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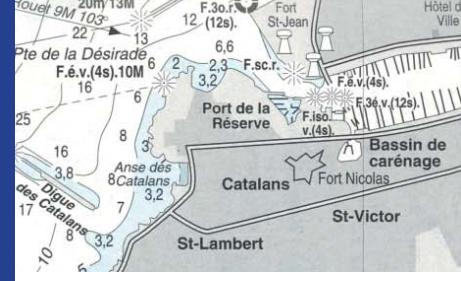
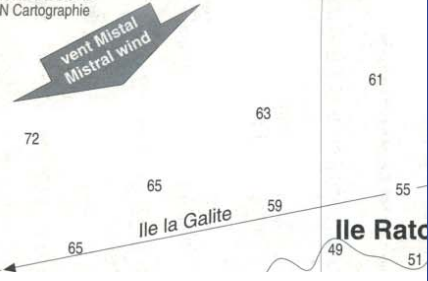
Maritime Territories Club

# Port City Innovations

towards integrated  
Port City Projects

2011 SEPTEMBER





# SUMMARY

Editorial.....3

Introduction.....4

Synthesis

    Economics.....6

    Environment.....12

    Town planning.....18

    Governance.....24

## Port City Innovations

**Publishing director :**  
M. Belliot, FNAU

**Coordination :**  
L-L. Dupont, AGAM

**Scientific committee :**  
M. Collin, P. Gras, O. Lemaire

**Contributions :**  
F. Antich, AUDELOR - J. Branco, A'URBA - C. Chedot, GPMH -  
N. Coppin, Boulogne-Développement - D. Davoult, AIVP - J. Florent, AGUR  
P. Guelque, GPM - L. Jauvin, ADDR - T. Lochar, J. Duszynski, AURH - G. Perilhou, AUDAT  
F. Rivoal, ADEUPA - R. Vinson, GPMM

**Graphic design :**  
M. Lamballe / L. Patain, AGAM

**Secretariat :**  
L. Szanto

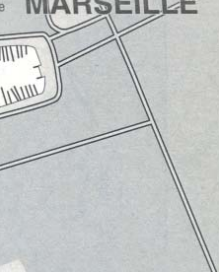
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**France's national federation of town planning agencies**  
1, rue de Narbonne - 75 007 Paris (France)  
Tel. : +33 (0)1 45 49 32 50  
Fax : +33 (0)1 45 49 94 46  
Web : www.fnau.org  
Mail : fnau@fnau.org

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# EDITORIAL

## City and Port – the right alliance

Sea trade has always been a driving force for the world economy and many are the cities that have sprung up around ports. However, during the postwar years the alliance between the two has come to seem less sound and the City/Port relationship went through difficult times, with a combination of national and functionalist approaches turning ports into technological and logistical enclaves from which the life of the city was excluded. But over the last thirty years things have been changing.

Globalisation has brought a new dynamics to the world economy by expanding international trade to hitherto unknown levels. Ports have become points of concentration and transformation of wealth, and very special tools for territorial development.

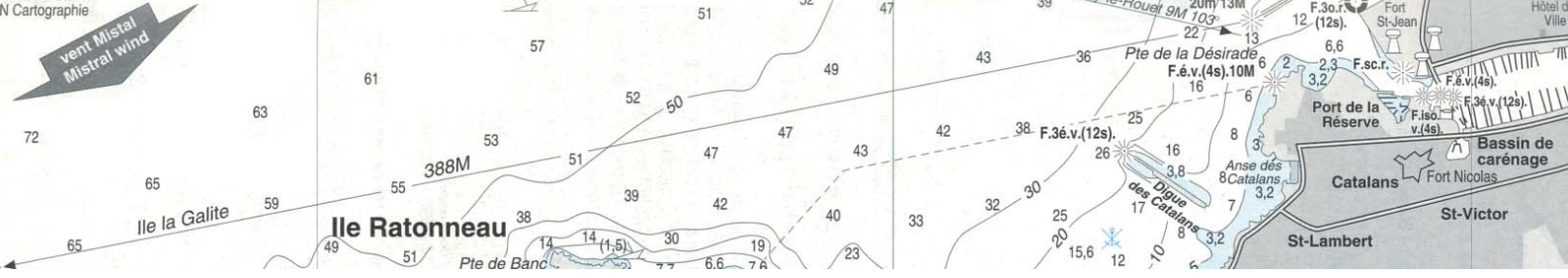
In France decentralisation boosted local power in terms of urban planning and economic development. As they came to grasp all the benefits of merging territorial policy with port development strategies, local government bodies stood out for a policy amalgamating town planning and transport, one that took maximum advantage of the enormous developmental asset represented by a port plugged into the global economy.

Sustainable development has become a must in today's public policies. It imposes limitations in terms of project design and implementation, but it also leads to a better understanding of the natural assets of a given site, and entails resort to less aggressive, less polluting processes.

Recognition of the heritage value of ports is under way too, leading more and more often to tourist and cultural development approaches that would have been unthinkable not long ago. In our old port cities the wharves, docks and equipment that were once demolished or kept out of sight have now become symbols of local pride and powerful instruments for urban reclamation.

The town planning agencies in our port cities are often key players in this process of urban change, offering direct inspiration or simply lending a helping hand. Working together as members of the Port City Club, their specialists have collected and analysed numerous examples of city/port relationships in France and all over the world. By publishing this overview France's National Federation of Town Planning Agencies (FNAU) has set out to capitalise best practices in the field, while at the same time offering interested politicians and technical experts concrete examples of projects that really merit their attention.

**Marcel BELLLOT**  
*managing director, FNAU*



**T**his is the National Federation of Town Planning Agencies' second publication relating to port and maritime territories, the first having been devoted to port observatories. Its aim is to outline and illustrate innovative practices, solutions and projects developed in recent years in the combined interests of territories (local government, residents), economic actors (public sector bodies, businesses) and the "new environmental situation". These innovative practices cover a broad spectrum, looking beyond simple development to, among other things, management of natural environments and research and development. Comparisons between French and foreign initiatives has helped to spotlight certain major trends and identify possible lines of action.

This publication is the work of members of the Maritime Territories Club, made up of representatives of town planning agencies and port authorities. Backing for the project has come from the International Cities and Ports Association (AIVP), with expert advice provided by specialists associated with the club.

The reader will find here seventy recent initiatives, two thirds of which are presented as detailed files. Most of them bear on French ports and are complemented by thirty acknowledged foreign examples pinpointed with the aid of the AIVP. Presentation of the innovative practices concerned is in four sections and based on twenty types of activity; these reflect a specific kind of convergence of interests and cover all the initiatives mentioned. The relationships presented are as follows, for each of the four sections:

- Economics: ways of integrating outward-looking port rationales into the local economy.
- Environment: compatibilities and synergies between economic and environmental goals.
- Town planning: spatial relationships between port/economy areas and cities.
- Governance: types of collaboration between local government, economic players and residents.

The aim of this classification system is to provide overall organisation, but without obscuring the fact that the initiatives are for the most part transversal. The tables in each section attempt to convey this transversality.

This publication is intended to be instructive while also contributing to regeneration and reinforcement of joint city-port ventures by demonstrating their concrete character and the benefits that accrue. The initiatives presented cannot, of course, be purely and simply reproduced elsewhere – each port city has its own characteristics, together with a competition context that restricts the transfer of best practices – but an overall approach can help to foreground a wide range of possibilities for working together.

The context for this kind of collaboration is currently quite favourable, and includes:

- decisive institutional changes in France, with a rebalancing of state power in favour of local government and Europe: in particular, the recent reforms give local government the chance to become more involved in port development, and the port authorities an improved territorial base.
- obligatory sustainable development, which systematically involves environmental, economic and social topics in territories that are often much sought after because of their coastal setting.
- globalisation-related changes necessitating mobilisation of the combined resources of ports, metropolitan areas and metropolises: not just for their workforces, but also for their capacity for innovation in the technical, social, cultural, environmental, heritage, diplomatic and other fields.



# Introduction

The initiatives now under way in France point up a real change in relation to preceding decades:

- During the postwar boom years, development of the major port, industrial and military entities was instigated and controlled by the state, leaving them cut off from their surrounding territory and administratively autonomous.
- Then came the discovery of other possibilities for these specialised territories, often under the influence of economic change; this went hand in hand with urban reclamation that excluded the original activities by displacing, but not lessening, the barriers between city and port.

The current trend is towards a more integrated notion of urban projects. The integration principle extends to all spheres:

- Integration of port, industrial and less tangible service activities (research, IT, etc.), sometimes with cultural and heritage elements adding to their attractivity.
- Integration of sustainable development goals into economic projects and pursuit of functional mixity between port and urban activities.
- Integration of networks of stakeholders on both the local and the international scale.

This integration principle makes itself felt both in the areas near the city and in the big, formerly monofunctional port spaces: terminals, industrial zones, infrastructures and superstructures, and the vessels to be found there.

Accustomed to reinventing themselves and being responsive, and with the capacity to integrate theoretically divergent interests, France's port cities have become iconic hubs for technological, environmental, urbanists and social innovation, and for interdisciplinary approaches. As such they have become laboratories for the interconnected, innovative, reactive city of the future.



*The AIVP was founded in France in the port-city of Le Havre in 1988. The Association includes today more than 200 ports, cities, business firms or public organisations. The AIVP international network covers 47 countries. The active members of AIVP all share the same will to improve the dialogue between the cities and the ports and to advantage exchanges of experience between port city communities. In fields as diversified as the issues of urban development at the city- port interfaces, territorial development policies, sustainable development and the environment, the particular economies of port communities... the stakeholders in port cities wish to exchange their respective know-how so as to be able to advance better into the future. Joint city – port development projects are at the centre of the work of AIVP.*

*In a more and more globalised world, a close cohabitation and cooperation between city and port proves to be the best way to implement new strategies, as much to suit the legitimate requirements of populations in terms of quality of life and of a return to the "waterfronts", as to the no less legitimate needs of the ports in terms of economic competitiveness. By searching to harmonise the port development projects with those of the*

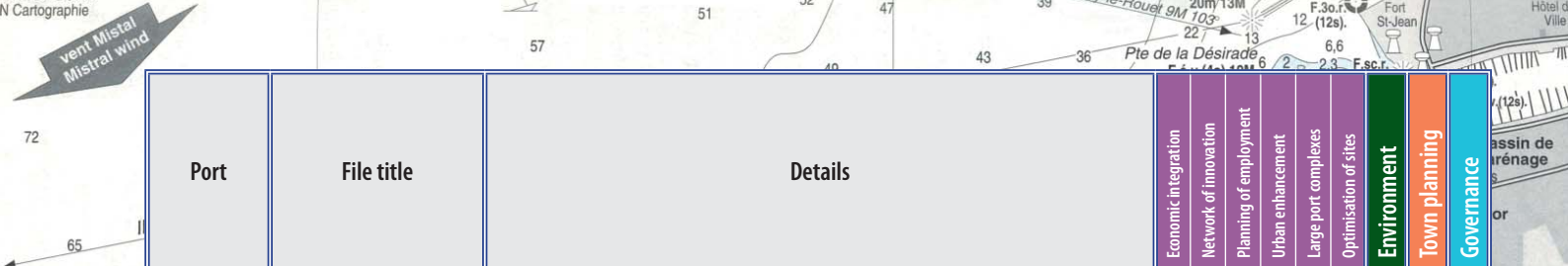
*city, the notion of the port community takes on true meaning. Today a great many ports all over the world have reinvested the former quays and docks by quality urban redevelopments. Tomorrow, to respond to the necessities of international trade and to know how to seize the opportunities of globalisation, port and city have to learn to jointly invent new scenarios for the port city. The port-city interface will no longer be a frontier but a place for innovation to undertake new and productive partnerships.*

*To fulfil their mission for the diffusion of knowledge about port cities and exchanges of experience, AIVP possesses a documentary resource centre and regularly organises international conferences and seminars that, over the years, have become international references. By taking part in the publication and diffusion of Guides to Good Practices for city – port interface spaces, AIVP means to incite the stakeholders of port cities to engage further in close city – port dialogues, more than ever necessary for the future of each port-city.*

