COMUNE DI **NAPOLI**

Cruise Traffic and Urban Regeneration

URBACT II European Programme

CTUR Thematic Network - *Cruise Traffic and Urban Regeneration*

Final Report and Good Practices Guide

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

European Union
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The URBACT II Programme

About URBACT II

URBACT II is a European exchange and learning programme promoting sustainable urban development, to enable cities to work together and to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes.

URBACT is 300 cities, 29 countries and 5,000 active participants. URBACT is jointly financed by the European Union (European Regional Development Fund) and the Member States.

URBACT aims to:

• Facilitate the exchange of experience and learning among city policy-makers, decision-makers and practitioners
• Widely disseminate the good practices and lessons drawn from the exchanges and ensure the transfer of know-how
• Assist city policy-makers and practitioners, as well as managers of Operational Programmes, to define action plans for sustainable urban development

Further information on the URBACT webpage:
http://urbact.eu
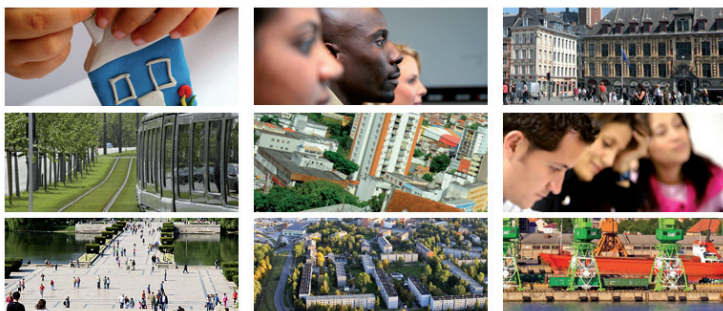
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CTUR Partners in Varna

CTUR Partners in Valencia

Further information on the CTUR network and outputs on the website: **http://urbact.eu/ctur**

The network

CTUR *Cruise Traffic and Urban Regeneration*

For the waterfront development, cruise activity is offered as a strong element of the port cities will to develop and reinforce the urban tourism industry contributing to solve the tensions between port functions and urban functions, to answer to inhabitants' aspiration in terms of employment, quality of life, housing and satisfying offers of equipment and public spaces.

The CTUR project (Project launch: January 19th 2009, End of the project: July 19th 2011) refers to cruise tourism development as an opportunity for urban and architectural harbour heritage recovery and to develop economic and social opportunities for the port-cities, coherently within a genuine "urban regeneration" framework (physical environment, economic and social improvements).

The three CTUR general themes analyzed in the framework of the integrated approach:

1. Transforming, regenerating and adapting the physical and environmental components of the 'city-port system': increasing the attractiveness of the port city

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

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

CTUR Partners

Municipalities
•Naples (Italy - LP)
•Alicante (Spain)
•Dublin (Ireland)
•Helsinki (Finland)
•Matosinhos (Portugal)
•Rhodes (Greece)
•Rostock (Germany)
•Trieste (Italy)
•Varna (Bulgaria)

Port Authorities
•APDL - Administração dos Portos do Douro e Leixões, S.A (Portugal)
•Naples Port Authority (Italy)

Regional Authorty
•Generalitat Valenciana (Spain)

Observer Partner
•Istanbul (Turkey)

**with the contribution of the International Association AIVP
Association Internationale Villes et Ports (Le Havre, France)**

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Editorial

The port as a city highlight and a lever for the economic and social development of Naples. This is one of the priorities of this administration and Urbact II perfectly fits this project. A EU initiative aimed at fostering the exchange of know-how and experiences in several European cities. In this framework cities benefiting from urban development funds are given the opportunity to exchange views and good practices thus creating a database of information on local development and a shared knowledge that can strengthen the European identity in a bottom-up approach thanks to the participation of the citizens.

In this sense the **CTUR** project is pivotal. This thematic network with Naples as Lead Partner aims at maximizing the economic impact of cruise tourism on the city with a specific focus on the regeneration of the historical city centre, from piazza Municipio to piazza Mercato. Actually cruise tourism is a fast growing industry with the port of Naples ranking third in Italy (as in 2010) and among the first in Europe and in the world with its 1.3 million passengers every year. This administration wants to exploit this asset for the economic development of the city. This is the starting point of CTUR: the need for maximizing the impact of this tourism industry on local economy, also in consideration of its potential growth In Naples, in Italy and in Europe in the next future. The other participants in the network are Alicante (Spain), Dublin (Ireland), Helsinki (Finland), Istanbul (Turkey), Matosinhos with the city and the port authority (Portugal), Rhodes (Greece), Rostock (Germany), Trieste (Italy), Varna (Bulgaria), Valencia /with the Generalitat Valenciana (Spain) and Naples (Italy) with the city and the Port Authority: very diverse city-ports on different seas that have made the exchange richer and more fruitful in the network.

This final report is a summary of the work done in collaboration with the partners and the results obtained during the 30-month project. This document integrates the scientific contributions and good practices already published in the three thematic journals on the **"Physical and environmental component"**, the **"Economic and Social Benefits"** and **"Governance"**. The Final Report is a useful tool for cities, local officials, technicians, port authorities and ship owners in order to improve the cruise-city relationship in the interest of all the stakeholders, including the cruise tourists, who are the leading actors of this new form of urban tourism.

The URBACT II program introduces the **Local Action Plans**: cities are required to draft proposals and projects to be implemented locally. All the LAPS were shown in an exhibition travelling to all the partner cities. This initiative involved a great number of citizens and was very successful at disseminating the results of the project with the local populations taking the regeneration of their cities in their hands. This is a very positive result obtained by the **CTUR network** thanks to the active cooperation of all the partners with whom I hope we can continue implementing the Local Action Plans. The city of Naples, with the collaboration of Autorità Portuale di Napoli, will work to implement the Local Action Plan for "Città bassa Porto" that, thanks to CTUR, was drafted with the involvement of number of public and private stakeholders and is therefore a joint success that shall not be wasted.

Luigi DE MAGISTRIS
Major of Naples

Preface

Cruise Tourism and Urban Regeneration, CTUR, a thematic network led by the municipality of Naples in the framework of URBACT appears to be a passionate issue: passionate for the people living in port cities, these cities with only three sides, the fourth one being an ocean or a sea. CTUR is about cities receiving groups of 2 or 3 thousand tourists leaving their cruise liners. The tourists want to discover the most of the port city in a short day time. The inhabitants would like to share their passion for their city.

