authority or municipality (city or county) may issue its bonds to pay these upfront costs and use increment to pay the bonds back. Often, extra bonds are issued to pay interest on the bonds (“capitalizing” interest) until increments begin to be received.
- **Interfund loans.** In some cases, the authority or city may advance money from its own funds (e.g., a development fund or sewer and water fund) and use the increments to reimburse the fund.
- **Pay-as-you-go financing.** The developer may pay the costs with its own funds. The increments, then, are used to reimburse the developer for these costs. This type of developer financing is often called “pay-as-you-go” or “pay-go” financing.

*TIF: an U.S.A. common praxis*

Before an authority may create a TIF district, it and the city must make “but-for” findings that: 1) the development would not occur without TIF assistance and; 2) that the market value of the TIF development will be higher (after subtracting the value of the TIF assistance) than what would occur on the site, if TIF were not used.

Minnesota allows several different types of TIF districts. The legal restrictions on how long increments may be collected, the sites that qualify and the purposes for which increments may be used vary with the type of district.

District type	Use of increment	Maximum duration
Redevelopment	Redevelop blighted areas	25 years
Renewal and renovations	Redevelop areas with obsolete uses, not meeting blight test	15 years
Economic development	Encourage manufacturing and other footloose industries	8 years
Housing	Assist low- and moderate-income housing	25 years
Soils	Clean up contaminated sites	20 years
Compact development	Redevelop commercial areas with more dense developments	

TIF districts are not without criticism. Although tax increment financing is one mechanism for local governments that does not directly rely on federal funds, many question whether TIF districts actually serve their resident populations. As investment in an area increases, it is not uncommon for real-estate values to rise and for gentrification to occur. To avoid that, a Municipal department can hold regular conferences on redevelopment abuse.

**Further tools to move towards a “municipal funding”***A - (Municipal) project-tied bonds*

(Municipal) “project-tied” bonds are simply one of a number of possible ways of borrowing money. But they offer a number of potential advantages. In particular, they allow bond holders to assure themselves that their lending is part of a coherent capital spending plan that is being prudently managed and regulated, thus assuring them of security. The advantage of bonds of this kind is that they are a cheap, tradable, way of borrowing and can be tied to the projects concerned. The need to explain the use to which money will be put, and then to report on the effectiveness with which resources have been used, ensures that considerable discipline is brought to bear on projects.

### *B - Additional tax rates for specific areas*

An additional levy could operate either across the whole city or within smaller areas. Payments would be based upon an additional rate to be paid by all payers within the area. The logic for the levy would be similar to that for the TIF scheme outlined above. Resources would be raised from owners and occupiers who stood to benefit from new infrastructure. The smaller the area within which the levy operated, the more precise would be the link between levy and benefit. The yield of an additional levy of this kind could either be used as a direct payment for new infrastructure or, alternatively, be used to make interest payments on borrowing undertaken against the yield of a additional levy over, say, 20 or 30 years. The latter is clearly a very different proposition, involving additional payments for a generation.

### *C - Institutional mechanisms*

Major projects could be undertaken using a number of possible institutional mechanisms. A number of these are briefly summarised below:

- 1) *PFI/PPP arrangements*: Private companies or consortia are asked by a public sector client to bid to design, build, finance and maintain a major project according to a specified brief. Repayments are then made by the client over the lifetime of the asset.
- 2) *Public interest companies and trusts*: It is possible for the public sector to set up companies or trusts that it does not dominate or control. Crucially, the borrowing of institutions of this kind is not counted as being on the public sector balance sheet.
- 3) *Joint ventures*: It is possible for the local government to create joint ventures with developers and other private sector partners. Such vehicles will be in the private sector, so long as local government does not have a controlling interest. The benefits of joint ventures of this kind is that they allow those participating (including local authorities) to benefit from the rising values of land. It will also be possible to borrow money against expected increases in value (TIF). In this way, value can be captured to facilitate new infrastructure within or near a development. The bigger the venture, the greater the possible value capture.

### *D - Real Estate Investment Trusts (REITs)*

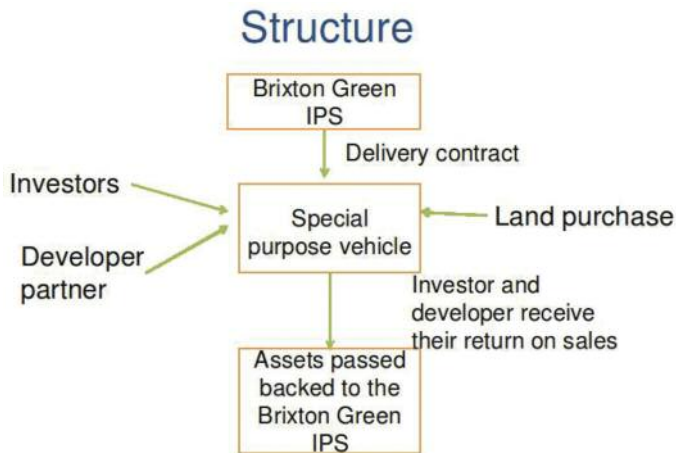
REITs are long established in the USA, Australia, and some other European property markets where they have grown rapidly since the early 1990s. The idea is that there will be a tax transparent investment vehicle for property, meaning investors are taxed only on individual dividends and not on rental income or capital gains. One of their main advantages is that they open both the residential and commercial property markets to the small investor, so boosting this key sector of the economy and widening tenants' choice.

*E- Local Housing Companies*

The Local Housing Company model is a joint venture between the public and private sectors, with local authorities ‘investing’ land in the development process and private developers and other investors providing funding to an equivalent amount. The joint venture will be jointly owned with a 50:50 split, or 51% by the private sector and 49% by the public. Both organisations will share the risks and benefits (such as an increase in land values) of the development process. LHCs work as a privately incorporated vehicle, freed from the regulatory constraints of operating within the public sector. In general, councils should also to be able to borrow against assets (municipal loans). One option would be to set up local housing companies: public-private partnerships that generate funds to build (or refurbish) homes by using council land as collateral to secure private loans.

*F - Community led property developments (or property regeneration).*

The Brixton Green case study is exemplary to explain this scheme. Brixton Green is a community owned and community controlled development company based in Brixton, South London. It is a company where the shareholders are the community and its sole purpose is to benefit the community, constituted as an industrial provident society. It entails community agreement and consultation, bottom-up design, and community share ownership (Community Shares = Trust).







## 4. CTUR CASE STUDIES





## Introduction to the CTUR case studies<sup>4</sup>

The CTUR project, thanks to its structure, highlighted the theme of governance, even if implicitly: through the Local Support Groups' Local Action Plans. Here the city partners were motivated to contribute to the project within frameworks of wider governance.