*The international headquarters of AIVP are based in Le Havre, France.*

**5, Quai de la Saône  
76 600 Le Havre (France)  
Tel : +33 (0)2 35 42 78 84  
Fax : +33 (0)2 35 42 21 94  
Mail : aivp@aivp.org**

**The worldwide network  
of port cities**



Port	File title	Details	Economic integration	Network of innovation	Planning of employment	Urban enhancement	Large port complexes	Optimisation of sites	Environment	Town planning	Governance
Lorient	Economic and urban redevelopment of the submarine base	Redeployment of the submarine base: creation of a maritime business village, an ocean racing centre and a tourist centre (sailing hub, submarine museum)									
Boulogne	Capécure 2020: strategy for the European centre for sea products	Shared strategy and action by the cluster for the development of the overall fishing products sector, including fishing, processing, logistics, job training and research									
Dunkirk	Development of the port and industrial ecosystems	Enhancement of the economic and environmental links between industry and port activities: energy hub, processing of by-products, economic relationship between raw materials and the environment, etc.									
Lorient	Eurolarge Innovation: ocean racing cluster	Federation of 130 companies from different ocean racing technology fields: development of innovative projects, increase in skill levels, international visibility									
Toulon	Sea Technology Centre as backup for the Provence-Alpes-Côte d'Azur sea hub	Marine and technology bases, with a business hub for R&D companies and state bodies and for training in marine technology, biotechnology and marine environment protection									
Brittany	Business cluster: "Sustainable fishing in Brittany"	Networking strategy for small and medium companies: development of marine-friendly materials and practices, optimisation of economic enhancement of fishing									
Brest	Marine sciences cluster	Assessment of the international positioning of local research in marine science and technology with its leading role in coordination of European projects and management of associated funding									
Rotterdam	Rotterdam Climate Initiative: strategy for deriving value from carbon	A strategy involving the Port Authority, the City, business and a research institute for reducing and deriving economic benefit from carbon emissions generated by industrial and port activities.									
Rotterdam	RDM Campus: education and technological innovation site	Campus bringing together the Port Authority, training centres and innovative companies in a converted shipyard. Education facilities, workshops and technology platforms.									
Marseille/Fos	Framework Employment Agreement for the port industrial zone	Collaborative management of job supply and demand with companies in the major port development sectors: public works, logistics, industry, energy, shipping infrastructure									
Hong Kong	New cruise terminal for the latest generation of liners	Project embodying multiple uses for the terminal: modular interior spaces for events, retail outlets, strolls; plus a roof terrace offering an unbroken view of the east entry to the harbour									
Stockholm	Warehouse converted into a museum and cruise terminal	Conversion of the Stora Tullhuset Building, a former port warehouse, into a cruise terminal and a 4 500 square metre museum dedicated to contemporary photography									
Leixoes / Matosinhos	Quadra Maritima: integrated City/Port Authority project	An exemplary project integrating cruise terminals, tourist services, a maritime research centre with business incubator, and fishing and boating ports. Has its own dedicated access road									
Bordeaux	Retail and service enhancement of port warehouses	Port Authority enhancement of its real estate heritage – 18,000 sq metres of stores and 10,000 sq metres of office space – as part of the retail and economic segment of the Left Bank redevelopment project.									
Nantes / Saint-Nazaire	Sea superhighways and logistics plan	Transfer of freight and passenger traffic to sea routes to free up main roads on Europe's Southwest seaboard, with a system of responsive management of sea routes									
Le Havre Rouen Paris	Seine Gateway project for an intelligent hinterland	Logistical and industrial organisation of the Seine Valley: multimodal programmes, infrastructures, etc., involving the municipalities, port authorities and chambers of commerce in Le Havre, Rouen and Paris									
Flanders	Flanders Extended Gateway: a world logistics hub strategy	Regional coordination with the backing of the Flemish Logistics Institute, for consolidation of all logistical chains: multimodal infrastructure network, platforms, services, etc.									
Le Havre Northwest Europe	Weastflows Programme: a "green" corridor for Northwest Europe	Collaborative research (ports, development agencies, research centres and universities in 6 countries). Sustainable connectivity freight solutions: infrastructures, logistical services, IT, etc.									
Los Angeles Long Beach	Alameda Corridor, dedicated rail freight service	Connections between ports and the transcontinental rail network: separates freight and passenger traffic, contributes to port optimisation and reduction of environmental impacts									
Marseille/Fos	Eastern Docks: complementary development of port and city	Convergence between the pilot scheme for the port (roll-on/roll-off hub, passenger port) and local government plans (city/port sequentiality, etc.)									
Livorno	Port of Ports rationalisation project	Currently under way in the context of the Porta a Mare project: rationalisation of port activities and spaces, with reorganisation of the spatial relationships between city and port									
Hamburg	Restructuring of the Steinwerder container terminal	Project for an automated, carbon-neutral container terminal, integrated into its urban setting, with leisure spaces, public access and a new port administration building.									
Long Beach	Recomposition project: Middle Harbor Redevelopment	Merging and in-depth renovation of two former container terminals to achieve a capacity of 3.3 million TEU, reduce polluting emissions and cope with the lack of available space									
Rotterdam	Service boulevard for the port and the city/port transition	Part of the urban and port regeneration of Stadshavens: creation of a maritime boulevard for port service companies and a city-port transition									

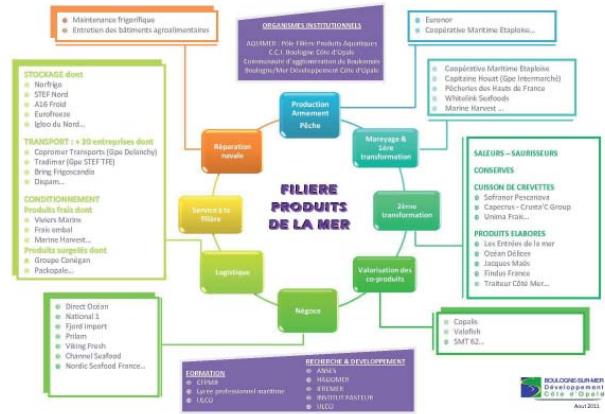




# Economics

## Port development <---> local development

Port cities are fundamentally economic places, with their roots in international business, national defence and/or fishing. Their development has been underpinned by increases in international trade and at the same time affected by the great currents of history, which have permanently modified the global geopolitical balance. International trade remains a major point of focus, but some of these cities fell victim to centralised state interests and specialised in core activities, only to see change undermine the local economic base. Their economic future now hinges on a number of major trends: globalisation and economic deregulation, the dematerialisation of trade, and the knowledge economy.

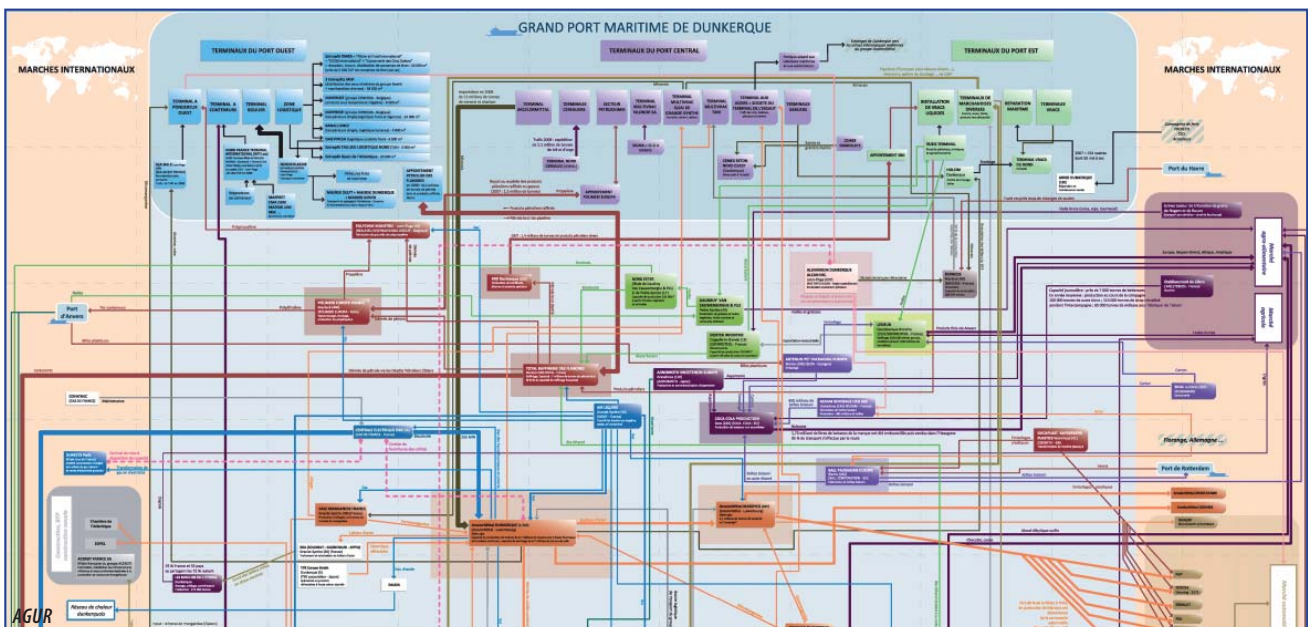


Boulogne - Capécure 2020 : strategy for the European centre for sea products

## Local economic integration strategy

Port cities are par excellence locations for networks and clusters, and function via relationships with distant territories. Many ports have developed coordinated network strategies in which local authorities and private businesses work in association. These strategies tend to integrate the production process as a whole: exploitation of or access to specific resources, intermediate processing, transport and logistics.

Integration of the logistics side was the key to development in Antwerp; and it enabled Boulogne to remain the European seafood leader, even if local fishing now represents only a small contribution to the processing industry there. Dunkirk's industrial "web" is a good illustration of the strategic interest of sharing out relationships with businesses to reinforce the local base and so attract new firms with a wealth of opportunities. Strategies like these use highly structuring, attractive projects benefiting the public at large together with mutualisation of integrating services: port computerisation, business studies and canvassing, as practised by Lorient, Boulogne, Dunkirk and many other ports.



Dunkirk - Part of industrial web







# Economics

Port development <---> local development



Rotterdam - RDM Campus: education and technological innovation site

Coordinated forward planning for personnel is becoming a strategic consideration calling for real responsiveness. Anticipatory schemes for personnel requirements and training are often part of major employment-generating projects such as Port 2000 in Le Havre, and can involve social reintegration of the unemployed: in Marseille/Fos, for example, agreements were signed between employment bodies and the specific companies involved. The match between training and company needs is also fostered by rapprochements between innovative companies and establishments in the professional training and higher education fields: in Rotterdam, for example, pooling of workshops was an effective gambit.

## Urban enhancement of port activities

Ports create work well beyond their dedicated sites and main lines of activity, notably in the fields of public works, construction and services to companies; and they generate indirect benefits, notably via salaries feeding into the local economy. In addition, the ongoing productivity gains registered by automated terminals and the logistics chain cause a reduction of the jobs/business ratio in dedicated spaces. Present employment gains, then, are due not only to increased port activity, but also to expansion of the "port service industry". This sector requires a very broad range of skills – data processing, law, management, trading, etc. – especially found in big cities.

