



The IACP Days

ROTTERDAM, 1 - 2 DECEMBER 2005, The Netherlands

TAKE PART & CONTRIBUTE
TO THE **THINK-TANK CONFERENCE ON:**

PORT TRANSFORMATIONS

Working towards a new generation of the Port - City

CONCLUSIONS



In partnership with:
- Development Corporation CityPorts Rotterdam
- Port of Rotterdam



**Port of
Rotterdam**



CONCLUSION ELEMENTS OF THE WORKSHOPS

Over 125 participants coming from 19 different countries got together in Rotterdam on the 1st & 2nd December in order to discuss the delicate but unavoidable subject of "Port transformations : evolving towards a new generation of port city". This seminar was organised in close partnership with Development Corporation CityPorts of Rotterdam. During the two days of meetings, experts, academics and professionals attempted to reply to a double question. In a common development space more and more limited by multiple constraints:

- How to face the needs of the port, in terms of space, to remain competitive in an ever more globalised economy and, at the same time,
- How to respond to the ever larger necessity of generating new urban spaces ?

From there, what transformations may be imagined so that the port and the city remain unified or through which a new and profitable blend may be found ?

Four key ideas were put forward during the three workshops and the plenary sessions of the conference :

The environment as a factor in the city – port integration

As regards the ecological rules, the harbour authority can post a proactive, sometimes even offensive strategy. The use of environmental indicators (rates of pollution for example) could make it possible to bring concrete arguments on the environmental performance of the port. The harbour authorities will thus increase the chances to make accept by the city and the citizens their various strategies of development.

The environmental sensitivity of the port is also a mean of communication with the citizens. It is also the key of a better cohabitation between harbour and urban activities. If it does not constitute in itself an argument to attract new maritime operators, it can be integrated into the national or supranational harbour policies defining the rules of competition between harbour establishments.

The identity of the port city, a link between city and port to be maintained and strengthened

The transformations towards a new generation of city-port mix have to be placed into a context of the search for an identity bond to reinforce between the operational port, the city and its inhabitants. This identity search is accompanied today necessarily by a multidisciplinary approach, based on the history, but integrates also new dimensions like direct and indirect employment, the added value of the port for the urban economy, the innovation and new maritime and port technologies etc.

The constraints of security, a brake to be considered in the city-port blend

The research of the mixing the city-port functions must also take into account the constraints resulting from the new regulations as regards safety. The management of these problems can lead the local actors to completely differently reconsider the installation of their common space and the interfaces. This new constraint must be able to be evaluated with precision.

Innovating through the development of "clusters" linked to port activities

The city-port mix must also take into account the various, transformation and transport scales of production of the harbour activities. The installation of political measurements supporting the creation of networks of activities (also called cluster), linked by economic chains of values, can encourage a diversity of company which can offer complementary services in the field of new technologies, the éco-companies, industrial research etc.

University research and education are two essential supports of development besides being able to constitute an advantageous bond and an important factor of mix for the city and its port.

Elements of the conclusions

To mobilise the local human potential, to generate a qualified work-force, to attract new economies connected with port activities, requires an attractive port environment. The concrete solutions of implementing the mix require, on the one hand a strong and asserted political will and on the other hand, a flexible planning process practicing "one by one " development – a more gradual and intuitive approach. Temporary uses can respond to the challenges of transition of the territories and bring a more positive image of renewal. They can also respond in part to the constraints of the different rhythms of planning that govern independently the city and the port. Here, the challenge consists therefore in finding an equitable balance between projects of collective interest and a policy of land management enabling a return on investment.

A common approach of all the stakeholders concerned by the port transformations could enable a process of territorial management on the mean and long term to be engaged, without however compromising the necessity to respond rapidly to the expectations of the economic operators. Stadshavens, a city-port development organisation in Rotterdam has understood the necessity to be able to anticipate the possible interrogations and to create an atmosphere of confidence by its day to day work. The asserted objective is to develop economic clusters that give witness to a profitable and indispensable synergy where creation, production, transport and services, enable a more sustainable and complementary city port mix to be invented.