Many cities have discussed in the case studies project the importance of governance.

### **Governance in large transformation projects: Authority vs public office**

For significant urban development plans, the Dublin Dockland Development Authority case study is the most interesting example of how an approach based on: A) “devolution” of power to autonomous bodies (Authority according to the Anglo-Saxon model), but always under close democratic control; B) freedom of these bodies to create “partnerships” can have highly positive results.

The authority formula, with freedom to act on the market but ‘controlled’ by precise public sector mandates, differs from the “Mediterranean” model which prefers to maintain a highly public office centralised governance structure, as in the Alicante (Alicante Council) and Valencia (Generalitat Valenciana) redevelopment plans described in the first thematic journal.

The choice to work with public offices and not with an authority is certainly understandable in the cases where there is a notable movement of public resources coming from the highest levels (State government, Regional government) to the area, rather than – like in Dublin- the creating many development actions covered by private investment. But the private investors were also involved in the urban redevelopment plans in Alicante and Valencia. Taking Alicante as an example, the importance of the private investors (property owners in the historic city centre and retailers) who worked in the framework of “rules” and “help” offered by the public sector.

### **Other forms of “purpose vehicle” and the complexity of relationships**

The relationship between “administrative powers” is certainly fundamental and highly complex when projects skirt areas of competence. The example of Naples is important: especially as it is one of the few which holds together diverse spheres: commerce-passenger-building site and cobotage. Various factors influence the destiny of an areas, not merely linked to administrative decisions, but also to finance type

problems. The presence of public-private companies (including the Port Authority, the shipping companies and the main cruise-line companies) has illustrated the necessity of the Nausicaa process which in December 2010 was asked to “conclude” its work. Therefore the Nausicaa experience was an important opportunity, even if very urgent, which brought about the unaccomplished fulfilment of the process it was assigned.

2. The state of the art is the planning competition won by the STIPE group, lead by French architect Michael Euvé, which is a basic solution to the age-old (and yet unresolved) problem of the city-port link. The Port Authority must carry out the project, the first part dealing with the reception of “Molo Beverello” passengers is already in the concluding stages of the relevant institutional body checks among which the administration passed to the regional board of the ministry of cultural heritage and environmental conservation.

Certainly, the frameworks of cooperation between councils and port authorities are, not only for CTUR projects, a basic element. The instigation of good “dialogue” between council and port can lead to good results, like in the Alicante situation where the promotional aim of the cruises was also made by the council, with a project for a council monitor for cruise tourism.

### **The importance of the partnerships with “participation”**

Sometimes, in redevelopment plans, the partnerships stretch to highly diverse groups, some with project support roles (University). In Matosinhos, the Quadra Marítima redevelopment project (financed through ERDF funds) is based on a ‘partnership for urban renewal’, so the Municipality is working with ADPL, the University of the Sea of Porto, the school of design, and six hundred restaurants and resident groups. It is worth highlighting again the importance of citizen involvement in processes of participated planning, an aim which is not always a top priority. With this aim, Naples had as one of its main stakeholders two Faculty of Architecture departments, with two aims: to offer a scientific contribution to the definition of the Local Action Plan, and to link it to the faculty teaching and research activity. The research group supplied its most relevant contribution, on the CTUR network proposed themes, via some dissertations and two teaching workshops of one month each for graduates of the five year course in architecture.

### **To integrate the administrations on the tourist plan: from regional promotion to terminal management**

The partnership between local bodies for tourist development is worth mentioning. The cities alone often cannot best develop the tourist opportunities if they do not connect with the regional or even national tourist system. The Cruise Ireland (Dublin) case, an institution that work partnership with the various Irish cruise ports to develop

tourism in the whole country or that of Cruise Baltic (Helsinki), a city network for the promotion of Baltic destinations on the international cruise market, are very interesting examples. The Rostock approach is also exemplary, the aim of the LAP being to develop the city as a central node a wider tourist area. This aim requires, also in the project, frameworks of governance with the relevant regional administrations. The collaboration between council and other relevant bodies in tourist organisation is fundamental also for elements like visiting hours or pricing (integrated) of museums or archaeological sites, which offer important potential for cruise tourism, above all where the archaeology is an essential factor (e.g. Rhodes).

The general value of assigning, via a public sector mandate, to one single body capable of vertically integrating many functions, is represented by the Le Havre case. In this case, the management of the cruise terminal is assigned by law, even if within a framework of collaboration between all the bodies – to the city Tourist Office which allows a “vertical integration” (“client” orientated) between the tourist side and the “treatment of tourist” (and cruise line) side. It is one of the cases where the governance network works according to a model based on the devolution of power and hierarchy and less on the idea of a auto-organised and horizontal partnership.

### **Governance for retail development**

Further attention is worth being given to the governance frameworks for retail development in the weak urban areas. In this case, the most positive town/district centre management examples are those which attempt to put together, around a project, all the subjects which are already present in the area, avoiding to assign to one single external company the entire management of the area and its entire offer. Also in this case, the various projects developed in Naples, and also in Valencia, are of potential importance. What count though is that the public sector interacts in a clear and unambiguous way with the actions which are “bottom-up” (e.g. by the retailers of the district) so that these initiatives are not in vain, but rather support the institutional bases, as happened in some good examples in town centre management developed in Europe thanks to support programmes (e.g. MANDI project).

### **Governance and privatisation of the terminals**

Special attention, for some new, is worth being given to the relationships between authorities and the operators of cruise terminals, especially as these operators are increasingly not only private but companies controlled by cruise lines. Cases, like that of Trieste, where recently privatisation of this type took place, require new approaches capable of greater involvement of these subjects in decisions of public relevance. Thus seeking to avoid, on one hand, weak local administration in relation to the cruise lines which operate the terminal, but also, on the other hand, executive

tardiness and inflexibility of positions or red-tape from the public sector which inhibit the private sector from actively working together with the region.

### **Governance local cruise cluster development**

The development of the urban cruise cluster is another space in which effective governance frameworks can lead to optimum results. In the previous thematic journal cases – e.g. the cruise Copenhagen model which involves private operators under a public institution umbrella – it has emerged that the public sector can carry out the role of “booster” of these initiatives. In the Rostock case, the function of the council in this sense was very evident and certainly contributed to two cruise lines keeping Rostock of their base. Also other cities could develop the potential of the Cruise Cluster with opportune stimuli from the public sector, with the aim of “Social Generator”.

In light of these key introductory points, the CTUR partner case studies can now be read.