Some port activities lead to direct urban enhancement in retailing or tourist terms: passenger traffic for example – especially cruise facilities – and pleasure boating. Recent



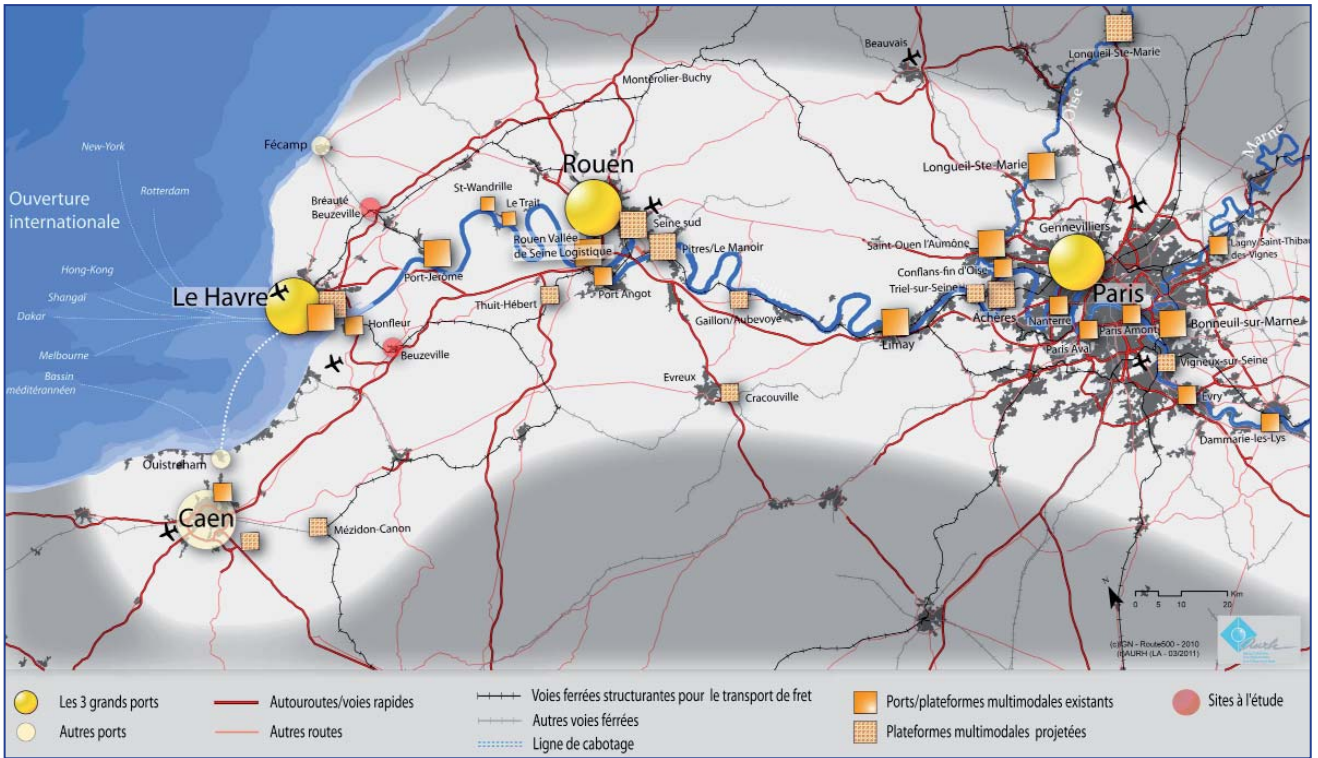
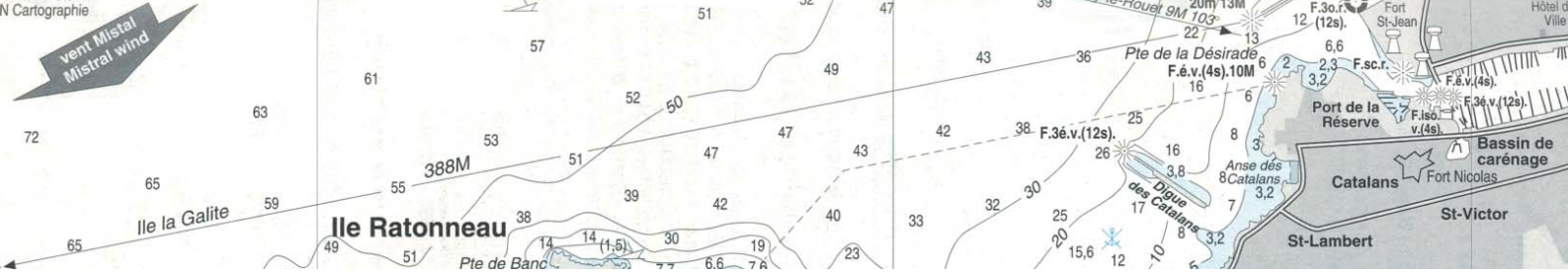
Bordeaux - Retail and service enhancement of port warehouses

years have seen the appearance of many large-scale projects combining cruise terminals, retailing and such leisure features as walks and sporting, cultural and information facilities; these fuel consumption by cruise ship passengers in the port of call, be it Marseille, Le Havre, Hong Kong, Stockholm, Leixoes, Genoa or elsewhere. Facilities for passengers are provided as close as possible to tourist attractions, but fast connections are also created to compensate for a given port's functional shortcomings. In addition, as in Bordeaux, the more or less temporary shutting down of port spaces has led some authorities to enhance them economically for urban purposes.

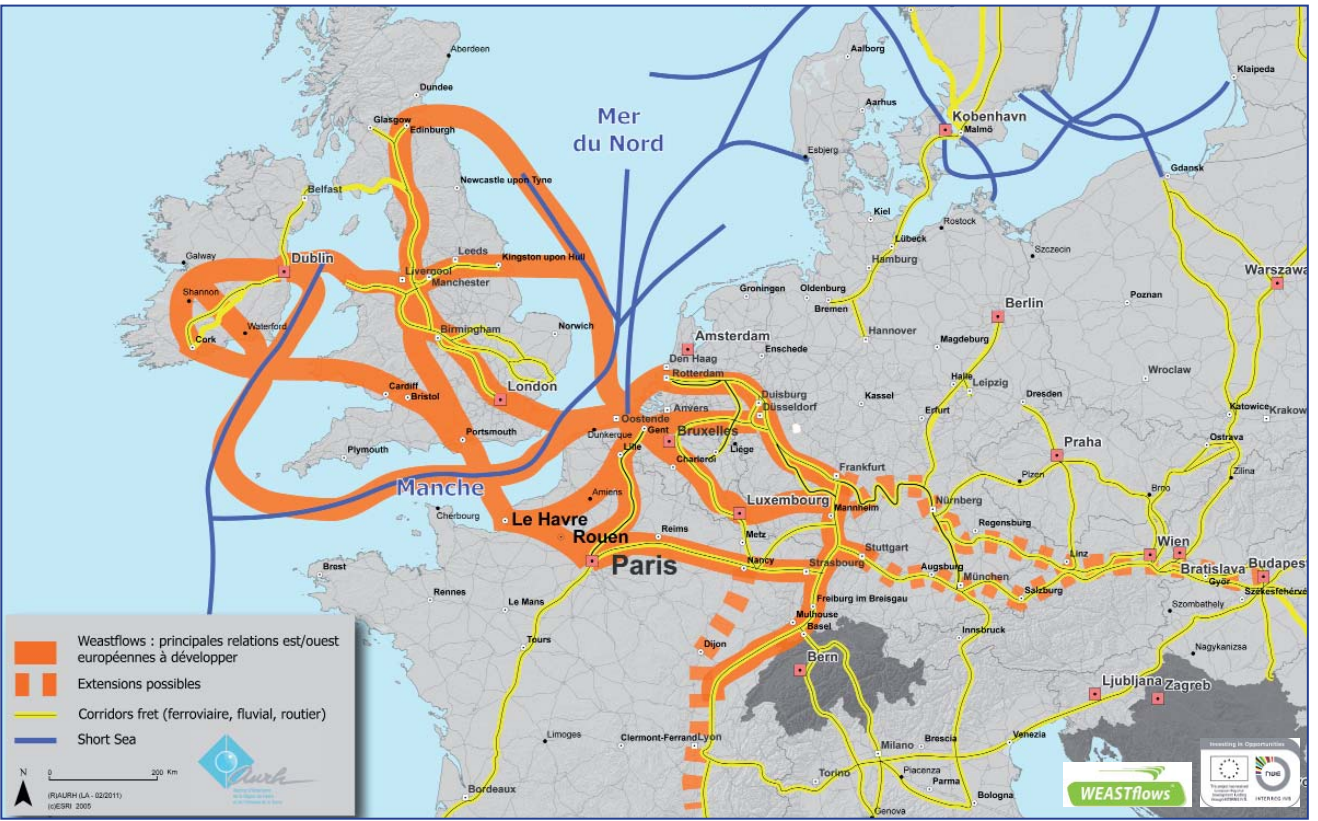
## Coordinated development of large port complexes

"Sea superhighways" and cabotage establish organised relationships between ports, alternatives to road transport that are expanding in France both for freight and for tourist purposes (Nantes/Saint-Nazaire, for example).

Given the growing power of the big shipping companies, ongoing development for ports hinges on strategies of integration into the enormous logistical complexes functioning as continental gateways and corridors and attached to big cities that represent both a quasi-captive hinterland and major resource basins: Los Angeles-Long Beach, Flanders, Le Havre-Rouen-Paris, etc. The Flanders Extended Gateway project is aimed at reinforcing the position of the world logistical hub in Flanders by improving its economic and environmental performance and integrating all its modes of functioning. The Seine Gateway project is



*Le Havre/Rouen/Paris - Seine Gateway project for an intelligent hinterland*



*Le Havre Northwest Europe - Weastflows Programme : a "green" corridor for Northwest Europe*





# Economics

Port development <---> local development



*Nantes/Saint-Nazaire - Sea superhighways*

intended to give the Paris metropolitan area a newly active maritime frontage and enhance the logistic and industrial potential of the Seine Valley. With the completion of the Weastflows project, which brings together ports, local government bodies and research centres in seven countries, this complex could become part of the logistical organisation of Northwest Europe as a whole, underpinned by innovative infrastructures, logistical services and IT.

## Optimisation and regeneration of economic sites

The quest for productivity in a context of pressure on today's shorelines is orienting ports towards more intensive, more rational organisation and management of their terminals – examples are Livorno and Marseille – and sometimes towards actual restructuring, especially near urban spaces (Hamburg). This quest also takes the form of networking (South China, Belgian Ports, etc.). The principles involved in recreating a new port on the site of an old one are well illustrated by the ambitious Middle Harbor development in Long Beach, with its integration of productivity and sustainable development goals.

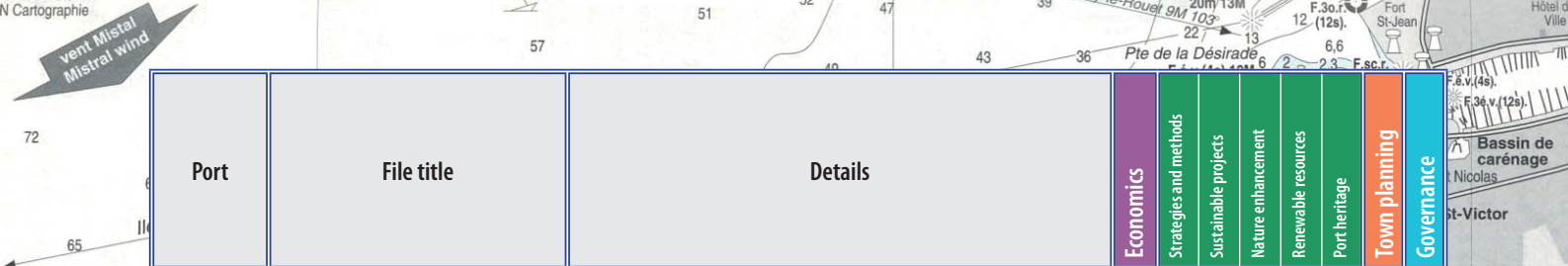
This increasing emphasis on spatial rationalisation applies equally to the "port service sector", whose firms are tending to leave dedicated port spaces and integrate synergetically



*Long Beach - Recomposition project: Middle Harbor Redevelopment*

with the urban setting. Meanwhile, many port complexes are encouraging visibility and grouping of iconic firms – their headquarters in particular – notably via creation of "service thoroughfares" providing a transition both functional and symbolic between city and port, as in Rotterdam.