Workshop 1

PORT PLANNING AND MANAGEMENT

WORKSHOP 1: PORT PLANNING AND MANAGEMENT

Chairman: *Mr Henk DE BRUIJN*

Manager Corporate Development, Port of Rotterdam, Netherlands

- Property is biggest asset
- Port Authority owns best waterfront locations
- PA doesn't use their property optimal, so no maximum profit is gained
- Planning should be market driven
- Assetmanagement needs to be improved in every front (asset-, property-, facility) to retain and attract clients
- Benchmarking is the key

- A national vision is needed
- Integral vision for the port-city development between portcities
- Work on the image of the port
- Create a bufferzone between port and city (a maritime zone for example)
- Be innovative: no Mac waterfronts, use local architectural design
- Port and cityplanners must educate each other

- Strategic long term view market driven
- Communication between port and city and its citizens (imagebuilding)
- Educate politicians about the cooperation the city and port
- Dynamic and flexibel planningmodal, no footprint
- If property is no use anymore to the port, give it back to the city
- Know the demands and needs of the market in every asset

Inside out, outside in!

Workshop 2

STRUCTURAL DEVELOPMENTS FOR A CITY PORT MIX

WORKSHOP 2: STRUCTURAL DEVELOPMENTS FOR A CITY PORT MIX

Chairman: Ms Wil VAN DER HOEK

Director, Development Corporation CityPorts Rotterdam

- Urban development is making a plan and making a proces
- City is a mind scape
- Temporary use can help to put a place on the mind map
- Temporary use can take the people of the city in places where they never been before.
- The key is a strategy not a plan, grass routes principle
- Invent tools
- Gradually occupying the area
- Public space and infrastructure must be seen as strategic interventions
- Make a public maritime space

Visual quality matters

Fit in, innovate and sensitive

- Add quality in architecture and space
 - Open up the port area to the city (discussion about safety)
 - Explane to the city the profits of the port
 - Express freight urban delivery
 - No privaterisation of the river/kay
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- Make a water plan and a peoples plan
 - Put peoples needs first
 - Make an architectual plan of the port so you can connect it visually to the city > colours, lights, architecture, use the elements that are already there
 - Port city relation: Be a good employer
 - Discussion: just let it go vs regulations; how do you regulate temporary use

Keep the historical buildings, but search for a good user for the building
If there is no policy about historical buildings, make your own criteria

Workshop 3

ENVIRONMENT: FACTOR OF CITY PORT INTEGRATION

WORKSHOP 3: ENVIRONMENT, FACTOR OF CITY PORT INTEGRATION

Chairman: Mr Michael DOOMS

Department of Business Economics, Vrije Universiteit Brussel, Belgium

Start within the port authority and internal stakeholders

- Employees: Create consciousness for environmental issues; Integrate environmental dimension in day-to-day decision making
- Clients (port users): Do not penalize, but stimulate, e.g. rebates on port dues, co-investment in new technology, awards;
- Shareholder (public/private): Somewhat missing: complex, difficult given governance structures? No gain/result to be obtained?

Port specificity, type of client has to be taken into account

Measurement is possible and is applied

External stakeholders

- Need for proactive approach (even offensive):
Need to be able to answer the environmental question before it is asked.
 - Apply regional industrial networking:
With other sectors (e.g. tourism), other infrastructure managers (e.g. airports) and transport modes (e.g. road, rail);
With clients (sometimes a joint approach with several port authorities is needed);
With suppliers of e.g. consumables, equipment, building material (environmental friendly product specifications);
With knowledge creating institutions (e.g. universities, other R&D centers).
 - Communication: regular, face-to-face and credible.
- A proactive approach leads to more commitment from external stakeholders: decrease in lawsuits and unnecessary mitigation measures.

For CityPorts:

- Difficult to create a true port-city mix on micro-level (e.g. a specific site), have a more broad approach (port zone or port area as unit);
- No "one size fits all" approach: identify specificities of each zone and apply generic framework of networking for increased environmental performance.
- Importance of communication: more and credible communication about environmental performance enhances the acceptance of (re)development strategies.

In general for ports within city regions to retain or gain "insider" status: **"Go green or die"**



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