Where is the soul of a city? In the monuments, in the museums, in its landscape? Or in the small market beyond a church, in the way one drinks a coffee in a bar, in the colour of the taxis and the agility of their drivers?   One needs days and nights to discover and be able to appreciate cities, especially port cities with their open side. There is not such time available for cruise tourists. So, how to deliver, if not the soul, at least a flavour of Helsinki, Rostock, Varna…

There is no cruise liner cult as used to be the case for cargo in the Pacific Ocean during the forties and the fifties. It is about mass tourism and the urban fabric; it is about economy in a win win process.

CTUR partner cities decided, each of them in its own context, but with a common methodology proposed by URBACT to confront logics which appear, primarily, contradictory: the logic of the cruise liners which bring thousands to the city, the logic of the other actors such as the port authority, the municipality, the retailers, transporters, and the inhabitants. Link after link the CTUR partners have dismantled the chain of the actors involved and tried to understand motivations and the functioning of each of them. They tried to find alternatives which could be profitable for all of them.

The final report of CTUR describes this common process, its successes and its weaknesses. It presents the main characteristics of the Local Action Plan built by each partner city with the help of its Local Support Group. There is no magic formula for success but ideas on how to progress and develop new complementarity and better understanding between cruise tourism actors and those visiting port cities.

It does fit well with the raison d'être of the URBACT Programme : an integrated approach, supported by the involvement of stakeholders to improve management of cities and quality of life for the inhabitants. In this perspective the mutual assistance among the partner cities of CTUR was decisive.

Indeed, CTUR partners deliver a lot. There is still a lot to do, but now they know that they are on the right track.

Jean-Loup DRUBIGNY
Head of the URBACT Secretariat

Foreword

Naples is the lead city in the **CTUR** project - Cruise traffic and Urban Regeneration of City Port Heritage as a key for sustainable economic, social and urban development - implemented in the framework of the **European Territorial Cooperation Program URBACT II**. Over these years the city of Naples, in its quality of URBACT II partner, has participated in several EU initiatives and programs aiming at improving urban development policies in European cities: **URBAN I**, **URBACT I** and the **URBACT II** Thematic Network **HerO** - Heritage as Opportunity.

Cruise traffic is one of the major new opportunities that the cities must exploit better in terms of economic impact and growth. This is the challenge of the thematic network CTUR within URBACT II. The work carried out in the first phase of CTUR for six months in order to define and agree on themes, methodologies and goals with the project partners, paved the way to a smooth operation for the following 30 months resulting in knowledge acquisition and in the implementation of 10 local action plans, one per each partner city. All these results were circulated and disseminated by means of several publications that can be downloaded from www.urbact.eu/ctur: **nine Interim Reports** of the workshops, **ten CTURCitynews**, one for every partner city, **eleven Local Action Plans**, one per partner, **three Thematic Journals** dealing, through the "Integrated Approach", with the issue of "Cruise Traffic and Urban Regeneration". An then there is this **Final Report**.

The **three Thematic Journals** report the results of the exchange of experiences and good practices by means of an in-depth review of what is being done in the various European port cities to tackle the problems of waterfront regeneration and the role that cruise traffic may play in this context.

This **Final Report** contains "food-for-thought", "lessons learnt" and "recommendations" stemming from the exchange of "case studies" and knowledge as well as from the "hands-on" experience of the local action plans implemented, a real "plus" of URBACT II. The Report also includes a schematic description of the case studies examined, presented in detail in the thematic journals. In conclusion there are some remarks and suggestions addressed to the Secretariat of URBACT and the European Commission as a contribution for a further improvement of the next URBACT calls for proposals.

The synergistic relationship with all the CTUR partners led to the great results listed above. I want to thank all the partners for their active participation in the network activity and for their commitment in the implementation of their local action plans.

One of the keys to success was the contribution by our Lead expert Vittorio Torbianelli who coordinated the scientific activity in collaboration with the thematic expert Pauline Geoghegan. Let me also thank our "guest expert" Luis de Carvalho of CEO Consult dc Copenhagen for his support in studying the CTUR themes.

I want to acknowledge the contribution of Lead Expert Joseph Tomatis and of Thematic Expert Carine Guidali at the beginning of the second phase of the project in terms of working methodology and exchange of experiences.

My mind gratefully goes to Lead expert Rachel Rodriguez Malta for the work she did in the first phase of the project that was the backbone of the whole work.

The Local Action Plans in Naples could have not been implemented without the paramount support of the public stakeholders (divisions, departments and Councillorship of City Council of Naples, Campania

Region, Soprintendenza, University of Naples "Federico II" – School of Architecture, Ente Provinciale per il Turismo, etc.), public–private subjects (Sirena Company, Terminal Napoli, etc.) and private subjects (Borgo Orefici Consortium and Antiche Botteghe Tessili Consortium, many maritime agents, ship-owners, neighbourhood investors, citizens etc.) who were willing to venture along an experimental path. A key role was played by Naples Port Authority both in the network and in the implementation of the local action plan in its double quality of CTUR partner and Local Support Group member.
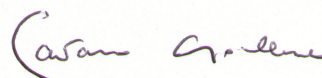
Thanks to the support/suggestions of Mr Gennaro Ramazio of the European Investement Bank, Mrs Liliana Baculo, economic experts and Mrs Valentina Della Corte of the University of Naples, which gave opportunities and tools to finalize our Local Action Plan.

Let me acknowledge the support given to CTUR activities by Giancarlo Ferulano and Monica Vito from "Valorisation of the Historic Centre Department" who also contributed to the implementation of the UR-BACT/CTUR plan as a member of the LSG.

Would be hard to obtain CTUR results/outputs without whose factual no-stop cooperation of the CTUR National and International networks staff Giovanni Hoffmann and Cristina Fato - through the technical assistance of IDIS Città della Scienza - and stagiaires Anna Arena and Maria Luna Nobile.

Finally, I want to express my gratitude to the new administration that, under the guidance of the Mayor Luigi Mr de Magistris, the Counsellor for Tourism and Culture, Mrs Antonella di Nocera, the Counsellor for Town Planning, Mr Luigi De Falco and his staff, Mr. Riccardo Festa, allowed to manage successfully the final phase of the project.