Port	File title	Details	Economics	Strategies and methods	Sustainable projects	Nature enhancement	Renewable resources	Port heritage	Town planning	Governance
Hong Kong	Maritime transport commitment to air quality	The charter of the Hong Kong Liner Shipping Association and commitment by container shipping giant Maersk to use of fuel with little impact on air quality								
Rotterdam	Rotterdam Climate Initiative: strategy for deriving value from carbon	A strategy involving the Port Authority, the City, business and a research institute for reducing and deriving economic benefit from carbon emissions generated by industrial and port activities.								
United States	Coalition for Responsible Transportation: improvement of practices	Grouping of importers, exporters, road and sea transporters and representatives of the public sector: definition of best practices for reduction of emissions cause by port activities								
Amsterdam Malmö Antwerp	E-Harbours energy optimisation project	European Union project aimed at optimising industrial electricity consumption (electrical logistics) and developing renewable energy forms								
Valencia Livorno Toulon	Sympic Project: the city-port interface environment	A European Union project associating port and city authorities in the preparation of a methodological guide for overall environmental improvement: noise, air, landscapes, etc.								
Valencia	Ecoport 1+2 projects: environmental port management	Project aimed at improving environmental management of the port areas, in association with local industry. Export of skills to several countries in Central America								
Amsterdam and other ports	Noneports noise management project	Development by 6 European ports of a best practices guide for integrating reduction of noise generated by port activities into the planning of city-port interfaces								
Boulogne	Environmental approach to town planning for development of the port	Diagnosis and plan of action covering all aspects of the port's environment: energy, Good Environmental Standard (GES), biodiversity, refuse, hazards and pollution, landscape and architecture, travel								
Dunkirk	Development of the port and industrial ecosystems	Enhancement of the economic and environmental links between industry and port activities: energy hub, processing of by-products, economic relationship between raw materials and the environment, etc.								
Hambourg	Restructuring of the Steinwerder container terminal	Project for an automated, carbon-neutral container terminal, integrated into its urban setting, with leisure spaces, public access and a new port administration building.								
Boulogne	Environmental conversion of a brownfield port site	Conversion of the Comilog industrial site, in the local fishing industry zone: a showcase for this port city, integrating environmental and landscape quality, service areas and leisure spaces								
Dunkirk	Participatory designing of a sustainable gas terminal	After public debate, further studies of the Le Clipon site to improve the terminal area, with close attention to the species and nature sites in the environs								
Dunkirk	Development plan for the port's nature heritage	Plan for management, protection and restoration of the nature area in the western port area (5600 hectares) with integration of the requirements into the local development scheme.								
Marseille/Fos	Management plan for nature sites in Fos	Guidelines to issues, responsibilities and goals for management of the port's nature heritage, with a view to planning concrete operations								
Le Havre	Working With Nature: ecological engineering concept	Integration of natural processes into project design: consultation and knowledge of ecosystems applied to the Port 2000 project and extension of the Grand Canal								
Amsterdam	Green plan for the Atlaspark industrial park	Development of a 170-hectare industrial park integrating landscaping (parkland, lakes) and flora and fauna protection measures								
Marseille/Fos	Energy and port environment strategy	Studies and investment for renewable energy and emission reductions: wind farms, solar roofs, ocean dumping, electricity supply for ships at anchor, maritime construction, etc.								
Nantes/ Saint-Nazaire	Enhancement of natural shoreline resources	Project for offshore wind farms and an enhancement zone for marine resources and renewable energy, with research into wave energy and microalgae								
Toulon	Sea Technology Centre as backup for the Provence-Alpes-Côte d'Azur sea hub	Marine and technology bases, with a business hub for R&D companies and state bodies and for training in marine technology, biotechnology and marine environment protection								
Brittany	Business cluster: "Sustainable fishing in Brittany"	Networking strategy for small and medium companies: development of marine-friendly materials and practices, optimisation of economic enhancement of fishing								
Stockholm	Warehouse converted into a museum and cruise terminal	Conversion of the Stora Tullhuset Building, a former port warehouse, into a cruise terminal and a 4500 square metre museum dedicated to contemporary photography								
Bâton rouge	Urban conversion of a warehouse on the Mississippi	Creation of over 5200 square metres of retail space and housing, plus a public space with unbroken views of a section of the river which will thus be given a new lease of life.								



# Environment

Economic development <---> environmental framework

**G**rowing awareness of today's global challenges – climate change, the decline of biodiversity, health and public safety encroachments – plus national and international countermeasures, and increased sensitivity on the part of residents, companies, local government and countries: all these things have made the environment a central component of port and port city development. The treatment of environmental questions also bears on attractiveness issues in that it often helps to improve the living environment.

These matters loom particularly large for port territories as places facing especially acute environmental challenges while at the same time enjoying unrivalled access to the still under-explored potential of the sea and the shoreline. Compelled to find solutions to significant, complex problems in order to sustain – and expand – their activity, port territories have become hotbeds of environmental innovation; and in addition to technological and town-planning innovation, their approaches make use of original, pragmatic agreements and governance measures.

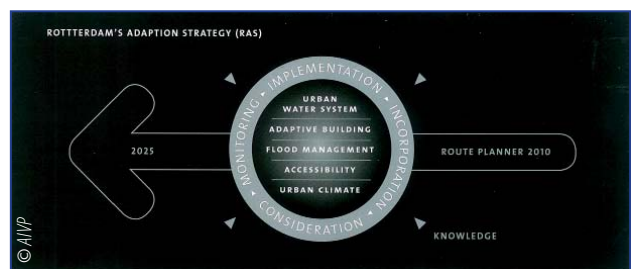
## Shared strategies and methods for pollution reduction

Recent years have seen the emergence of common strategies and for logistical chain players, industrialists and local government, with a view to reducing atmospheric pollution and greenhouse gas emissions. These approaches have been further motivated by the Kyoto Agreement (Rotterdam, Hong Kong, United States).

The urgent need to find technical solutions to such major issues has led to the development of methods and processes for cutting down pollution and hazards, frequently via cooperation and mutualisation between port sites – as in the Amsterdam-Malmö-Antwerp and Valencia-Livorno-Toulon European projects – and sometimes the exporting of know-how. The aim of these initiatives is to fine-tune methods at several levels: overall consideration of pollution in port zones and projects, and in city-port interfaces (Boulogne, Valencia); specific themes, such as noise (Amsterdam); “nose” operations for odours; and technological hazards. It has to be admitted that local initiatives are pretty limited in France,

notably because of the state's decisive role in defining and implementing the rules; maybe the spread of France's Climate Plans will offer a chance to expand these initiatives.

The possibility of a global warming-induced rise in coastal water levels is beginning to be anticipated in the organisation of economic areas, and especially the most vulnerable of them: Holland, Antwerp, Dunkirk.

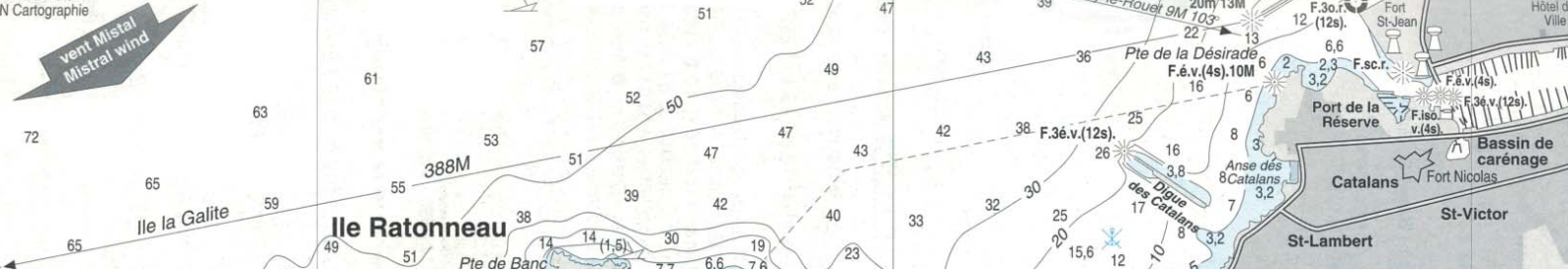


Rotterdam Climate Initiative: strategy for deriving value from carbon



Boulogne - Environmental approach to town planning for development of the port





## Designing sustainable economic projects

Projects for and development of economic sites – extension, modernisation, transformation for port or industrial purposes – now integrate environmental and social aims more fully. Several recent projects for creation and restructuring of port terminals have been designed with a view to reducing their impact on air quality and/or to improving the local carbon footprint (Dunkirk, Hamburg, Long Beach).

Current thinking about petrochemical sites and activity is being backed by research into on the spot processing of emissions: recycling and storage (Marseille/Fos) and economic carbon valuation (Rotterdam). Recycling of industrial waste has led to mutualisation of plant and services by groups of companies (“co-siting” in Rotterdam) and is now part of the inter-industry exchange circuit in Dunkirk.

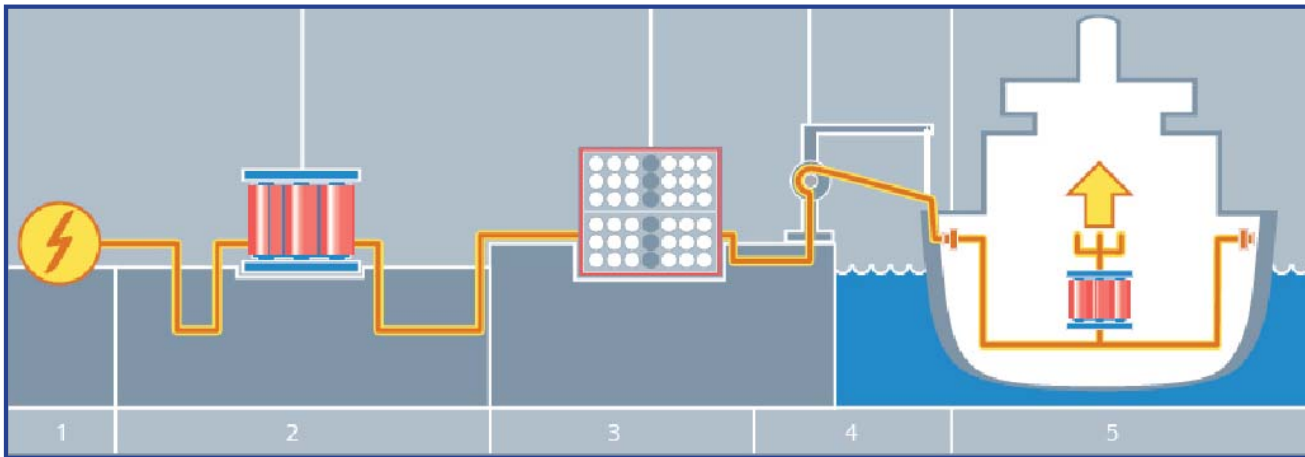
Improved electricity supply for ships at anchor is a response not only to the need to reduce emissions and noise pollu-

tion when in port, but also to economic concerns (Singapore, American ports, Marseille/Fos).

Landscape enhancement of port and industrial sites is often effected by using parkland and greenery to attenuate their visual impact. Different approaches are being brought to bear on their architectural integration (Brussels) and to



Boulogne - Environmental conversion of a brownfield port site

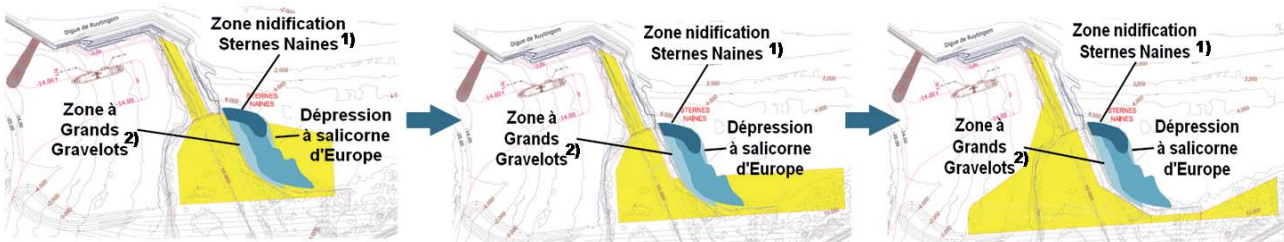


Marseille/Fos - Electricity supply for ships at anchor

le site de Clipon 1 (avril 2007)

le site de Clipon bis (décembre 2007)

Le site de Clipon ter (avril 2008)