## DUBLIN Docklands Development Authority structure



### Subtheme:

- Governance Tools

### Topics:

- Creation of specific bodies
  - *Development authorities*
  - *Public-private companies*
  - *Cruise terminal management*



The Dublin Docklands Development Authority (DDDA) was established in 1997 by the Minister for the Environment and Local Government. It acquired the assets and obligations of the Custom House Docks Development Authority, which had developed the International Financial Services Centre since its inception in 1987. The Dublin Docklands Development Authority covers 520 hectares within the Greater Dublin area. The population is 506 201, (Greater Dublin Area = 1.66 million) 39% of the total population of Ireland. Unemployment across the country is now at 13.7%, of whom 800 000 are in Dublin.

The International Financial Services Centre was first set up under the Urban Renewal Act, becoming the Customs House Development Authority, concentrating financial services in the city. It was then extended South across the river to include the Grand Canal Dock, and Poolbeg. The Dublin Port area is outside the DDDA boundary.

The Dublin Docklands Development Authority is the body responsible for delivering the physical, social, economic and sustainable transformation of the Docklands into a worldclass city quarter. The role of the DDDA is to prepare, review and make the Docklands Plan (Master Plan) happen. The Docklands area has been the focus of new residential and commercial development. The 2008 Master Plan refers to planning schemes; so far 25 000 people live in the area, and 30 000 people work in the area.

The Authority is composed of a Chairperson, a Board (8 members) and a Council (25 members), all appointed by the Minister of Environment, Heritage and Local Government. The 25 member Council includes representatives from all stakeholders in Docklands, including elected Dublin City Councillors, residents and members from

organisations which are concerned with community development in the Docklands area. The Dublin Docklands Development Authority functions entirely as a self-financing entity and includes city councillors from areas bordering the area, as well as community representatives.

The Dublin Docklands Development Agency draws up its own draft plan, to which the Dublin City Council responds, so this is not created in isolation from the city. The Dublin Docklands Development Authority prepares a Master Plan and Planning Schemes. Each Master Plan lasts 5 years (the last one dates from 2008). Planning Schemes are drawn up for particular areas, defining such details as building heights, street layouts etc. Plans so far have been drawn up for the Custom House Dock, the North Lotts, and the Grand Canal Dock. A plan for Poolbeg is currently in progress. Such a planning scheme remains in place until the objectives are achieved.



As part of the planning approval process developers are advised to discuss their proposals with the planning authority before submitting their proposals, to clarify that these are in accordance with the plan for the area. There is no appeal process. Anyone that has a property interest within or immediately adjacent to the area of the Planning Scheme may make observations on applications.

The Dublin Docklands Development Authority regulates, but also owns some land, so it can be a developer too. It can also create a Planning Scheme for that land, and issue planning certificates in compliance with the relevant planning scheme. Dublin City Council includes the Dublin Docklands Development Authority area, and draws



up a plan every 6 years. The Dublin Docklands Development Authority directs developers to consult with the city regarding services and public utilities.

Developers can only apply to Dublin Docklands Development Authority when there is a Planning Scheme in place; applications outside planning schemes go directly to the City Council. In some cases Dublin Port has to apply to Dublin City Council, which is the municipal authority. The Dublin City Development Plan, 2005-2011, is the City Council's statutory planning policy document which governs development in the entire city. All other planning policy documents must be consistent with the policies contained in the City Development Plan. In the case of the Docklands Master Plan the Master Plan and the City Development Plan are consistent in policy. Dublin City Council regulates drainage, roads/ transportation and water within in the Dublin Docklands Development Authority area. The City Development Plan applying to part of the docklands area, 2005-2011 (Extract) states "Z14: To seek the social, economic and physical development or rejuvenation of an area with mixed use of which residential and "Z6" would be the predominant uses. Z6: To provide for the creation and protection of enterprise and facilitate opportunities for job creation"

Dublin City Council grants or refuses applications for planning permission. An appeal can be made to An Bord Pleanála (the planning appeals board). An applicant can apply to either Dublin Docklands Development Agency or to Dublin City Council for a proposed development within a Section 25 Planning Scheme area.

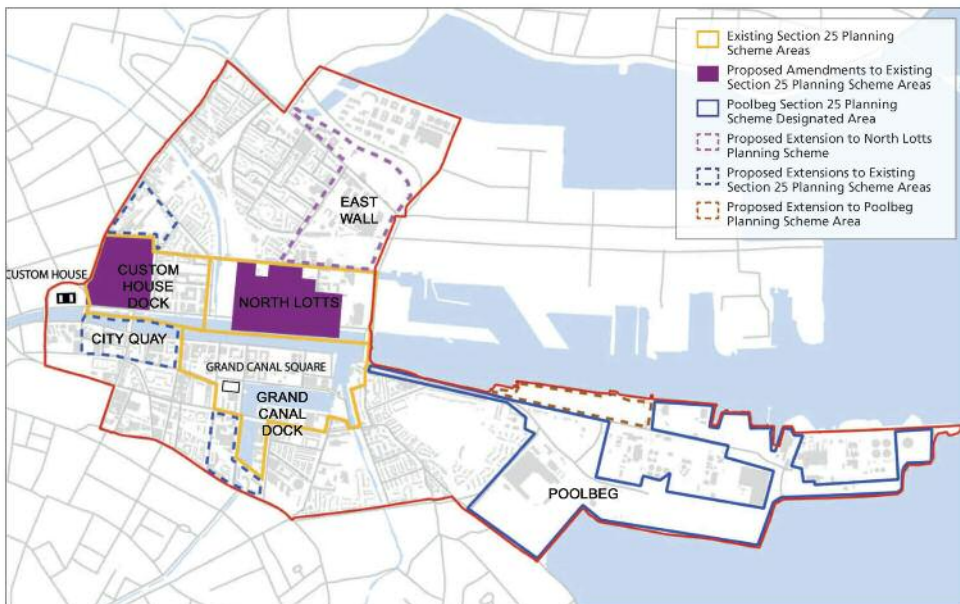


FIGURE 8.1 SECTION 25 AREAS

In the case of Dublin Port, some parts of Dublin Port lands are located within Dublin Docklands Development Agency Master Plan Area. No Dublin Port lands are located within an existing Section 25 Planning Scheme area. Dublin Port applies for planning permission either to Dublin City Council or, in the case of Strategic Infrastructure, directly to An Bord Pleanála (planning appeals board).

Planning applications made by Dublin Port (in cases of non-Strategic Infrastructure) to Dublin City Council can be appealed to An Bord Pleanála.

The National Convention Centre adjacent to the new bridge across the Liffey was designed, financed and built by a public private partnership, maintained by a consortium, to cost € 380M over 25 years. In the case of the Grand Canal Theatre in a joint venture Dublin Docklands Development Agency own the land and put it out to tender; it was built in partnership with 'Chartered Land'. Another joint venture, between Dublin Docklands Development Agency and Alanis Limited (a private developer), is the Gallery Quay development, of 298 apartments and ground floor retail units.