My heartfelt thanks to all.

Gaetano MOLLURA
CTUR Project Coordinator

Contents of the Final Report

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1.1 A BRIEF INTRODUCTION TO THE CTUR PROJECT

The CTUR project has facilitated numerous exchanges of experience between the partners, through case studies, as well as the sharing of external information, thanks to the presentation of lead experts, thematic experts and the mix of other participants.

Moreover, it provided the framework to define, at local level, the so called "Local Action Plans" (LAP), which are a coherent program of actions proposed by the individual partners, developed in collaboration with the member of the "Local Support Groups" (LSG).

The technical contents of these experiences are reported in the main technical outputs of the project (see chapter 5 – "Available outputs") which can be summarized as follows:

  • the" Thematic journals" (I- Physical environment, II- Social Economic Generator, III- Governance);

  • the Reports of the thematic meetings;

  • the Local Action Plans developed by the cities together with the Local Support Groups.

1.2 AIMS AND CONTENTS OF THE "FINAL REPORT"

This final report aims to briefly introduce the technical material (starting with the three thematic journals) to create a broad picture of the main concrete results of the project, which could be useful not only to the partners but also to external readers.

The first aim of this report (Chapter 2) is targeted at providing the interested parties (partners and other administrations) with a series of general conclusions in a succinct format and without specific reference to one case or another. It deals with 'general lessons' and guidelines derived from the 'transversal' monitoring of all the project material and, in many cases, of best practices which partners lack.

The second aim is to supply (Chapter 3) a kind of guide to the best practices (action specific) dealt with in the case studies but moreover by CTUR partner LAPs, classified according to theme. Chapter 4 is to briefly present some general considerations on the URBACT programme. Finally, a detailed information on the "Outputs" is provided in the last chapter (Chapter 5).

Lessons to be learned

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2.1 THE KEY LESSONS: EXPLOITING THE POTENTIAL BENEFITS TROUGH AN INTEGRATED AND CUSTOMIZED POLICY

The main question and challenge for the CTUR project is: how can port-cities be productive and not simply transit areas for cruise tourism activity, by amplifying the ECONOMIC, ENVIRONMENTAL AND SOCIAL BENEFITS OF CRUISE TOURISM for the city.

But how can regeneration be achieved through policies and interventions with effective results? What are the strategies? What are the tools?

2.1.1 Recognising the benefits of cruise tourism avoiding false theories of "conflict" between the city and the "world of cruises"

Doubtless, the most important lesson from the CTUR project is that between "cruises" and "cities" there is no "conflictual" relationship as a general rule.

Cruises offer many potential advantages for cities, connected to the "regeneration outcomes" and it is not true that cities would have little to gain in respect to what the cruises give.

As McCarthy points out (McCarthy, 2009)[1] , the benefits can be classified as Economic Benefits, Environmental Benefits and "Planning gain" Benefits.

With reference to these potential benefits, the CTUR project has helped cities identify some principles, strategies and useful actions to optimise the relationship between cruises and the urban community.

The CTUR project is founded on the idea that cruise traffic can be an opportunity of local socio-economic impact and, more specifically, of urban regeneration. This idea has been validated and corroborated during the project.

1. McCarthy, J. (2009), Spatial Planning for Cruise Tourism – maximizing the benefits, Cityfutures, 2009.   http://www.cityfutures2009.com/PDF/105_McCarthy_John_Paul.pdf

ECONOMIC, ENVIRONMENTAL AND SOCIAL BENEFITS OF CRUISE TOURISM

In general, cities should be able to apply a coherent "city/cruise" strategy in order to exploit and maximise the positive long-term impact, described as follows:

ECONOMIC BENEFITS
Increased visitor spending
Job creation
City image enhancement
Attraction of new services industry
Extension of the tourist season
Revenues from ancillary uses in passenger terminals
Repeat visits as a result of visitor "sampling" of destination

ENVIRONMENTAL BENEFITS
Re-use of dockland areas as brown-field sites
Preservation of historic heritage
Mixed use and functional integration (with a "master plan" approach)
Linkage of the waterfront to the city
More sustainable urban density
Improved aesthetic amenities

PLANNING GAIN BENEFITS
Planning gain/community benefits (e.g. increased access to the waterfront)
Provision of a broader array of local amenities
Enhanced civic pride (iconic cruise ships attracted)

(Elaboration from: McCarthy J., Romein A., Cruise passengers Terminals, Regeneration and Spatial Planning: the cases of Amsterdam and Rotterdam, Portus, 2011)

Why cruises are a real opportunity for port-cities

Even if it is true that, in general, the cruise lines tend to occupy as far as possible the links in the value-chain, with vertical integration operations of the services and peaks and ruts of "ships", it is also true that:

• cruise tourists demands of the "city resources" is growing notably in respect to the past (evolution of the tourist profile). The direct consequence is that the cruise lines want to satisfy these demands (e.g. the 'free' visit without excursions sold onboard), to "cuddle" the cruise passenger. Cities (as cruise destinations) are becoming more important in cruise marketing;

• the ability of the city to organise a pro-active marketing strategy for the sector, offering, for example, "free visit packages and itineraries", "purchasing deals" at a local level, rather than leaving it open to "out-of-city" excursions is a winning strategy. This would maintain a higher rate of added value in the urban areas, moreover within the framework where the cruise-lines continue to maintain control of the value chain, through their own tour operators;

• there exists the possibility of increasing (also notably) the territorial impact, by offering services for the operators of that sector (cruise lines etc.) rather than to the passengers.

2.1.2 The need for a general integrated "city-cruise policy"

In a genuine regeneration programme the factors at stake should concern physical/social/economic environment and in particular: residential facilities, housing and public space quality, urban communities, human resources as well as employment, education and professional training.

A primary result of the CTUR project is the understanding, by the partners, that the possibility to obtain urban regeneration results (of historic districts usually near the port) linked with the development of cruises is possible through various channels.

These all go through a further stage: to generally increase and improve the attractiveness of the city for the cruise world (tourists and operators) trough a general integrated "city-cruise policy"

The aim of regeneration can only be achieved with a wide and integrated policy and successful city-marketing for the specific cruise sector, aimed at attracting greater flows and – together with the flows- greater economic impact. This last challenge is of great importance.