- 1) + Sternes pierregarin + Huilier pie
- 2) + Gravelots à collier interrompu

Dunkirk - Participatory designing of a sustainable gas terminal





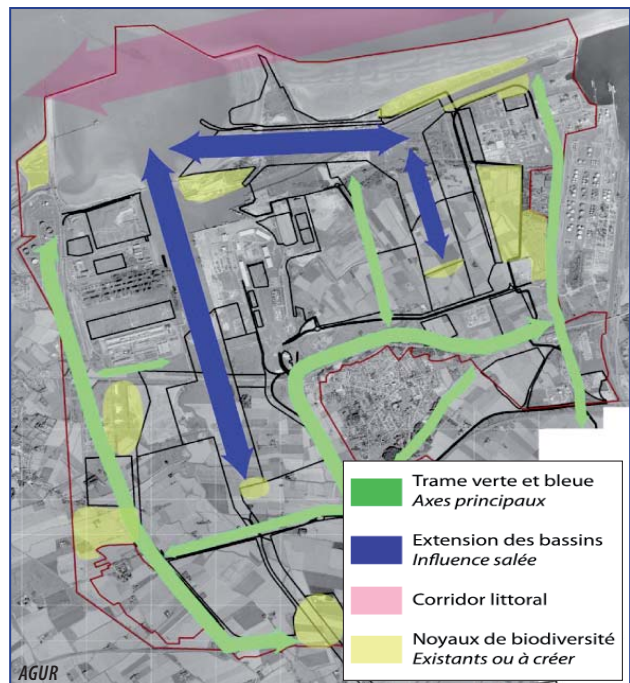
# Environment

Economic development <---> environmental framework

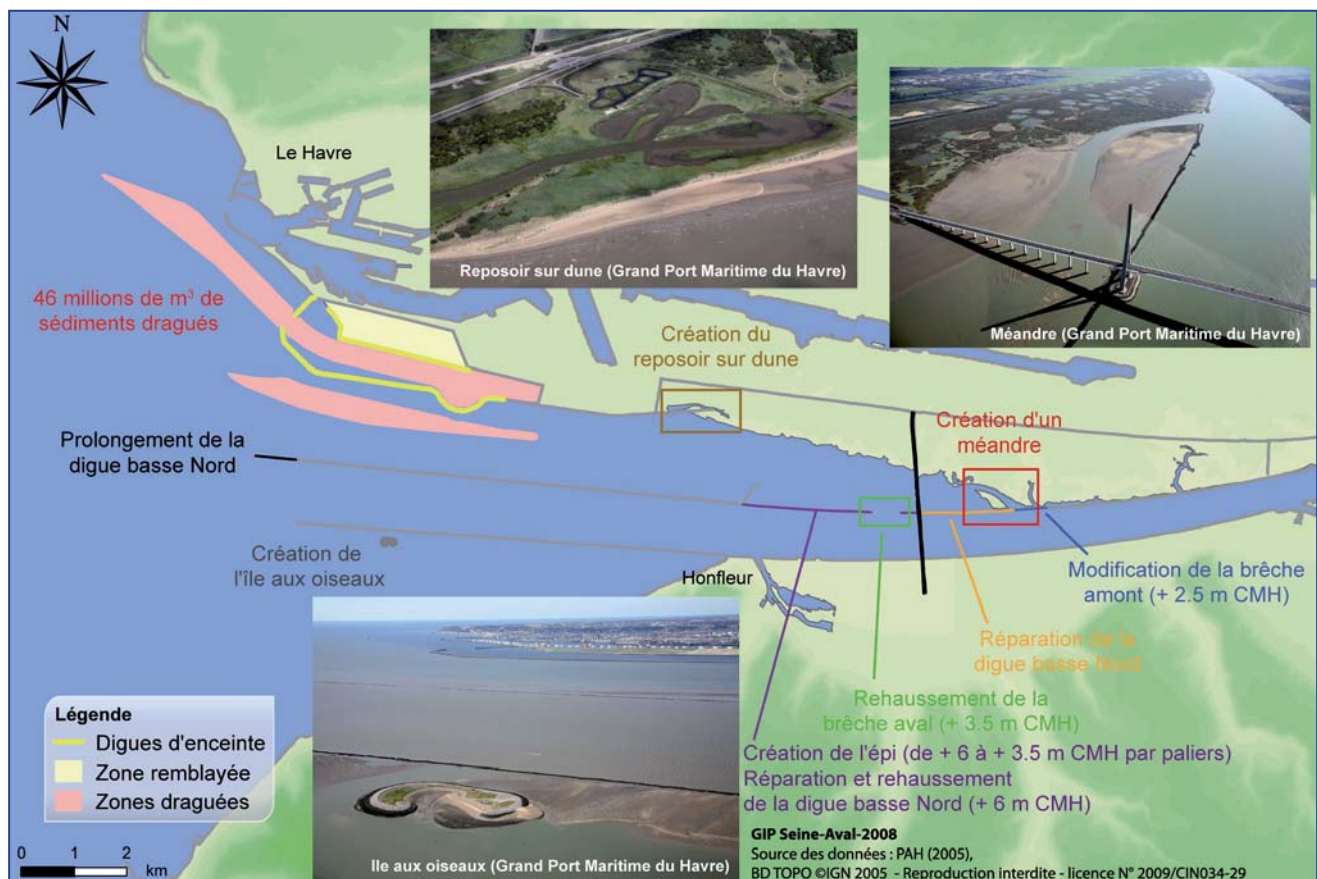
assertive enhancement of their visual aspect and modernity, notably via nocturnal lighting and the colour treatment of large entities like cranes and storage tanks. Integration of modernised and reclassified port sites close to cities also includes attention to landscape, public spaces and functional variety (Boulogne, Hamburg).

## Nature enhancement in economic zones

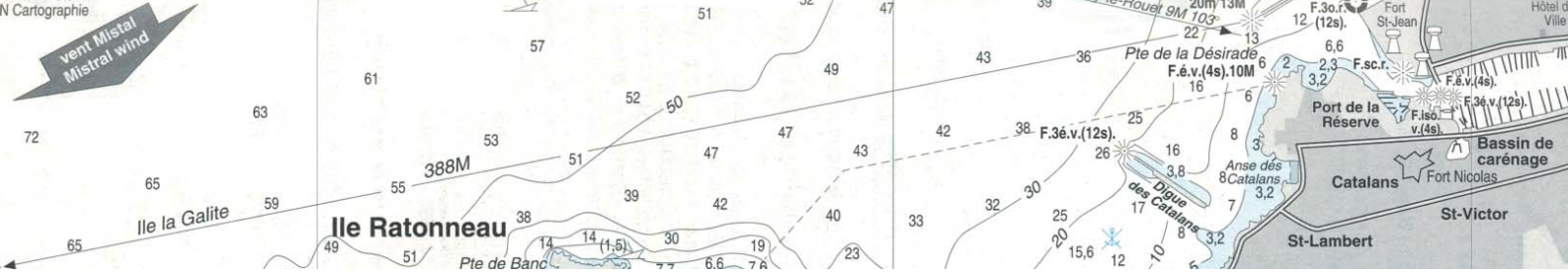
In the 1990s ports and industrial sites outside urbanised spaces were often directly affected by the increased influence of international biodiversity protection networks. These sites are frequently to be found in biodiversity-rich wetland areas on the coast or in estuaries. The resultant pressure has led a number of port authorities – including those of France's three biggest sea ports – to become actively involved in studying ecosystems and their management and protection, in association with local government and the relevant community groups; this with a view to improved compatibility with project development and preservation of their economic carrying capacity.



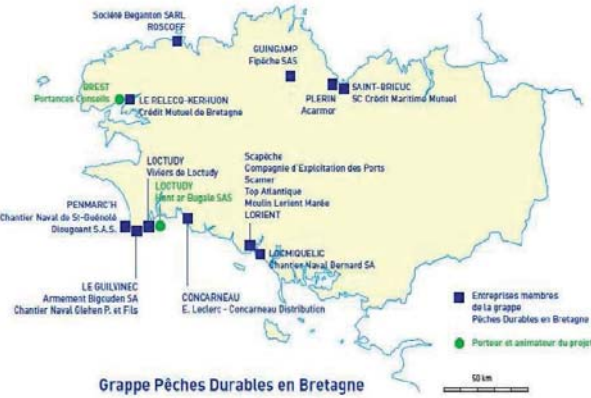
Dunkirk - Development plan for the port's nature heritage



Le Havre - Working With Nature: ecological engineering concept



These new approaches have led to overall development and protection plans which have been integrated into local government planning, and which themselves have incorporated recent provisions for ecological continuity and wild life corridors (Dunkirk). This involvement has been accompanied by the integration of ecological engineering techniques into projects for the protection, recreation and even establishment of natural settings (Le Havre) and their use for environmental – but also economic and leisure – purposes (Amsterdam).

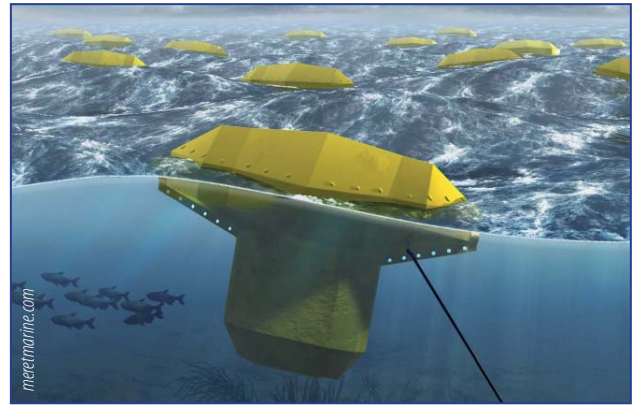


Brittany - Business cluster: "Sustainable fishing in Brittany"

## Enhancement of renewable shoreline resources

Enhancement of shoreline resources is now a central question for port cities, as a means both of reducing the environmental impact of certain business activities and establishing the usable potential of the coast and the sea. Renewable energy production gives rise to innovative projects and to research into the known spectrum of what the coastline and the sea have to offer: onshore and offshore wind farms, solar panels covering vast areas of port warehouses, thalassothermic heating for urban areas, microalgae as a bio-resource, revival of tidal energy projects and research into wave energy (Nantes/Saint-Nazaire in partnership with Le Havre, Marseille/Fos, Toulon, Israel).

Ongoing reinforcement of fishing resources has caused certain ports to reorient their economic strategies towards new practices that are more environment-friendly and more res-



Nantes/Saint-Nazaire - Enhancement of natural shoreline resources (wave energy, wind farm)

ponsive to customer requirements (Brittany). Research into algae is also being carried out with an eye to the needs of the cosmetics and food industries.

## Port heritage enhancement

Heritage is a significant vector for the attractiveness and sense of community of port cities. Involving as it does all three aspects of sustainable development, enhancement of built



Brussels - Port heritage enhancement (Hospices bridge)





# Environment

Economic development <---> environmental framework

dings and other features inherited from the past serves to maintain the memory, identity and culture of a port.

This kind of enhancement is far from new, but is now on the rise (Bordeaux, Nantes, Saint-Nazaire, Marseille, Dunkirk, Stockholm, Baton Rouge, Antwerp, Rotterdam, Valencia, etc.). Filling in of canals and disused dry docks is becoming less and less common and the changes made to earlier functions are benefiting urban activities such as retailing, culture, leisure, housing, offices, public spaces. Certain rehabilitation operations, notably former quays and industrial buildings, have been the triggers for more ambitious urban interface developments (Marseille/Fos, Le Havre).

In addition, the holding of "major events" – festive, cultural, sporting – involving significant maritime heritage elements and real public impact, is well suited to improving the attractiveness of city-port interface sectors. This tactic frequent-



*Marseille - Conversion of a former silo into a concert hall*

ly results in a lasting reversal of a previously poor image, as in Barcelona, Saint-Nazaire, Lisbon, Genoa and elsewhere. Under certain circumstances it can also contribute to improvement of local solidarity by generating vectors of identity and a focus on local initiatives, and thus.







# Town planning

Port development <---> urban development

**R**ealisation of the marked potential for urban development of the coastline usually takes place in a context of economic change: decline of trading ports, deindustrialisation, fishing quotas, restructuring of military bases, etc. The resultant urban projects have often enabled cities to bounce back and diversify their economic base. Over the last two decades the extension of port and industrial facilities has been hampered by increased protection of the shoreline and by urban development. This changed situation demands more economical and intensive use of space in both port and urban zones, and improved interconnection between port, urban and environmental approaches.

This kind of interconnection represents a real challenge, given the major incompatibilities between the quality of the urban living environment, the functional restrictions on certain industrial and port activities, and the forms of pollution the latter can entail (technological hazards, heavy truck traffic, etc.). Moreover, port development requires a combination of responsiveness and long-term potential on the part of piers, ground space and docks which can run counter to the time frame of the creation, consolidation or regeneration of the urban structure.