Dublin City Council attaches conditions to planning permission requiring the payment of a contribution. Dublin Docklands Development Agency has a separate development contribution scheme for each of the Section 25 Planning Schemes. Specific public infrastructure and facilities benefiting development in the City/Docklands area are set out in the Development Contribution Scheme. A value is put on projects, to calculate how much they will have to pay: in the case of residential development this is € 156/sq m. In this way the developer will know how much he will have to pay to the city council or to the DDDA, for example in the case of the Samuel Beckett Bridge across the Liffey the Dublin Docklands Development Agency made a contribution of €4m (out of a total cost of €60m funded by the Department of the Environment, Heritage and Local Government, Dublin Docklands Development Agency and Dublin City Council). In the case of the Docklands LUAS Line (City Centre to The O2) the Dublin Docklands Development Agency made a contribution of €2.5m to the Rail Procurement Agency.

Dublin Port has 13 000 vessels movements each year. 150 people are employed by the Dublin Port company, and around 4 000 people work in the port area. Dublin Port covers an area of 260ha, and it handles two thirds of containerised trade to/from Ireland, representing 50% of Imports and 50% of Exports. Annual tonnage was 29 million in 2008 and represented 80% of the nation's ferry traffic. In 2009 1.49 million passengers travelled through Dublin port. Dublin Port is the largest cruise port in Ireland. In 2009 83 cruise ships were due in Dublin Port, and 86 in 2010.

In the context of development of Cruise Tourism in Dublin, any vessel which carries

### The Docklands Project

ONE OF THE LARGEST REGENERATION PROJECTS IN EUROPE AT  
1,300 ACRES (520 HECTARES)



passengers must be certified by the Marine Surveyor's Office of the Department of Marine. Dublin Docklands Development Agency owns the quay walls; Dublin Port allocates berths. The Dublin Docklands Development Agency applies to the Department of Agriculture, Fisheries and Food for Foreshore Licence, in order to erect any structure on River Liffey.

Cruise tourism is a growing industry in Dublin, mainly based in the Alexandra Dock but also East of the East Link Bridge and sometimes along Sir John Rogerson's Quay. The Dublin Harbour master decides when to open this bridge (normally only late at night or early morning). A second location for cruise ships, east of the East Link Bridge, does not involve opening the bridge and yet is close to the O2 concert venue. It is also close to the LUAS (tram) line to the city centre, so provides easy access.

## LE HAVRE A “state” legislative framework aimed at an efficient local governance for cruise tourism



### Subtheme:

- Governance Tools

### Topics:

- Heritage management plan
- Conversion of existing sites
  - *Planning procedures and participation tools*



### *The governance framework for cruise tourism in Le Havre<sup>5</sup>*

The tourism office of the “Le Havre Agglomeration”, member of Cruise Europe and the Atlantic Alliance, is charged with the development of cruise tourism in Le Havre and coordinates the activities of the local “Club Croisière”.

The Tourism Office draws up and implements tourism development programmes and all actions that aim to reinforce the development of cruise tourism in Le Havre, with a view to the expected development of the cruise tourism market in Europe. It draws up a marketing plan and a communications plan for cruise tourism. It takes part in specialised trade shows, drafts and disseminates professional documentation to the general public. It has an observatory of the evolution of cruise tourism and carries out satisfaction surveys with cruise passengers and crew members. During cruise calls the tourism office welcomes and informs passengers and crew members, and coordinates the presence of services providers in the cruise terminal and the management of flows (of shuttles and excursions).

Confirmed in its choice by the conclusions of the study carried out by Créocéan in 2008, the decisions of the city of Le Havre on lead investments, the clearly stated position stated by the trademark of « Le Havre, the Gateway to Paris », the management committee of the tourism office decided to create a committee to work on plans which would allow the structure « EPIC » of the Tourism Office to take on the overall coordination of cruise activity.

<sup>5</sup> Case Study proposed, through AIVP, by Mrs Valérie Dubuc, Directrice Croisière/Cruise Director, Office de Tourisme of Le Havre (France) and presented by the Lead Expert

The work of this committee, gathered under the aegis of representatives of the Grand Port Maritime du Havre, of the city of le Havre and of the Tourism Office arrived at an agreement between the Grand Port Maritime du Havre and the Tourism office on March 3rd 2010, defining the conditions under which the facilities made available to cruise tourism are made available and validated by the tourism Office. In this framework the tourism office has the responsibility for the cruise terminal. It coordinates the presence of service providers in the cruise terminal concerning security and safety.

#### *Governance, safety and security*

With regard to security, the designation of the Tourism Office in charge of the cruise terminal responds to the need to designate a single interlocutor for the State and involves its responsibility in security and safety matters, only during cruise calls. Moreover, the Tourism Office must ensure that the safety rules are applied and respected. These rules are defined in the Annual Prevention Plan (PPA), of the Tourism Office, aimed at the forwarding agents, at the ships commanders and to all external businesses involved in the cruise calls. The PPA is in French and English to avoid any confusion. Specific Prevention Plans can be defined if the work concerned involves other risks than those defined in the PPA.

The PPA is based on the labour laws and on the Decree n° 92-158 of 20 February 1992, which defines the hygiene and safety rules applying to work carried out in an external business. The order of 18 March 1993 defines the list of dangerous activities for which they have established a Prevention Plan.

The Tourism office must respect the security rules only within the limits of the port area concerned: the area of limited access (ZAR). These rules are defined in the Security Plan of the Port Installation Zone (PSIP), issued by the issued by the Security Agent of the Port Installation (ASIP) designated by the tourism Office. The effective application of the man security rules is under the responsibility of the security companies designated by each forwarding agent. For this to take effect, the ASIP draws up a book of technical and specific clauses (CCTP), defining all the rules and actions that need to be applied by the agents and security companies, and which are therefore their responsibility. The ASIP makes sure that the CCTP are respected during each cruise call. The CCTP is the main and most important element of the PSIP since it defines the effective, compulsory and obligatory security actions.

The PSIP and therefore the CCTP are based on the following international and French laws: the international ISPS Code, EC regulation 725/2004 of 31 March 2004, EC Directive 2005/65/CE of 26 October 2005; French: Code des Port Maritimes, the Order of 22 April 2008 modalities; for the establishment of PSIP, the Order of 4 June

2008 on access and circulation conditions in ZAR and delivery of permits, Order of 18 June 2008 on the delivery of permission necessary to exercise security missions and access to ZAR, the Order of 23 September 2009 on training for security agents (security visits, inspection-filterage), the VIGIPIRATE Plan maritime section defining the rules and levels of inspection-filtering, and an Order still to come: confirmation of the levels of inspection-filtering concerning passenger activity.