This explains the CTUR project and the partners' focus (also the LAP) on many issues and actions, which apparently do not have a direct link with the

redevelopment of the "physical environment" .

As can be seen later, the "lessons to be learned" often refer to issues, which are not closely linked to specific zones/districts or to town planning activity, but deal with wider "city marketing" strategies in reference to the cruise world.

This field seems to need further substantial improvement, also due to the sector's rapid development and change, forcing cities into a "lifelong learning" situation.

2.1.3 A destination is not only a terminal: choosing the right strategy

The role of the terminal facilities

During the first years of the cruise market development boom, many cities (or rather port authorities) carried out policies aimed at the creation of new cruise terminals. This policy which centres on a (new) terminal aimed at creating a positive effect on the cruises and the regeneration of the districts, is not without its drawbacks.

Since building new terminals requires a huge amount of public funds, it is first of all essential to determine what role a new terminal can actually play in terms of maintaining or increasing cruise passenger flow in the long term.

Evaluating the direct and indirect impact of cruise activity on an urban region in terms of added value is not easy or often available; assessing the net impact induced by the location of a new cruise terminal is even more difficult.

Moreover, if a terminal is planned, paying great attention to the real requirements of the cruise-lines - also in terms of location, ashore logistics, expected developments of the ship's technology and dimensions - is essential.

The fact is that a new and prestigious terminal does not necessarily make a cruise destination more attractive, as some recent European cases of "over-investment" show.

Choosing the right strategy(ies)

There is evidence, that he creation of a new terminal is certainly not the only factor which triggers the link between regeneration and cruise tourism. As such, it should only be opted for if it can add real value.

Surely, different strategies are possible. One could link regeneration to cruise tourism starting from the urban regeneration of a historical neighbourhood connected to the port area. One can also consider cruise tourism as one of the opportunities, which increases the effects of regeneration.

What makes a terminal really useful?

A terminal is really attractive if it meets the actual needs of the cruise lines and its passengers. An efficient terminal is fundamental in the case of turnaround ports: it is the actual "entrance and exit door" of the whole cruise supply chain and the logistics involved in the arrival phase, in the passenger reception, baggage management and cruise ship supply must work perfectly. However, for ports of call (disembarkation and embarkation during visits) it is not as important to have a big and prestigious terminal. It goes without saying that a prestigious terminal does not make a city a turnaround port - that requires a city to be a key candidate for cruise tourism. This implies that the city is an attractive tourist destination, has flight connections, motorways and good road connections: not minor requirements.

However it is also possible to decide to sustain the development of a "working community" and a "cluster of suppliers" oriented to provide services to the cruise tourism industry.

Linking Cruises and Urban Regeneration
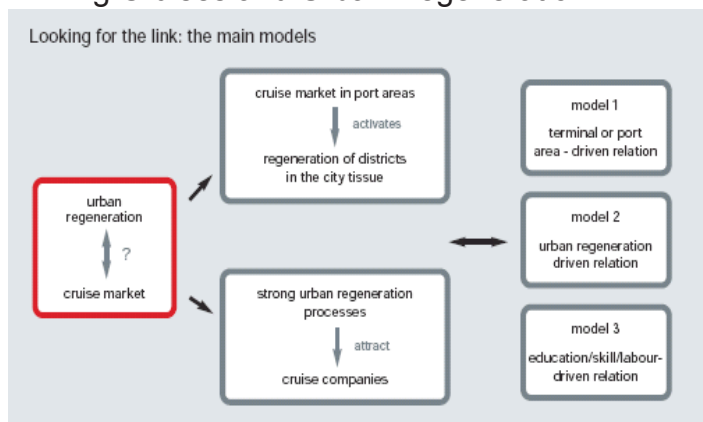
Source: The Urbact Tribune (2010)

In general, it is self-evident that each city has specific features (in terms of urban context and cruise tourism potential) and should select the best mix of strategies to face the challenge of "linking" cruise tourism to urban regeneration targets.

City, ports and Cruise Lines, emerging issues: the Port Industry point of view

Mr. Giovanni Spadoni – President MED Cruise Association
(CTUR final conference, Naples, July 2011)

A still growing market

An average annual traffic growth of more than 12% in Europe and the Mediterranean has been developed over the last 10 years. There are high levels of optimism in the industry and high levels of passenger satisfaction; the product is considered superior & better value than other tourism products and the numbers of repeat customers are increasing. Especially in Europe it has been ascertained an immense potential for growth (latent demand).

Over the five years between 2010 and 2014, 31 new cruise vessels have been scheduled for delivery with a capacity of 70,820 passengers. Of these - 12 - will be destined primarily for the European source market - that is - 26,600 lower berths (38% of all new berths) and an investment of €5.1 billion by the cruise lines. Many of the remaining ships will also visit Mediterranean destinations.

Passenger traffic and demand continues to grow, particularly in Europe, and ships are being built faster than ports can expand. Port infrastructure must expand at a brisk pace – and especially at the busy "must see" ports, the so-called marquee ports the "must see" ports inserted in almost all itineraries. So arises the need to expand marketing to new niches and to create varied itineraries that lead to marketing opportunities for new regions and ports. Some new destinations have found opportunities when the fuel cost increased and the cruise lines decided to reduce the speed of the ships introducing new ports in the longest legs of their itineraries.

The infrastructure requirement by the cruise lines

When we talk about cruise terminals, we are not just talking about passenger terminal buildings, but all of the port infrastructure where a ship stops. In the Mediterranean, where we have ancient port cities and historic waterfronts, accommodating mega ships at our ports requires much careful planning and a sensitive and complicated approach to expanding our ports and their infrastructure to be able to efficiently receive large or multiple cruise ships.

We are quite lucky that the growth in the number of cruise passengers in the Mediterranean has been at an annual average of over 12 percent over the last 10 years, and that growth rate is not abating – thanks to the investments by the ship owners in larger ships, dedicated to and marketed for our seas.

But with that luck comes a big responsibility for large-scale capital improvement projects. New piers, longer piers… Security plays an important role in the design of a modern passenger terminal and before investing in any project of water front revitalization a very careful analysis must be carried out to verify if the new projects fit with the very strict regulations which were put in place after ISPS Code implementation. We dare say that in some cases the spirit of the European legislation that regulated the ISPS Code implementation has been misunderstood by the National Governments and probably it is now the time of a deep revision and maybe some step behind based on an actual analysis of the risk.