## Urban reclamation of port areas and the city-port interface

The handling of spatial relationships between port and urban spaces continues to be marked by urban reclamation projects aimed at displacing more or less abandoned and degraded port and city-port interface areas towards residential, cultural and tourist functions. This kind of project has become widespread over the last thirty years in most of the world's port cities and has played its part in significant reinforcement of the attractiveness and centrality of most of them (Boulogne, Bordeaux, Le Havre, Saint-Nazaire, Puerto Madero in Buenos Aires, New York, etc.).

The immense Euroméditerranée project and its recent extension in Marseille, together with the Neptune/Grand Large project in Dunkirk, are among the most outstanding French examples. In France this trend has become a more recent feature of fishing and military ports, as a result of the ongoing restructuring of national defence sites (Brest, Lorient, Toulon).

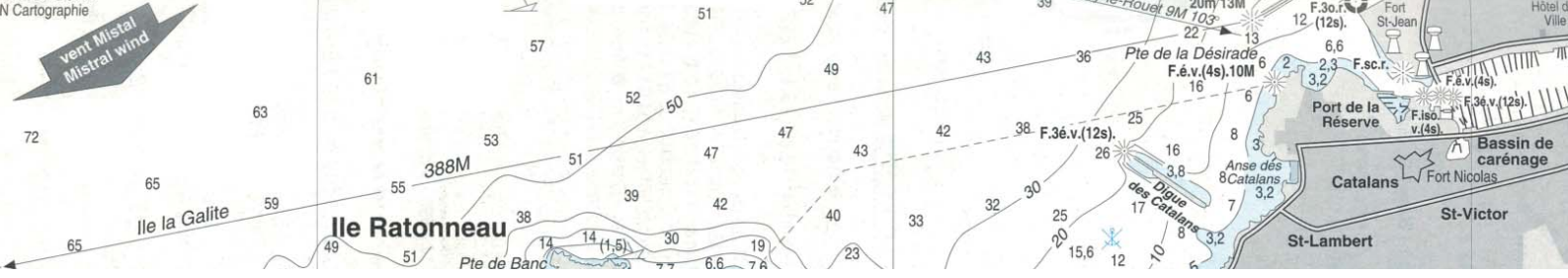


Saint-Nazaire - City/Port urban conversion project



Dunkirk - Salt water and fresh water: key parts of the urban project

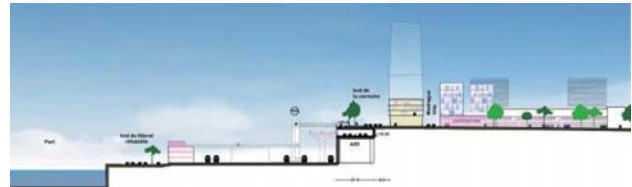




## City-port osmosis

In the past city-port interfaces have suffered from a lack of coordination between the different authorities in charge of development, generating problematic incompatibilities and devaluation of the areas concerned. Interior canals and areas of water generally play a structural role in dissociating urban from port activities, while at the same time maintaining a visual relationship (Dunkirk, Boulogne, Le Havre, Rotterdam, etc.). Recent examples reveal a set of solutions for a genuinely enhancing treatment of these spaces: a city-port transition ensured by port activities compatible with development of urban quality (port services, mutual enhancement activities such as cruises, qualitative treatment of port sites, functional diversity, a striving for social mixity) and a flexibility based on appropriate occupation styles (Rotterdam, Amsterdam).

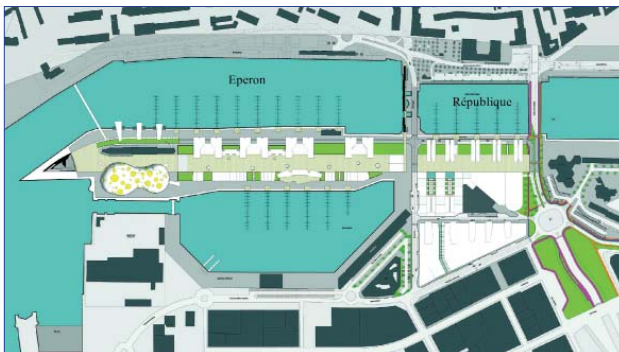
In port cities where pressure on the shoreline is especially strong (port sites locked into an urban setting already dense and/or lacking room for expansion), osmosis between city



*Equipe François Leclercq – Rémy Marciano – Jacques Sbriglio – TER – PAD – Setec Inter – Concours d'urbanisme Extension EUROMED - 20 Novembre 2009*

### *Marseille/Fos - Urban enhancement of the views of the port and the sea*

and port has been reinforced by inventive technical solutions. The aboveground city-port facilities in Marseille – buildings on stilts in the port area – enable retention and use of the port while generating mutually enhancing activities and highlighting the port's heritage. While there is no direct access to the sea, the views of the port, the shoreline and the docks are a decisive factor not only in real estate and urban enhancement, but also in achieving acknowledgement of the reality and the identity of the port. This principle is applied in most overall city-port projects and is particularly evident in the projects in Marseille, Basse-Terre, Trois Rivières and Hong Kong.



*Boulogne - République-Eperon project: development of the city/port interface*



*Marseille/Fos - Shopping mall for cruise passengers and residents*

## Integrated city-port development

Recent initiatives illustrate an increasingly integrated notion of development projects, one aimed at endowing carefully targeted sites with a functional mix of port and urban activities and ensuring greater overall consistency between urban and port spaces.

While integrated sites featuring mixity and a functional, proximity-based synergy are becoming more numerous, they are still limited to small areas and specific uses. However, their expansion requires certain preconditions. Proximity-based mixity can only be envisaged for certain port activities – services, pleasure boating, cruises and passenger traffic, research and development, small-scale high-tech industry – although it has to be said that their importance is on the rise. However, the demands made by mass handling of sea traffic, security considerations, reduction of technological hazards and pollution, and sometimes defence secrets, are major inhibiting factors. Passenger traffic lends itself particularly well to the kind of mixity mentioned, and notably to inventive cruise reception solutions chiming



# Town planning

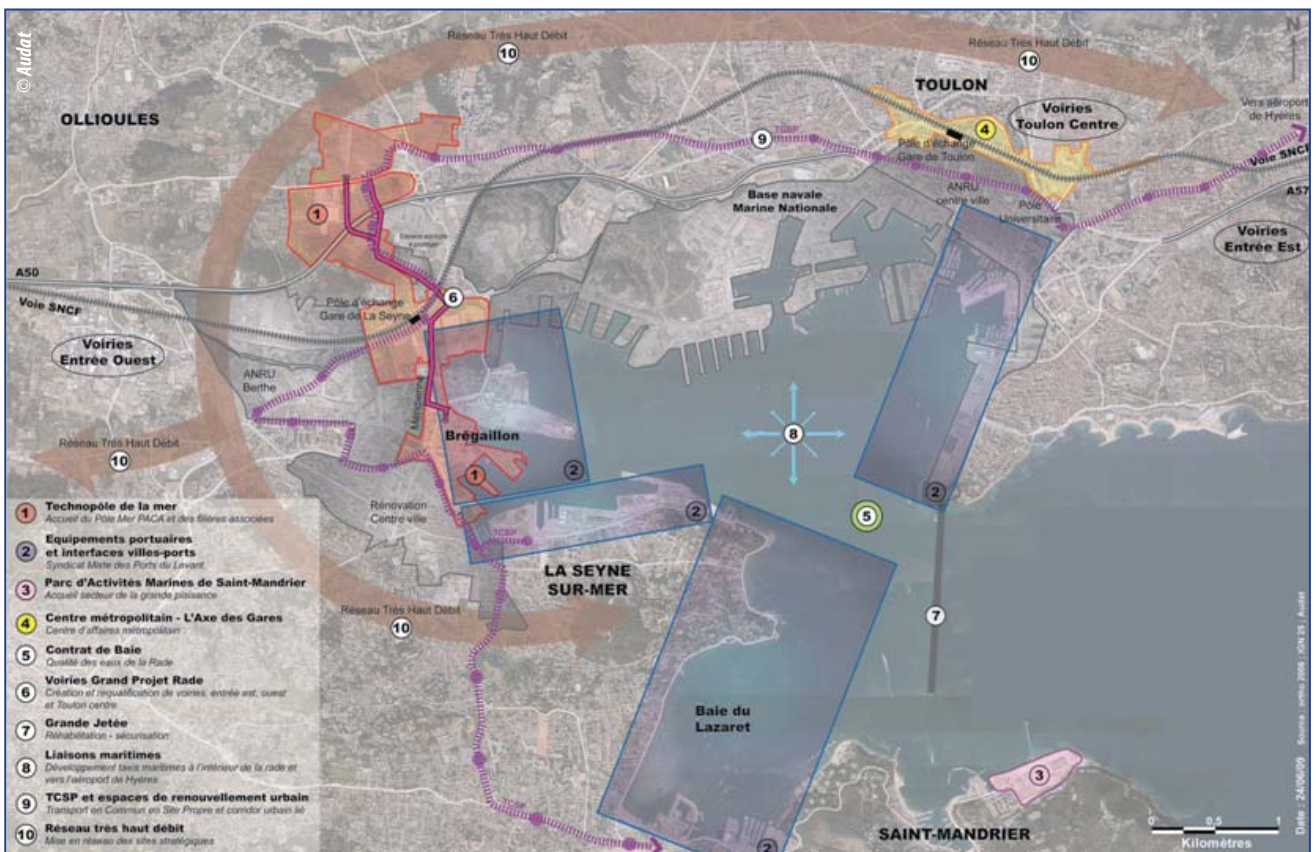
Port development <---> urban development



Bordeaux - Docks development project

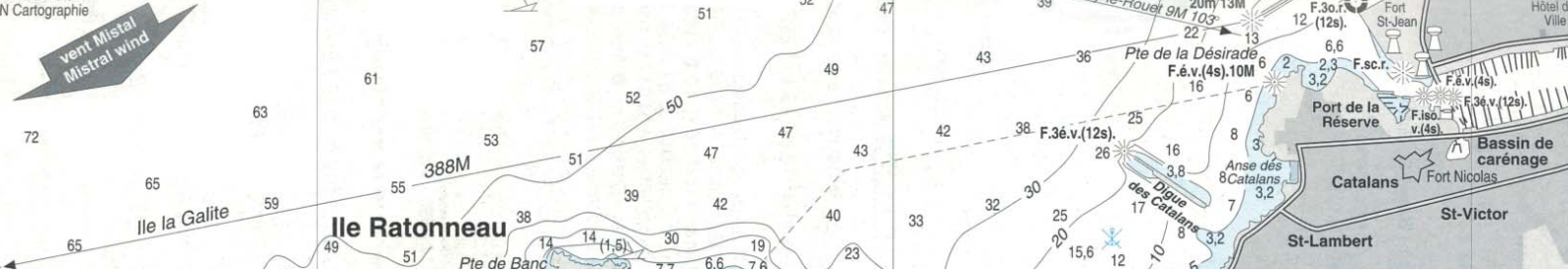


Lorient - Economic and urban redeployment of the submarine base



Toulon - "Grand Projet Rade" (10 operations)





with the tourist policies of cities like Stockholm, Leixoes, Hong Kong, Marseille/Fos and Bordeaux. Establishment of technology parks, clusters and campuses also gives rise to development projects integrating and mixing port, industrial and research/development activities, together with urban and tourist functions (Lorient, Toulon, Rotterdam) which are organised according to needs in terms of direct access to the coast.