### *A cooperative framework to better manage the terminal*

The Cruise Terminal: the improvement to the cruise terminal is carried out by the city of Le Havre in Hangar 1, located on the Pointe de Floride allowed transit calls to be hosted. A study carried out in 2008 demonstrated that the cruise market looked like becoming a continuous development, especially in Europe, where the market is in full growth. The expected increase of French clientele allows Le Havre to position itself as a partial home port.

In 2009 the city of Le Havre approved a second phase of work, allowing them to transform this into a real cruise terminal, according to all the current standards. The Tourism Office, the city services, the port, the Border Police, Customs and the Maritime agents discussed how to draw up a development plan responding to all the constraints linked to embarkation and disembarkation of passengers and crew members (flows, luggage storage, security, procedures...). The rules linked to security matters for the exploitation of cruise terminals have been taken into account in this reflection.

Finance has been provided by the city, the Department, the Region, and the State for a total amount of nearly €1M. The cruise terminal was inaugurated on 19th May 2010.

## RHODES Public and private funds to construct the new marina of Rhodes



### Subtheme:

- Governance Tools

### Topics:

- Public/private partnership
  - Stakeholder role and involvement
  - Funding and financing



### *PPP to develop maritime tourism infrastructures in Greece*

The structural framework for investment support in Greece includes the Investment Incentives Law, the National Strategic Reference Framework 2007-'13, and Public Private Partnerships (PPPs). All PPPs are approved, monitored and coordinated by a PPP Committee and supported by a PPP Secretariat within the Ministry of National Economy. Up to September 2008, 52 projects have been developed, at a cost of €5.7 billion, involving 100 international companies.

The Rhodes marina project has been discussed since 1984. The project leader was at the time was the Hellenic Tourism Organization. The final location of the project was decided in the early '90s after several setbacks. The Hellenic Tourism Organization assigned the study of the marina to a private firm in 1992. The total capacity of the marina would be for 1000 yachts, with a first stage of the project for 567 yachts. The first stage of the project was financed by the Community Support Framework / Greece 1994-1999. The construction was undertaken by a private company after an open public call for tender. The cost of the construction exceeded the estimates: the location had no natural bay, severe Southerly winds during the winter made extensive pier and breakwater infrastructure necessary, almost all land structures had to be created with embankments, and the harbour is deep. The land structures were left half finished in 2000 and the project was then undertaken by the State. The Muni-

pality claimed the control of the project, and after strong negotiations, the State handed over the use of the marina facilities in 2003 to the Municipality, for 40 years and for 300.000 € annually. The Municipality then turned to the private sector for funds in order to complete and operate the project.



Following an International call for tender in 2005, a consortium of companies “Marines Rodou S.A.” signed a contractual agreement with the Municipality in 2006. The consortium was granted the use of the site for 35 years and for € 350 000 annually. The consortium is obliged to develop, build, maintain and operate the asset for the contracted period. Specifically it must design the project according to the set of standards set by the Municipality, and finance the project. The consortium can apply to be financed by the Investment Incentives Law. It must complete the harbour works, complete the land works, construct the associated installations, manage, operate and maintain the project, and transfer the project back to the Municipality at the end of the contractual period.

Construction is currently in progress, and the marina will be operational in approximately 2½ years. The work is expected to cost roughly € 33 000 000. Through this partnership, the municipality gains indirectly a major development infrastructure, an opportunity to develop new tourism products, local market development, and local taxes. Although the project almost sunk even before it set out to sea, through a PPP the new marina of Rhodes is about to be delivered after a long history of almost 26 years...



## NAPLES Nausicaa company for the development of the Naples waterfront



### Subtheme:

- Governance Tools

### Topics:

- Public/private partnership
  - Stakeholder role and involvement
  - Funding and financing
- Creation of specific bodies
  - Public-private companies
  - Cruise terminal management



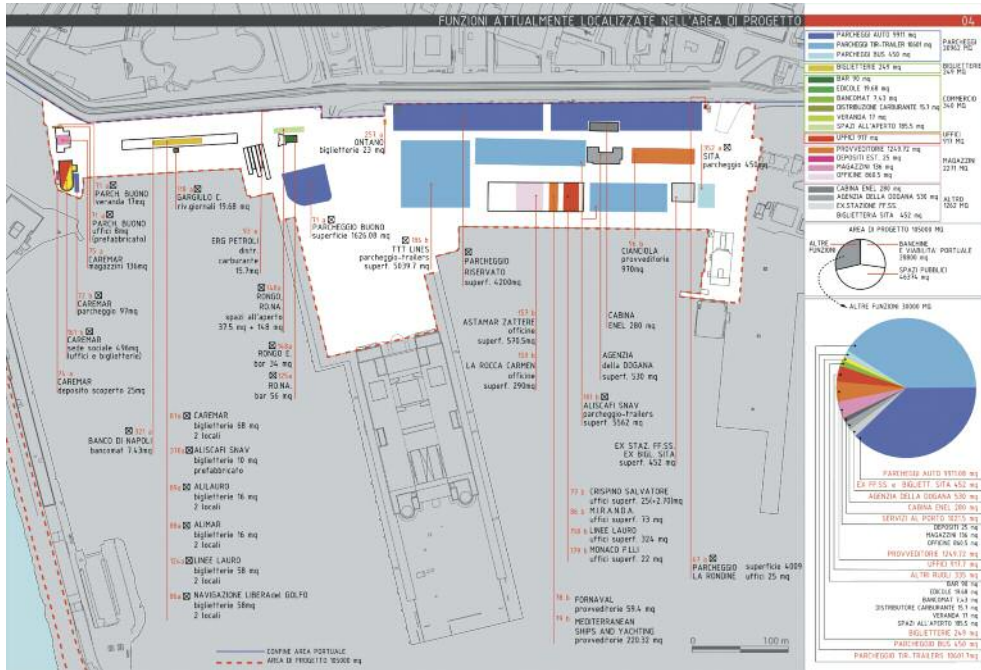
### *A public holding to manage the waterfront redevelopment*

In July 2003 Nausicaa S.p.A. , a public holding, was established by the Port Authority of Naples (68%), the Municipality (16%) and the Campania Region (16%) to give an impulse to and guide the waterfront transformation. The monumental area is important for the port: cruise traffic amounted to 600 calls per year, i.e. 1.300.000 passengers, which produce a large income potential. In March 2004 Nausicaa selected 3 architecture studios, the Company Sarl d'Architecture, the Boeri group and the Neapolitan company STIPE to which the preliminary project has been entrusted, at the end of an international tender, in which over 20 national and European studios took part. The 3rd prize went to the Neapolitan company S.T.I.P.E and the 2nd prize to the Boeri Group.