The capital improvements should first, fit into the historic fabric of our port cities, and also increase the efficiency of staging shore excursion logistics and coach parking.

Differentiating the terminals and the "market-position" of the destination

We have to understand that the needed expansion of cruise terminal infrastructure in our ports, including megaship piers are most often incongruent with the attractiveness of our quaint and historic seaports, so these new terminals must

be located away from the centres of town, so as not to damage the port city's sense of place – or at least, be situated in a way that conserves the port's scale, conserving historic landmarks. Smaller, historic in-town passenger piers, can be maintained to service smaller ships, of the luxury sort. Mediterranean "old" multi-purpose ports are often compressed by geo-morphological situation and by the difficulty to expand in new areas; regarding the need for deeper draughts, dredging in many locations has become a very complex and expensive procedure due to environmental restrictions.

Now, about the Port-City relationship, we find ourselves in the situation in which City stakeholders are constantly debating about the conversion of often profitable commercial piers into piers that are appropriate for receiving cruise ships. This is a difficult challenge since Cruise activity in many Mediterranean ports is still seasonal (three months dead season, three months medium activity, six months peak season); cruise activity is often beneficial for the region, but not for the port itself; We are faced with having to ensure that this "new comer" port activity, that is, cruise activity is accepted and integrated into an already developed social and industrial fabric in our ports and port cities.

Average annual growth rate over the last 10 years at MedCruise member ports is more than 12%, so, while we keep growing, and given the physical, environmental, and fiscal constraints of expanding Mediterranean ports we ask, is this growth sustainable? Is there a breaking point?

The role of cruise itineraries and "de-seasoning" to develop a sustainable cruise tourism

First of all it is time that the ports and the lines start to work together on the itineraries to avoid peak days. The itineraries are strongly influenced by turn-around ports as the cruise lines prefer to embark the passengers in the week ends. This causes congestion in the home ports. As the itineraries of the most popular brands are very similar, the peak days in the home ports are reiterated in the following marquee ports of the itineraries. This affects in negative the services rendered by the ports, but also creates a sort

of passenger pollution at the main destinations and the experience for the passengers becomes at lower quality.

We advocate to the cruise lines and the industry in general that given that we have no shortage of ports, port cities and diverse regions and cultures, there are so many ports that offer wonderful attractions and discoveries that are not fully exploited.

More cruise ships should go to these ports. Also, expanding the high season into the winter months will make more room for growth.

But we can't deny the need for large scale capital improvements at our most popular ports. Our port and city leaders in Europe and the Mediterranean are demanding more environmentally-friendly ports and we ask, will the solutions for reducing cruise ship emissions at our port cities include cold-ironing, or even new fuel sources? Some of our ports are saying "yes." And in the short term, most MedCruise member ports are investing millions of Euros each in new or expanded berths and terminals.

Source: Mr. Giovanni Spadoni – President MED Cruise Association – Speech at the CTUR final

2.2 PRINCIPLES OF AN INNOVATIVE KNOWLEDGE BASED "CITY-CRUISE" POLICY

To be efficient, effective and innovative, city-cruise strategies and policies should be knowledge-based.

2.2.1 Cities could improve the impact of the cruise sector, by having a more professional approach to the cruise market and its requirements

Cities could gain immensely from improving their knowledge and understanding of the complex nature of cruise tourism and its organization.

This would allow each destination to fulfil its potential. Every city should know **how to "position" itself correctly within the cruise market**.

Moreover, cities should acquire the ability to devise, set and initiate a precise and elaborate "positioning strategy" with regards to their cruise "potential".

This strategy should be decisive as a result of a suitable analysis of the context, based both on the characteristics of the destination (physical/geographic/tourist as well as the profile of the local services on offer) and the specific "cruise market" segments that are already active or which the destination could attract. Indeed, there are many differences between destinations and related opportunities, so general rules have to be adapted accordingly to the context.

2.2.2 The cruise tourism market is very specific and requires an ad-hoc strategy

In particular, local communities should be aware of the need for specific marketing approaches, even integrated, within a more general city tourism development strategy, to attract cruise tourism.

The city should develop its awareness of close relations and the "reciprocal amplifier" that should link the specific development of cruise potential to the more general one of a "tourist" city (or an attractive one generally).

The need to develop highly defined marketing targeted at cruises may help detect focus aspects (e.g. quality of information) or tools (e.g. supply specific services also through "one-stop service platforms") that can be also effective for non-cruise targets. Otherwise, these aspects would not be considered adequately.

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2.2.3 Creating a community of experts and operators involved in the cruise issue: key aspects.

Producing and communicating updated and objective information on various aspects of the cruise market in the city and among the "stakeholders" is particularly important in order to create an adequate location and provide a good service strategy in a cruise destination.

To establish a suitable strategy to optimise the relationship between cruise and city, one must be aware of the following :

• **General characteristics of the cruise tourism market** and its components (cruise lines, tourist operators and linked sales, passengers etc.) and of new trends (bigger ships, "fun-ships", shorter cruises, more families, more experienced passengers/budget tourism, new markets, etc.), whose evolution is rapid, with specific attention to the most relevant market for the city.

• **Profiles of "expectations" and of requests (explicit and implicit), of "demand" and of availability to pay** (not always perceived and quantified by local suppliers), referring both to passenger demand (distinguishing for example according to nationality, age, cruise type, "visit" type, purchasing power type) and to cruise lines (ship services, terminal services, passenger flow logistics, skills, etc). These profiles should be created from relevant surveys highlighting the specific needs and expectations of different parties involved:

  • Employers in the cruise supply-chain, and particularly ship crews;

  • Cruise lines and the other operators of the cruise tourism supply-chain (e.g. tour operators);

  • Specific tourist segments, with particular attention to their new needs and requirements.

• **Detecting possible "local supply" (distinguishing the home port, from only port of calls) optimising the socio-economic impact, in the long term.** Indeed, an adequate positioning of the city in relation to the multiple components of the "potential demand" of the specific destination can be defined by combining the information on the "demand" with the identification of the most interesting supply models, assessed according to the expected socio-economic impact. This means overcoming, in a pro-active improvement-oriented way, the widespread but incorrect idea that the impact of the cruise sector is fundamentally referable to a generic "constant" of average passenger expenditure only.