The projects mentioned above, and those having to do with serving the port, can only be justified as part of an overall, consistent, long-term approach to the development of the port area and an economic complex itself founded on a strategic positioning project for the port. This search for consistency is a full-time concern for urban and port authorities separately, but generates combined approaches in the context of structural port or urban projects. Port-City in Rotterdam (on the 1600 hectares of Stadshavens), Port of Ports and Porta a Mare in Livorno (a rationalisation of the port with reorganisation of the city-port interfaces) and Grand Rade in Toulon are recent integrated-approach projects on a large scale. Overall city-port interconnection ge-

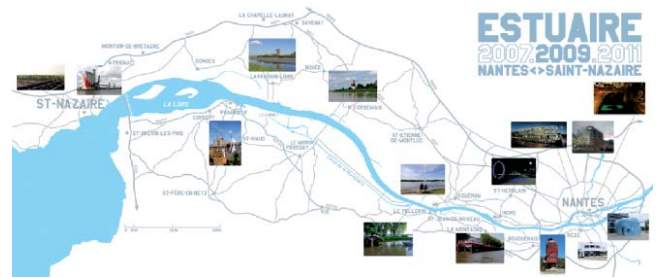
nerally leads to a sequencing of port and interface sectors. It produces more complex approaches because of the obligatory intensification of port and urban spaces entailed by the shortage of shoreline land; it also produces incompatibilities – technological hazards and housing, for example – and a need to justify physical proximity.

### The port as a venue for symbolic events

Before finding expression in urban reclamation projects, the reshaping of spatial, identity-inflected relationships between city and port draws increasingly on symbolic events – nautical and/or cultural – with a national or international impact, among them transatlantic yacht races, art biennials and music festivals. Events like these have been used systematically as trailblazers, revealing the existence of these places and helping to provide a “different impression” of ports. They have thus become the forerunners of the rediscovery and reappropriation of project sites by the “users” of the evolving port city. These short-term events have given rise to new sites, but have also created a place for others in the long-term future, as in Marseille. Brest, Lorient and Saint-Nazaire offer further examples, with experiments that began twenty years ago currently expanding and settling into place in their port spaces: not only pointing up their original purpose, but also spotlighting their new relevance.



Marseille - Extension of the Euroméditerranée project (Équipe F. Leclercq - EPAEM)



Nantes/Saint-Nazaire - Major events in the Loire Estuary



Marseille/Fos - The port's contribution to Marseille Provence 2013 : J1



# Town planning

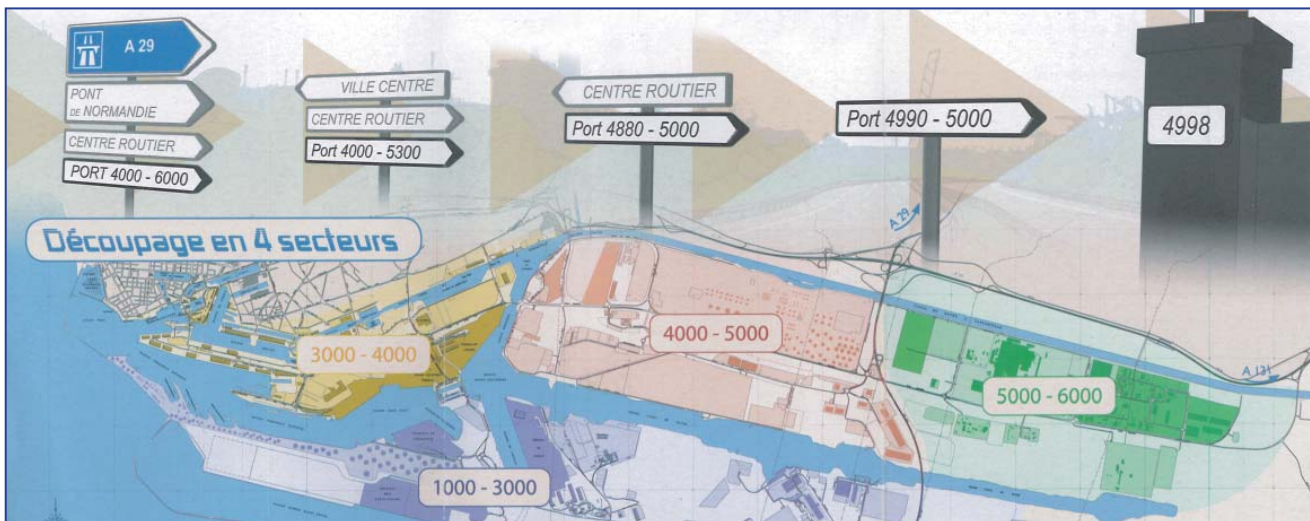
Port development <---> urban development

## Optimising flows and services

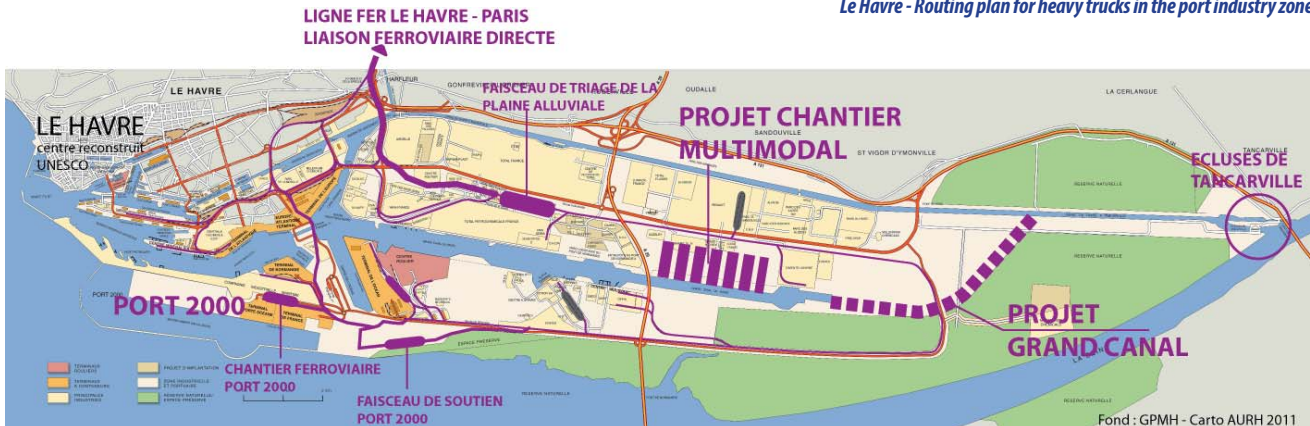
Optimising services for the port is of direct benefit to the city in that it enables reduction of traffic flows within the urban structure, limitation of traffic pollution, and organisation, close to the terminals, of logistical and industrial sites that make the most of local flows. In addition, it improves the port's competitiveness and the supplying of the city, and thus aids local development. Several different zones are involved, including the port exit, the surrounding area and the main transport corridors. Solutions – some simple, others more complex – are being devised to improve direct land access to terminals and to spare neighbouring urban areas the inconveniences caused by heavy trucks. These solutions include signposting, real-time location of containers and routes and increased channelling of port traffic flows (Le Havre, Valparaiso, Leixoes).

Port 2000, the container terminal project in Le Havre, has been backed up by a thoroughgoing reorganisation of railway connections and creation of intermodal nodes behind the terminals, with a view to significant reduction of the proportion of road transport. As already noted regarding Flanders and the Seine Estuary, service routes are part of networks of logistics sites at varying distances from the port, designed by the metropolitan areas in question in the interests of optimisation and economic enhancement of traffic flows.

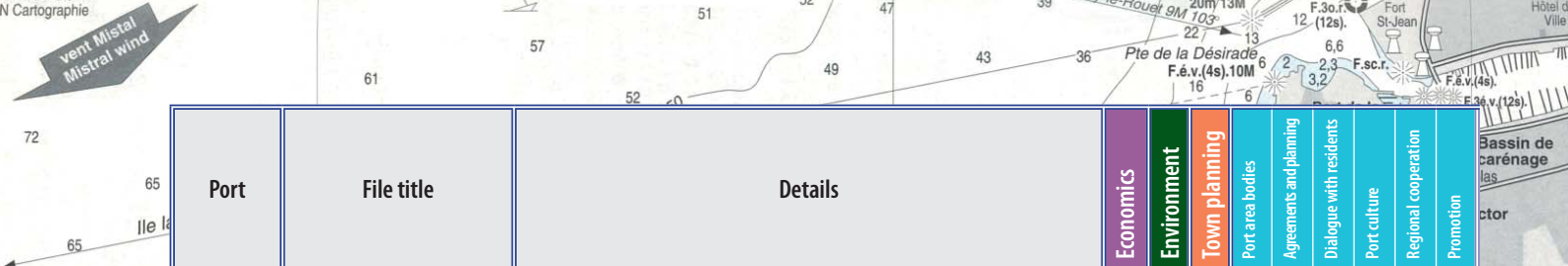
Current efforts in France are aimed at closing the gap with the North Sea ports in terms of rail and river services. Development of dedicated freight-only rail routes is increasing along major transport corridors (Los Angeles/Long Beach); this could have favourable repercussions for modal connections and help reduce overall dependency on road haulage.



Le Havre - Routing plan for heavy trucks in the port industry zone



Le Havre - Major investments for development of rail and river freight



Port	File title	Details	Economics	Environment	Town planning	Port area bodies	Agreements and planning	Dialogue with residents	Port culture	Regional cooperation	Promotion
Le Havre	25 years of meetings between the City, the Port Authority and the Chamber of Commerce	Regular three- then four-party meetings: coordination and arbitrage between port authorities, local government and representatives of economic circles									
Barcelona	Governance of the Port 2000 project	Organisation of the administration of the port development project with the institutions concerned, in a context of balanced treatment of social, economic and environmental issues									
Le Havre Rouen Paris	Seine Gateway project for an intelligent hinterland	Logistical and industrial organisation of the Seine Valley: multimodal programmes, infrastructures, etc., involving the municipalities, port authorities and chambers of commerce in Le Havre, Rouen and Paris									
Le Havre Rouen Paris	Seine Inter-port Coordination Board	Grouping of the ports in Le Havre, Rouen and Paris with local government: promotion of Seine Gateway, investment coordination, rail-river interfaces and environmental policies									
Hong Kong	Maritime transport commitment to air quality	The charter of the Hong Kong Liner Shipping Association and commitment by container shipping giant Maersk to use of fuel with little impact on air quality									
Rotterdam	Rotterdam Climate Initiative: strategy for deriving value from carbon	A strategy involving the Port Authority, the City, business and a research institute for reducing and deriving economic benefit from carbon emissions generated by industrial and port activities.									
Marseille/Fos	Framework Employment Agreement for the port industrial zone	Collaborative management of job supply and demand with companies in the major port development sectors: public works, logistics, industry, energy, shipping infrastructure									
Dunkirk	Framework agreement 2010-13 between the Urban Community and the Port Authority	Shared goals, thematic working groups (traffic services, area management, environment, economics, cultural/social, promotion), local government backing for port projects									
Dunkirk	Development plan for the port's nature heritage	Plan for management, protection and restoration of the nature area in the western port area (5600 hectares) with integration of the requirements into the local development scheme.									
Marseille/Fos	Eastern Docks: complementary development of port and city	Convergence between the pilot scheme for the port (roll-on/roll-off hub, passenger port) and local government plans (city/port sequentiality, etc.)									
New York	Vision 2020, participatory plan for waterfront development	This plan emerged from a participatory process organised by the State in conjunction with local government, the port authority, residents and various state bodies: the aim is to establish the direction the waterfront should take in terms of economy, transport, parkland, housing, etc.									
Dunkirk	Participatory designing of a sustainable gas terminal	After public debate, further studies of the Le Clipon site to improve the terminal area, with close attention to the species and nature sites in the environs									
Le Havre	Working With Nature: ecological engineering concept	Integration of natural processes into project design: consultation and knowledge of ecosystems applied to the Port 2000 project and extension of the Grand Canal									
Morlaix	Participatory master plan for the port site	Participatory approach (planning workshop with qualified local personalities) to the designing of the plan and signing of a charter by the main project partners									
Amsterdam	Resident panel for sustainable development of the port	Consultation of citizens by the Port Authority to learn their perception of port activities and their recommendations on what needs to be done to ensure sustainable development for the port									
Brest	Spinoff from the Tonnerres de Brest maritime festival	650,000 visitors in the course of a week, half from outside the city: enhancement of tourist attractiveness and local identity; 1:6 relationship between public expenditure and economic spinoff.									
Lorient	Economic and urban redeployment of the submarine base	Redeployment of the submarine base: creation of a maritime business village, an ocean racing centre and a tourist centre (sailing hub, submarine museum)									
Genoa	Port Center: discovery of the port and its workings	Information and exhibition site, awareness visits, introduction to the port for the general public: history, economy, zones, future issues, role in territorial development, etc.									
Antwerp	Port Center and the Information Ring strategy	A place for learning about the port; plus communication measures aimed at involving residents and partners in increased support for port development									
Brest	Marine sciences cluster	Assessment of the international positioning of local research in marine science and technology with its leading role in coordination of European projects and management of associated funding									
Le Havre Northwest Europe	Westflows Programme: a "green" corridor for Northwest Europe	Collaborative research (ports, development agencies, research centres and universities in 6 countries). Sustainable connectivity freight solutions: infrastructures, logistical services, IT, etc.									
Opal Coast	Réseau Plaisance: pleasure boating and other nautical activities	Shared promotion of 5 regional ports: investment, events, communication, job training, partnership with English ports									
Bilbao	Marketing and territorial development tools	Change of the city's image on the international scene, based on radical urban and port reconfiguration, unification of the metropolitan area and a territorial marketing strategy									