The first prize went to the Company Sarl d'Architecture. Michel Euvè's project introduces the concept of the "filtering line" that re-organises the flow of mobility separating the port from the city. Euvè's intention is to create a complex architecture that allows the users to have a perception of the life of the port and that of the city.

The filtering line would be connected by links to the three main areas of traffic in the port: Immacolatella, Angioino and Beverello. It interfaces with the project that is currently being defined in the monumental area of the waterfront: the connection be-

tween the underground station and the Angioino Quay (The Siza project). From the level of via Marina, the ground will be raised so as to allow the development of a panoramic pedestrian route which is open onto the port and the sea. The Beverello quay will be directly connected to the commercial strip and to the Alvaro Siza tunnel.



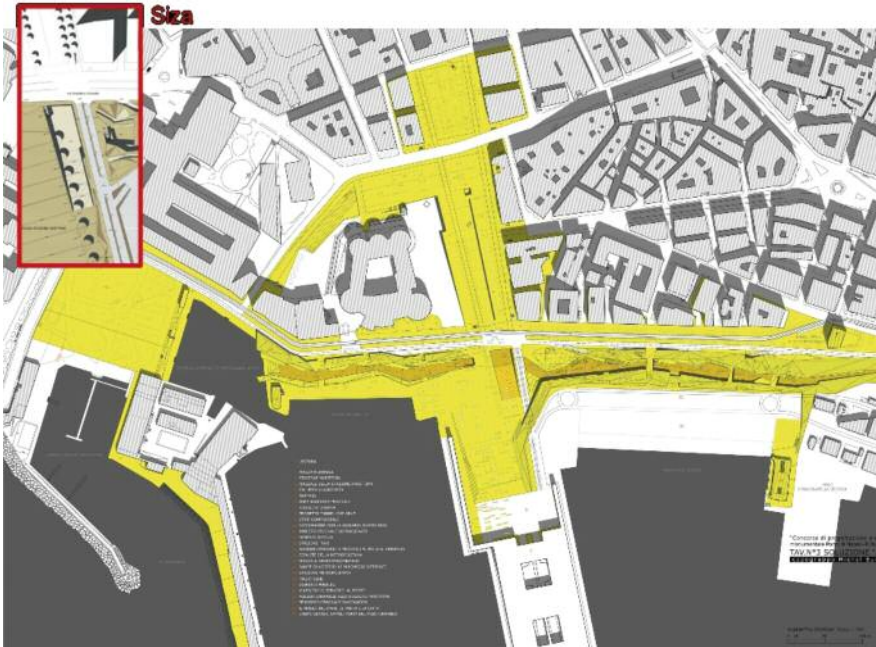
**A difficult implementation**

In the Euvè's project the construction of a new tall building called "the mushroom" was planned. Furthermore there was to be the demolition of an old building called "Magazzini Generali". From 2005 to 2009 Nausicaa S.p.A. resorted to legal proceedings to guarantee the realization of the project. On 4 June 2009 Nausicaa S.p.A. won the last appeal.

But, during this period, at the request of Sovrintendenza per i Beni Architettonici e Paesaggistici di Napoli the project was changed. The building known as "Magazzini Generali" won't be pulled down but will be transformed into a centre with bar, restaurants, terraces overlooking the sea for the people. The building called the "mushroom" won't be realised.

Nausicaa will now close at the end of the year, as its mission is over. The first phase of the plan will be the new terminal, with a budget of € 9M, out of a total for the entire area of € 90M. Doubling the commercial centre and adding a terrace overlooking the

sea increases the attractiveness of the project, and increases the possibility for people coming from outside the port. Thanks to the 'filtering line' people will be able to walk from the city to the maritime terminal.



The city is now waiting for the go ahead. Before CTUR the city and the port did not know what each one was doing; so this project is the first step of working between city and port. Both the port and the city acknowledge that for 50 years there was no relationship between city and port.

# NAPLES The new Master Plan for Naples and the monumental area of the harbour



## Subtheme:

- Governance Tools

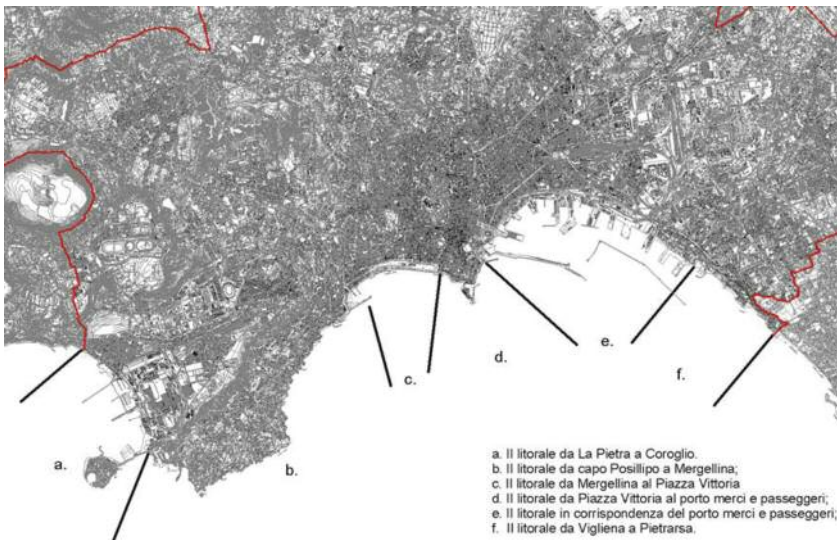
## Topics:

- Public/private partnership
  - Stakeholder role and involvement
  - Funding and financing