• **Knowledge of the fundamental role which the local supply of "complex services" to the cruise lines can have on the economic impact** (and to the attractiveness of cruise lines port calls), above all in the main home ports (or candidate home ports).

Knowledge and strategy

As far as "knowledge" – oriented to the construction of a strategy- is concerned, the CTUR project showed how in many situations cities did not have sufficient information or available "descriptive frameworks", which could have been very relevant in the handling of proposed projects.

Of course, time, budget and schedules prevented the acquisition of this kind of information in the CTUR project.

However, thanks to some partners, the CTUR project has been an opportunity to monitor some highly interesting cases. Building a wider information framework on which to base any future strategies would have surely been a positive opportunity to follow their cruise attraction policy.

As far as the planning of supply strategies and the economic impact issue are concerned, the cities should prepare an in-depth analysis of the current and possible impacts, identifying creatively all the possible opportunities – tourist, sales, etc- of value creation for the various clients – both in the short and long term.

The advice of professional consultants that know the cruise market and its needs could be useful for startup strategies.

knowledge

expertise ➡ CTUR project

strategies

cities

CRUISE TRAFFIC
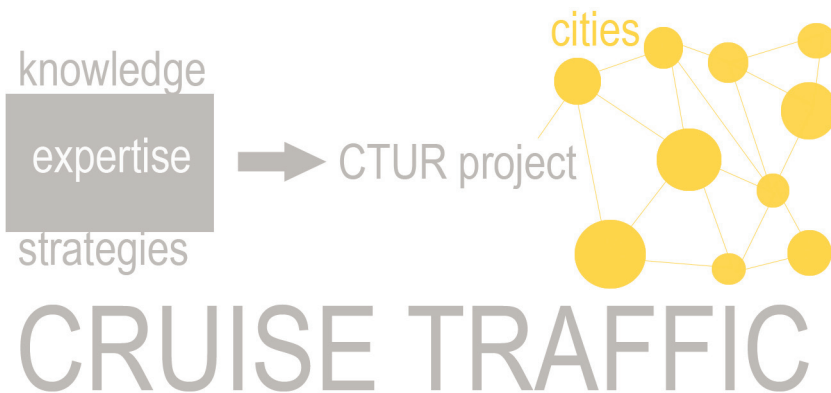
2.3 FURTHER KEY CONCEPTS FOR AN INTEGRATED CITY-CRUISE POLICY

Some basic key-concepts and "questions" are particularly important to establish strategies to optimise the relationship between the urban community and cruises, and to obtain specific results in terms of urban regeneration.

2.3.1 Image of the cruise tourism sector in the city and "green ports"

The establishment of the cruise tourism sector in the city as a high profile, positive image in the city's consciousness should act as a precursor to action initiated in the city for the development of the cruise tourism industry. The growth in the ports must be environmentally sustainable with the respect, appreciation and preservation of the historic heritage. Key for the success of the Port is the Port-City relationship and the development and improvement of the water-fronts tied to the destination

2.3.2 Information for the tourists in collaboration with Cruise Lines

It is absolutely fundamental to inform in a highly detailed manner (and possibly in advance) the tourist of the city's potential and the opportunities offered including the entire range of services available, supplying various "guided" solutions . For cruise tourism cities should take some aspects into consideration: the availability of summarised and clear information, both functional and cultural; the concentrated availability and easy access of facilities; the presence of sites to visit and shopping opportunities, within an exact and identifiable system of zones/itineraries; quality and clarity of walking tours; existence of "visitor centres" and/or thematic-itineraries, and integrated signs/indications (also on purchasing opportunities).

However, some potential conflicts clearly do exist between tourist destinations and cruise-lines. Cities often complain that the cruise-lines do not support free tourism in the city, preferring to voice and sell their own excursions. The cruise lines maintain that selling these excursions is necessary to support the economy of their business and that an important part of their passengers are free to disembark in any case.

The only request from the cruise lines is that city promotion policies (on-board information, free shuttle bus etc.) are not addressed to those who have taken a cruise line excursion (around 40% on average). According to cruise lines, these city-promotion policies should be targeted only at those cruise passengers who decided not to buy the excursions (60%). The experience of some cities shows that it is possible to find a good balance for collaboration.

2.3.3 Focusing the "Repeat visits" potential

Knowledge of the role that an initial visit to the city via a cruise might play in the possibility of a non-cruise "repeat visit", must motivate the city to offer an "experience" for the tourist to this specific end.

2.3.4 Supporting integrated service platform (cruise clusters) and local coordination

The need to work, on the "governance" level, to create organisation models and "supply one stop shop platforms" (e.g. "Urban Cruise Cluster") which at a local level aid a complete and optimal identification, deployment, coordination and communication of the offer (services, products etc.) from the perspective of maximising the satisfaction of all the stakeholders and thus of the potential long-term socio-economic impact. To develop relationships for local coordination, and with the cruise lines and industry players themselves.

2.3.5 A strong shareholder commitment and cooperation with the cruise lines is required

There must be shareholder commitment, cooperation and coordination with the cruise lines. This includes ports, government authorities, tourism authorities, and service providers. Developing products and services based on the needs and expectations of your customers, focused on all aspects of the passenger experience from arrival to departure and ensuring that the tourism infrastructure supports the needs of the one day cruise visitor.

2.3.6 Training, educating, working

Assessment of the possibility to create, above all in the major destinations and co-planned with the cruise-lines, stable educational activity (at various levels) for personnel to enter the tourist and cruise industry, increasing the size of the "social" impact and establishing sounder links with the cruise-lines.

2.3.7 Working as an international tourism destination

It is important that tour guides are very well-trained in the subject matter, and that they understand and speak English fluently and other languages.

2.3.8 There is the potential to become a home port?

A port needs to understand if it can or cannot be a home port. It serves no purpose to try to promote oneself as a home port to cruise line executives if that's clearly a stretch – and in most cases, that's evident. Also, if your destination is not world-famous, you should understand what kind of dis-

covery destination you are – what authentic attributes does the destination have that are going to please the foreign passenger and make his or her trip memorable?