# Governance

Territorial collaboration <---> economic players

**G**overnance of port communities depends heavily on the philosophy and institutional framework each country has developed in the course of its history. France's port complexes have not inherited a governance comparable to that of their North European competitors. For historian Fernand Braudel « there have always been two Frances: a maritime France, lively, flexible, looking exclusively beyond her frontiers, with few connections to the hinterland; and a continental France, land-oriented, conservative, accustomed to her local horizons and unaware of the economic advantages of international capitalism. This second France consistently controlled political power. »

Governance of French port communities is currently a crucial issue in terms of their development, their performance, and the quality and efficacy of their projects. Development of a port as an isolated entity is no longer imaginable, however powerful that port may be. The economic impact of "good governance" takes concrete form in economies of scale, notably where the return on substantial investments – in major infrastructures, for example – is concerned, and in the development of compatibilities and synergies between sometimes quite separate goals.

## Port area bodies

Despite built-in institutional constraints, some port communities have found room for manoeuvre thanks to a shared philosophy and favourable social, political and institutional relationships. Le Havre, for example, has for many years been organising regular decision-making encounters between the city, the port and the local chamber of commerce. The quest for a high-performance type of governance is illustrated by Barcelona's Port 2000 project and its emphasis on achieving a dynamic balance between the various interests involved. Although only consultative, the development boards of the major seaports are a new, ongoing source of ideas and proposals aimed at bringing local authorities and economic actors together. Their continuing value will depend on the level of commitment of port and city authorities and the practical consideration given to board findings.

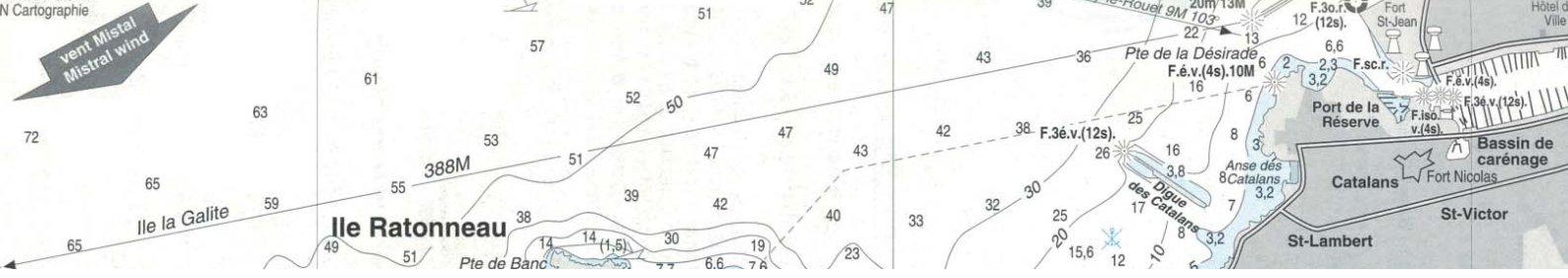
Development of metropolises as encouraged by the French state should promote cooperation between local govern-

ment, port authorities and economic actors, as well as projects relating to implementation of port and logistic systems. The strategic projects in the Seine and Loire estuaries seems to indicate that local government initiative is decisive. The creation of interport coordination committees is also part of this new, dynamic trend in territorial cooperation, as are the goals being pursued along the Seine. This gambit also has potential for regional – and maybe inter-regional – strategic coordination. It cannot, however, compensate fully for today's inadequate national coordination of port and logistic services, and certainly not to the extent of Belgium and Germany's are current efforts at cutting down counterproductive competition.

## Agreements and coordinated planning and programming

In France and elsewhere agreements and covenants represent a widespread complement to institutional frameworks. Over the last few years the need for reductions in air pollution and greenhouse gases has given rise to various charters and agreements between local government and business, with firms finding this beneficial in economic and image terms (Hong Kong, Rotterdam). A number of agreements and covenants have also been drawn up between ports, local government and relevant institutions with a view to finding the specialised labour required by companies for major projects (Le Havre, Marseille/Fos).

The port community charters instigated by the French state in the mid-1990s led to vigorous mobilisation and consultation regarding the shaping of local strategies for all aspects of economic and urban development: port projects, business zones, town planning, environment, traffic services, research, etc. Although this initiative was not pursued and implemented on a contractual basis, the dynamic it set up resulted in a new generation of shared projects in some ports. The financing of port development is usually based on contracts with the national – or sometimes regional – authorities, but city involvement is still limited. In this respect the agreement between the Urban Community and the Port in Dunkirk is exceptional, for it bears on most aspects of city-port cooperation and includes financial backing for the port based on local development criteria.



In France port and urban planning were long strangers to each other. More so than reclamation operations focusing on the city-port interface, environmental questions were the trigger for shared thinking about the internal organisation of port territory, in particular in the context of drawing up the Territorial Development Guidelines and defining the Natura 2000 boundaries and their ecological implications, together with the hazard zones created by industrial facilities (Le Havre, Dunkirk). Apart from the treatment of issues imposed by the French state or the European Union, “interference” by French town planners regarding major sea ports was often restricted to general guidelines in the Territorial Consistency Schemes and a single, scarcely mandatory piece of zoning in Local Urbanism Plans (Dunkirk, Marseille). In any case, this coordination did not allow the development of large-scale projects interlocking urban and port considerations as closely as Rotterdam’s Port-City project.

## Dialogue and project design

Consultation with residents is now a legal obligation for major projects in France, and sound organisation of public debate has become a strategic stage in their success. The first such debate, in the context of Le Havre’s Port 2000 pro-

ject, involved numerous meetings over a large geographic area and allowed all groups concerned by the project to say exactly what they thought. Expression of differing points of view and different proposals can sometimes lead to modification of the initial project design (Dunkirk, New York) or the inclusion of compensatory measures (Le Havre). Even when this is not the case, consultation remains vital to authentic civil society appropriation; as a rule it promotes broad consensus in favour of the project and a shift in perceptions of the port (Le Havre, Toronto, Liguria).

Complementary forms of participatory approaches have been developed in order to take account of the way residents see project design and strategy: these include questioning a resident panel about their vision and priorities regarding sustainable development, in Amsterdam; and town planning workshops for specialists and knowledgeable local figures regarding the port scheme in Morlaix.

## The port community and its culture

Ports and the maritime context make up a technically and organisationally complex world of which the general public has only a partial view: one that is sometimes positive – ship movements, major projects – and sometimes negative: strikes, pollution, near-deserted quays. Improvement of city-port relationships and, by extension, port community performance, must take this perception into consideration and make the port “culture” as well known as possible.

Museums and maritime celebrations not only boost the tourist economy, they also involve the city and the projects in a changing history and help forge the port area’s identity and image. In this respect it is significant that certain consciously innovative clusters associate themselves with places symbolic of local maritime culture and heritage and thus incorporate the future into the port’s history (Lorient, Rotterdam). Specialised interpretation centres now exist in a number of ports, including Genoa and Antwerp, where they fill in the historical background and offer residents and visitors an instructive introduction to the site. Other strategies serve a similar purpose: educational material for the young, open days, guided tours, audioguides, exhibitions, films, etc.



*Le Havre/Rouen/Paris - Seine Gateway project for an intelligent hinterland : M. Antoine RUFENACHT, Président of CODAH, M. Laurent FABIUS, Président of CREA and Bertrand DELANOË, Mayor of Paris*





# Governance

Territorial collaboration <---> economic players

The port observatories that were the subject of the FNAU Maritime Territories Club's first publication are now a feature of most French ports. But while they provide a territorial, sectorial and social account of the port economy and its influence, they often fail to look further than the issues of port-generated jobs and value added. It has to be said that the French observatories lack the depth and strategic interest of their Belgian equivalents.



Genoa - Port Center: discovery of the port and its workings

## Regional inter-port cooperation

Cooperative ventures between ports go back a long way, and have helped to position certain regional groupings within the international economy. In the current context of globalised trade such ventures are once again crucial to port development and frequently aim at establishing continental gateways and major transport corridors, but without cancelling out inter-port competition. They often take the form of joint promotion of such formative infrastructures as the Seine-North Europe Canal, the coordination of public amenities programmes and/or the organisation of land and sea connections with intercontinental hubs. In France they are currently better developed on the English Channel – Le Havre for the Seine axis and Northwest Europe; Dunkirk for the Opal Coast and the Flemish ports – and on the Atlantic (Nantes/Saint-Nazaire).

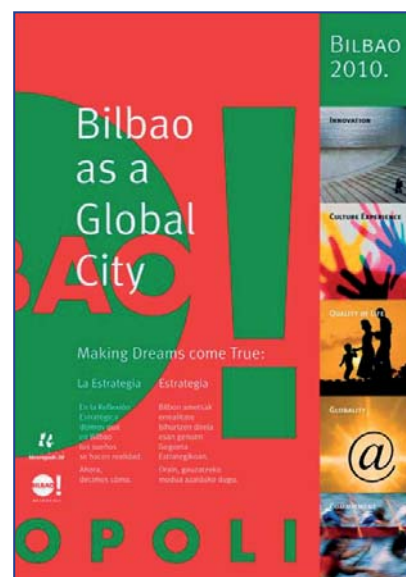
These kinds of ventures also enable mutualisation of expertise, in particular regarding the performance – or actual integration – of the systems of information and logistic flow management that are now so strategic, together with inte-

gration of environmental issues, especially in the context of European Union programmes. Via the acquisition of international expertise, certain ports – Brest with its specialisation in marine technology, for example – have found a place in completely internationalised cooperation networks.

## Promoting the city-port

Promotion of the port city – emphasis on the overall logistic and urban resources that might benefit business – is becoming a major attractivity feature. The sending of delegations – representing local government, port authorities and economic actors – to trading partner cities abroad is a fairly widespread, venerable practice. Ongoing examples of promotion involving both city and port have been developed in certain port areas, notably for coordinating business approaches (representation at trade fairs and colloquia, targeted prospecting), and welcoming potential investors prior to helping them set up.

Territorial marketing is playing an increasing part. Bilbao's rebirth centered on a highly symbolic urban project, reorganisation of its port and major ventures in terms of events and public relations. Best practices are a significant element of the PR side as demonstrations of port community's skills and dynamism, with the need for international visibility and efficiency leading to the extension of these promotional gambits to entire port regions.



Bilbao - Marketing and territorial development tools





F.N.A.U. 1, rue de Narbonne - 75 007 Paris (France)  
 Tel. : +33 (0)1 45 49 32 50 - Fax : +33 (0)1 45 49 94 46  
 Web : [www.fnau.org](http://www.fnau.org)  
 Mail : [fnau@fnau.org](mailto:fnau@fnau.org)

President : Vincent Feltesse  
 Managing director : Marcel Belliot  
 ISBN : 13 978-2-9517793-9-6

## CONTRIBUTIONS

**Town planning agencies :**  
 Bordeaux - Boulogne-sur-Mer - Brest -  
 Dunkerque - Le Havre - Lorient - Marseille  
 - Saint-Nazaire - Toulon

**Port authorities :**  
 Dunkerque - Le Havre - Marseille

AIVP, the worldwide network of port cities  
 Pierre Gras, consultant, journalist  
 Michèle Collin, UMN, CNRS Lavue 7218