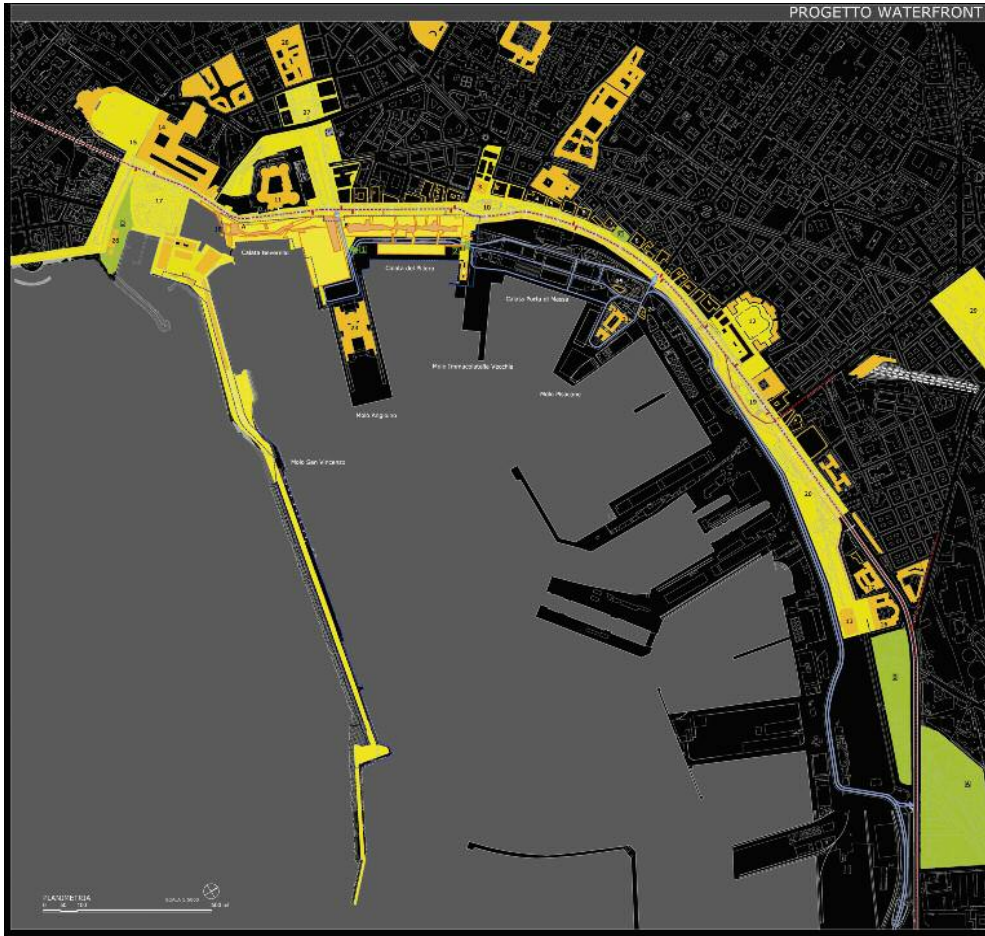
## Governance for Urban Planning in Naples

In 2004 a Master Plan was approved with many new ideas, including the re-qualification of the coast line, with the historical city at the centre and industrial areas east and west of the centre. The study of the historical centre is based on typological information and classification, which has also formed the basis for the port project.



There is 29 km of waterfront from La Pietra to Pietrarsa, with the coast line divided up into sections. The aim is to have an urban plan for the entire coastline, including

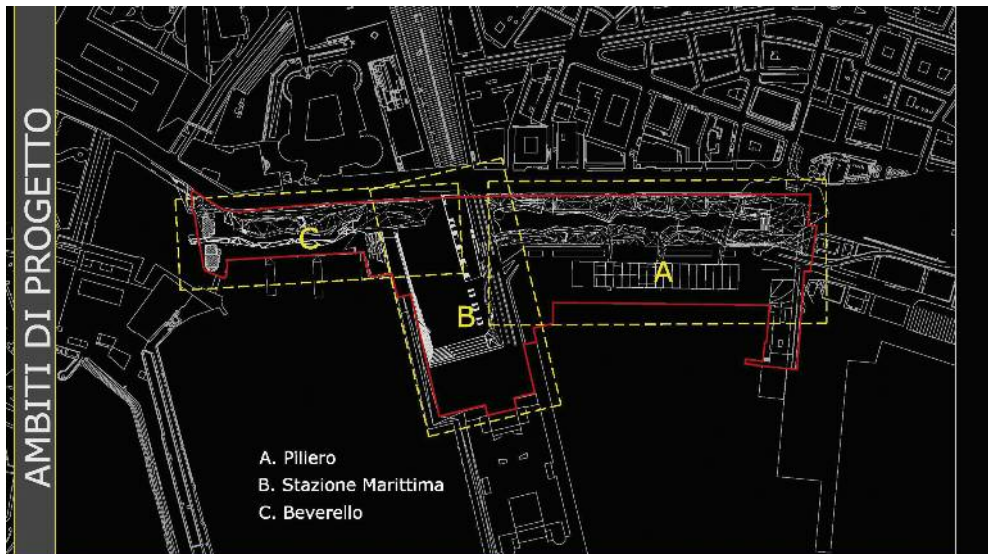
the harbour area. This includes the urban plan of Bagnoli - Coroglio, the waterfront from Posillipo to Mergellina, the waterfront of commercial harbour and passenger traffic area, the coastline from Vittoria square to the commercial and passenger harbour area and the monumental harbour of Naples.



In Italy the urban planning process is complicated due to the different levels of legislation. The plan covers up to 300m from the sea, where there is a complicated mixture of ministry law, regional law and the urban masterplan. In the past there was a natural relationship to the sea. However this was later destroyed by the industrial activity. The Master Plan aims to re establish the relationship between the waterfront and the sea. Between Posillipo and Mergellina it is sometimes difficult to access the sea so, especially in residential areas, it is important to preserve public space.

An experiment has been to name port/city/monument ‘supervisors’ in the office of the Ministry for the conservation of all monumental areas, to finding solutions together for the requalification of the whole port. The master plan lays down “rules” for the rehabilitation of the port through conservation, by indicating what you can do with each unit. The plan decided that the port has to draw up a specific plan, which is now almost completed and approved. The aim is to work together, in accordance with the Master Plan to put together ideas for the development of the city, with a plan for tourism and leisure purposes.

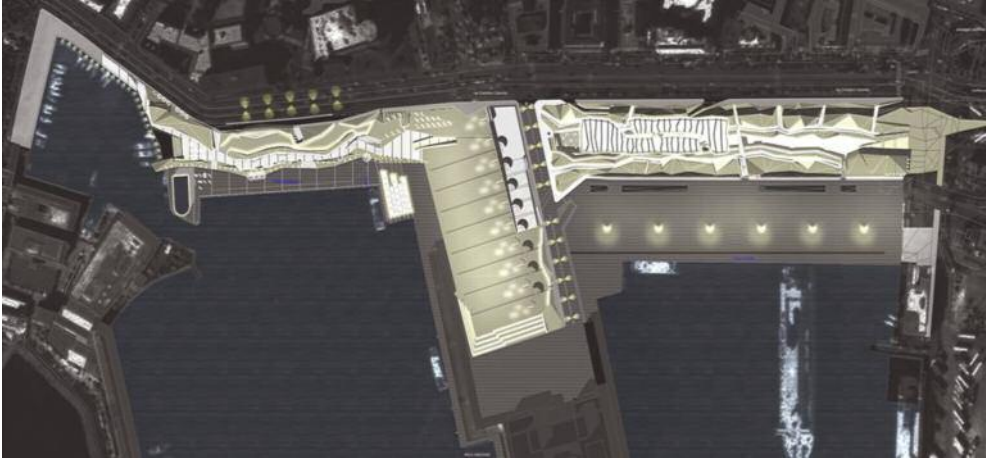
The Port Authority launched an international competition, leading to the creation of Nausicaa (see above), to remove the physical barrier between the port and the historical centre. They are also working on an important project for the “Municipio” underground metro station, by Alvaro Siza. The aim is to connect the metro station to



the cruise terminal.