2.3.9 The need for an expensive terminal: a careful assessment

As already noted, large terminals are increasingly required by the cruise lines, but only in some specific ports (cruise "hubs"). Paying attention to the real need for a big terminal in the city and in particular to the "real" role played by prestige and by the architectural importance or the size of the terminal "building", avoiding overvaluing (above all, but not only, in the port of call cases) and the ability to attract cruise traffic via the creation of lavish terminals. Focusing on the operational function of terminal facilities only in keeping with the specific requirements of the destination.

2.3.10 Planning multifunctional facilities

If a terminal is built (or restructured) it is crucial that it should carry out several functions in addition to simply disembarking and boarding passengers and being open to the local community. These could include shopping centres, conference halls, exhibit areas, university and research centres. In addition the waterfront areas within the terminals should be modelled as "open" and "multifunctional". Public spending will therefore be put to better use and benefit the local community at large, creating vibrant areas with a positive impact on the quality of services for cruise tourists. Naturally, the terminal's distance from the heart of the city could present problems for its multifunctionality but even in these cases it presents an important challenge.

2.3.11 Paying attention to other "logistics" infrastructures

"If a big terminal is necessary, the biggest investments concern berths, piers, dredging and infrastructure for megaships. And also the logistics zones for ground transportation are also very important, together with basic infrastructures to receive the cruise ships, to improve the aspect of the Port, the Passenger Piers and to foster the Port-City and the Ship-Destination relationship. The cruise passengers are pedestrians and the connection between the ship and the destination is of paramount importance for the perception that the passenger will get from the destination. It is necessary a good Port-City relationship, including pedestrian precincts and pleasant experiences or, at least a suitable area nearby the ship for the local transportation directed to downtown". (Giovanni Spadoni – CTUR Final Conference, 2011)

Paying attention to logistics

Often passenger terminals are not required and essential in cruise destinations, particularly for transit ports. However, a safe and easy harbour and mooring is needed, as is disembarking and coach infrastructure for quick passenger logistics. It is also very important to foster the attractiveness of the connection, from a passenger and a pedestrian perspective, between the port and the city.

2.3.12 Reducing the "tourist pressure" is possible

The risk of cruise flow pressure in the historic city centres, and the massi-fication, standardisation and devaluing, of cruise tourism in the main Euro-pean contexts is noted as being relatively modest.

To reduce the "mass tourism – souvenirization effect", cities should take into consideration the opportunity to provide souvenirs in specific, easily identifi-able, shopping areas for cruise tourists, and – on the other hand - traditional artisan products, also of high quality, and gastronomic specialities.

Developing lesser known destinations
The construction of megaships leads to the need to expand port infrastructure and to create new relationship with the cruise line to avoid the congestion in the ports and the people pollution in the marquee destinations (staggering the ships calls and the ex-cursions to the most popular resorts). While popular ports are reaching saturation on many days, Europe abounds with fas-cinating lesser known port cities and destinations, which can relieve the congestion in the marquee ports and strengthen the itinerary as a whole.

(Source: Francesco Spadoni – Medcruise President; CTUR Fi-nal conference 2011)

Networking cruise destinations
"Regional ports are interdependent: they work together to im-prove the quality of all ports in the region. You may only be as strong as your weakest link. It is necessary to establish a long term action plan: the best consultants can be the cruise lines themselves. The product differentiation is necessary but all the offers have to be done with the respect, appreciation and pres-ervation of historic heritage".

(Source: Francesco Spadoni – Medcruise President; CTUR Fi-nal conference 2011)

2.3.13 Establishing alliances between cities on the itineraries and itinerary standards

The network of alliances "between cities" linked by cruise itineraries (vast maritime areas) can greatly help the city to reach an optimal positioning within the itinerary and to create a stronger promotional impact for the cruise-lines, also setting quality standards for the ports on the itineraries.

Moreover, it is time ports and cruise lines started working together on the itineraries to avoid peak days. The itineraries are strongly influenced by turn-around ports as the cruise lines prefer to embark the passengers on the weekends. As the itineraries of the most popular brands are very similar, the peak days in the home ports are reiterated in the following marquee ports of the itineraries.

2.3.14 Small ports for luxury cruises

In the case of small luxury ships, they can often fit into the small ports which large ships cannot access. The numbers may not fully sustain the local economy but these ships do create awareness.

2.3.15 Regeneration, cruises and (retail) district management

As for the more specific aspect that concerns the regeneration of run-down districts or of historic city centres, the absolute relevance of the link between the development of potential flows linked to the cruises and the models of the "sales offer" of the regenerated areas emerged, with the need to work on the promotion of the local sales networks from the perspective of retail district management, in socially sustainable formula (traders union, non-private management of the district).

2.3.16 Temporary structures and events

Another key point is the potentially important role that the following strategies can play:

> • **Temporary infrastructures** for facilities and the terminal building included, to be located in the terminal area, or renovated port heritage (e.g. old warehouses, etc.)

> • **"Vitalisation" of the cruise terminal areas with "events" and activities (e.g. artistic/cultural)** organised not only for cruise passengers, but also for the local collective or, in general, for the other tourist flows and for the crews close to the ship.

The "temporariness" (e.g. with "events" and local "markets" of artisan goods or local foods) is a principle which can be applied within the spaces of the historic city – typically in the piazzas - where the flows of cruise passengers

can converge during the itinerary.

During a moment of notable lack of public resources, the temporariness and the "multi-functionality" offer possibilities of reducing the financial commitment with interesting results in any case.

2.3.17 PPP: understanding and "controlling" the private developer

Looking at the relationship between port, city and cruise-lines, showed how in some cases there was a need for a greater understanding of the logic with which the relationship between three bodies can be constructed on the territory range development project level between city and port and the system of investments.

In particular, the increasing interest of the cruise-lines to enter the processes of planning and management of the connected spaces and of passenger services between cruise wharfs and the city (terminal, external sales spaces, etc.) has been noted.

Rather, it is necessary to clearly recognise that the cruise-lines and in general the related private investors need to get financial returns of a certain level for their investment, also within the PPP. This means that at a cost and time level, architectural and town-planning works which impact system profitability must be controlled, if there is private capital participation.

2.3.18 Wide governance for tourism: integration with promotion projects and tourist development over "vast" areas

The greater involvement of governing administrations (typically the regional councils) is useful in tourist promotion of the "cruise market" of a wide area, of which the city "cruise destination can be identified as a point of entry".