As indicated above, an initial plan to destroy the building of the Magazzini Generali by the architect Marcello Canino (1949) was stopped and the master plan now proposes to re use and even double the size of the store. Other notable buildings are the Molosiglio area, the Royal Palace and the Castle Maschio Angioino.

Interventions in the commercial harbour and passenger area include the Nausicaa preliminary project according to the agreement between Port Authority, Municipality of Naples, Nausicaa society and Heritage Soprintendenze, and the Nausicaa project for the area of Maritime Station.



## NAPLES Piazza Mercato in Naples: a “natural shopping centre”



### Subtheme:

- Port Heritage and Governance

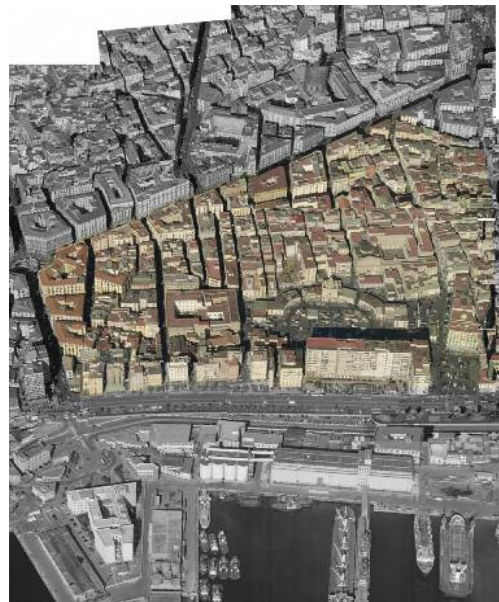
### Topics:

- Heritage management plan
- Conversion of existing sites
  - *Planning procedures and participation tools*
  - *Regeneration trough the “district-centre management approach*



Piazza Mercato back to the future. This could be the headline for an investment in heritage in a very central area in Naples, in an urban area near to the interface of the Greek/Roman Town and the harbour, on the Piazza Mercato. The idea refers to an innovative development of a ‘natural’ open air shopping centre, shaped among the principles of “town centre management”. The focus is on small businesses and the “possible change”. Citizens and tourists need a place that is safe, clean and with cultural and commercial interest, with a market place centred around the segments of “home” and “clothing”.

Around this now-empty space, plans for the future include a calendar of annual thematic exhibitions, a business management support for a market on a public space, a “real” market on the square and an e-market on internet. “Campo del





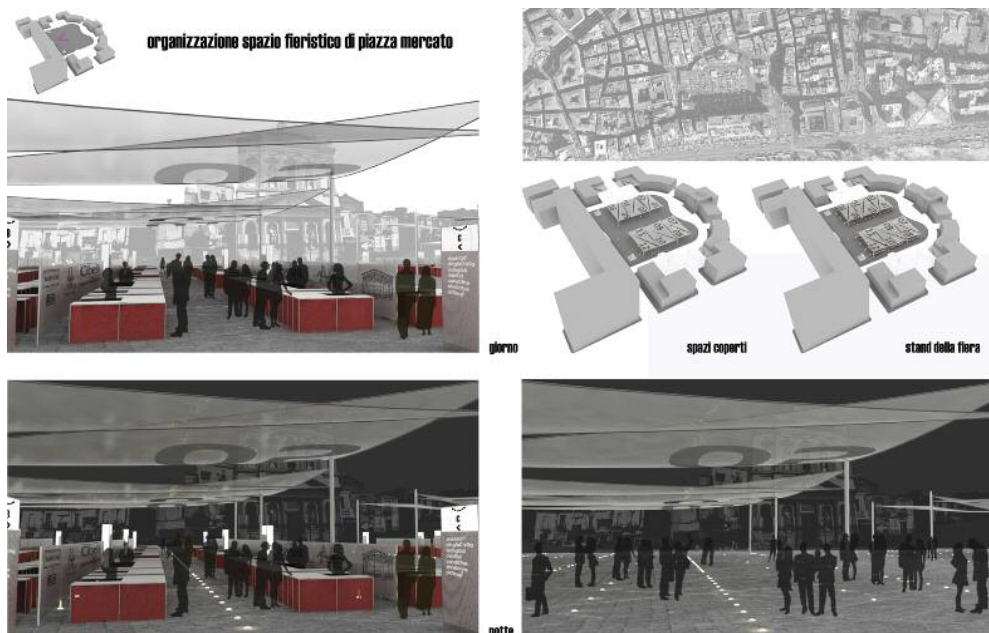
Moricino” is the place for an innovative consumer fair-market and an occasion to enhance local business, with a square ready for more events and full of bars, restaurants and hotels. The area has specialized in textiles since 1200.

What can an open-air shopping centre in Naples learn from Ikea? To create a brand and to stimulate people to have a walk to buy household items, and handmade fashion.

New forms of commercialization are possible: from the “Street of craft workshops” to e-commerce and ‘handmade fashion’, with a growth of the potential to market clothes made in Naples.

Supporting fashion-craft-design is also possible, through:

- an incubator for the emergence of new crafts
- courses and study for existing crafts
- support for crafts at risk of closure
- workshop on the revitalization of the textile culture
- stopping the loss of knowledge of the textile workers
- training of professionals in all areas of the textile
- crafts and creativity that create technical and aesthetic innovations



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Per  


Titolo  
**PIAZZA MERCATO**

**\_01**

This “natural” shopping centre in the old town can be considered, in fact, a new concept for a “market place”, combining urban renewal, with thematic routes dedicated to fashion and household goods, and a commercial platform for household goods, and a centre for textile development of fashion crafts-design.

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### WEBSITES URBACT II Programme www.urbact.eu/ctur

### CTUR NETWORK NATIONAL DISSEMINATION POINTS

#### 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/<br/>contact-point/urbact.html)

#### SPAIN

[http://www.ecosistemaurbano.com/  
urbact](http://www.ecosistemaurbano.com/<br/>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<br/>URBACT.aspx)



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

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