2.3.19 The possible role of the University and the interaction with Public Administration

The participation of universities can be important for different reasons listed as follows:

• To motivate and support, also indirectly, processes aimed at the creation of active professionalism in the city and linked cruise sectors.

• To contribute, with thematic research activity, to the furthering of knowledge of the city's potential for the cruise world;

• To contribute to the planning of urban development plans linked to the cruise sector.

On the other hand the Public administration can be an opportunity for the University

• To be connected to the needs and problems of the area through direct public and private stakeholders' experience as training for the students in a wider university didactic path on a multidisciplinary level.

2.3.20 How to avoid the risk of "souveniring"

The risk of excessive cruise tourist-pressures in the main European destinations is noted as being modest if compared to other very sensitive contexts (e.g. Caribbean islands), even if the literature is very sensitive to this aspect.

Unlike the "flat" tourist contexts often directed to the artificial aspects of many non-European countries, European cities always have elements of interest linked to their historic identity and mixed functions.

Moreover, the cruises usually do not represent European destinations and even in the CTUR project the absolute majority of tourist flows for which it was incorrect to attribute the "souveniring" phenomenon of the historic city centre tourist areas.

To reduce the mentioned risk, cities "could take into consideration the opportunity to provide souvenirs in specific, easily identifiable, shopping areas for cruise tourists, and – on the other hand - traditional artisan products, also of high quality, and gastronomic specialities".

Therefore, it is useful to imagine the creation of "markets" specially geared towards the "souvenir culture" for cruise passengers in the specialized areas near the terminals, thus avoiding the overlap of this sales offer with the traditional one in the historic city centres.

On the contrary, in the areas destined for cruise passengers in the historic districts, a strengthening of the more traditional identity of the small trader, artisan and public services (e.g. restaurants) should be followed.

2.3.21 Marketing and selling local products

In particular, it is important to reflect on the sales opportunities (in specific, easily identifiable areas) of traditional artisan products, also of high quality, and of gastronomic local specialities. A careful setting of the marketing of these goods is necessary considering:

• The real distinctive character of the local production in relation to other similar ones that could be made available on the cruise itinerary;

• The typology of potential clients (e.g. nationality of cruise passengers, etc.)

Like all port area and waterfront re-development policies, those relating

to cruises also need highly sustainable frameworks and social integration. There must be a resolution of possible conflicts of interest among the stakeholders and the development of community participation, with integrated planning tools (e.g. Community Benefit Agreement between developer and community etc.)

2.3.22 The "Object zone" approach

The relationship between the cruise-tourist and the city (both for home ports and ports of call) is specific and varied due to limitations of time and consumer models (close links with the "ship-hotel"), from the non-cruise tourist visits, that there is more flexibility.

For cruise tourism the following is fundamental:

• The availability of summarised and clear information, both functional and cultural;

• The optimisation of movement – both arrival and departure in the home port and those strictly tourist ones in the cities – and great planning and reliability;

• The concentrated availability and easy access of facilities, sites to visit and purchasing opportunities, within a precise and identifiable system of zones.

This factor necessitates that some of the managers carefully plan and communicate the visiting opportunities and the identification of "object zones". These must be spatially defined and meet the needs of clarity, standardisation, freedom and variety of choice, for passengers and crew. Here there are many areas for improvement in place-marketing.

Here follows the essential elements of any city cruise tourism support framework:

• The compatibility of passenger times between terminal and "object zone";

• Quality and clarity of walking tours

• If necessary, the rapid and easy availability of free shuttle buses at the terminal, or fixed-rate taxis.

• The preparation of "visitor centres" and/or themes itineraries, and integrated signs/indications (also on purchasing opportunities);

To this end, every city should define, beyond its specific LAP, a general plan for the integrated organisation of the relationship between cruise passenger

and city, clearly indentifying the spatial boundaries of the object areas of this plan.

These object areas should be identified where heritage improvement and preservation take place and where to address strategies for physical regeneration or to improve the image of the city.

2.3.23 Exploiting the planning gain: the integration of the cruise sector in large-scale transformation projects

The need (or opportunity) to create a new cruise terminal can propel larger functional conversions of disused port areas or urban areas generally (typically industrial ones). These works, in order to create respectful benefits, should guarantee that the new terminal:

• Is really useful for the development of cruise traffic (in home port cities)

• Is capable of supplying the widest range of services (multifunctional)

• Is located in a highly accessible area from where it is viable and easy to reach the city or tourist sites.

In other cases, the redevelopment of abandoned areas (e.g. industrial areas) can also take place in other areas of the terminal whilst still exploiting the cruise passenger flow potential. In this case these areas are advantageous:

• That have a strong attractive potential but, possibly, not to cannibalise other object sites (e.g. the historic city centre)

• Are easily reachable by cruise passengers in the spheres of distance and time limits typical of city visits.

CTUR results and outputs: a point of view of AIVP

(Greta Marini, AIVP *Association Internationale Villes et Ports - Le Havre, France*)

CTUR is interesting for AIVP members. It had accompanied the previous URBACT SUDEST led by Naples, on, the port city interface.

The problems are complicated and diverse, in order to cope with a changing market. Containers are getting bigger and so are the cruise ships. Many ports have moved their commercial activities to locations on the fringes of the city… 'outside of the city means outside of our minds'… at the same time the social integration of the port is becoming more crucial, and the integration of the three pillars of sustainable development are becoming more and more urgent. 'What is a port without a city, and what is a city without a port…?'

Emerging from the CTUR project some difficulties arise: ISP rules and access for passengers, distinction between different systems, structuring interesting tour offers for all, lack of visbility of ferry and cruise activity, and the management of environmental issues. The added value co-mes from: making use of the port symbolism, with public walkways, allowing visors to view port activities, and making the port more visible (la Rochelle, Algeciras, Lorient, Durban, le Havre…). Regarding respecting access to port and terminal, the right scale is needed, redetermine urban and port movements, and consider all modes of transport, land and water-borne.

Flexibility of temporary approach: to respect different development cycles, to test the cruise market with temporary structures, and re-using existing buildings. Integrating functions with existing uses. Good architecture must be an added value to the whole city.

To be a citizens' port the heritage is important: communicate it, educate young people and use the networks. Also social networks are important: passengers use them increasingly. Port centres are being used, not to promote the ports but to educate; networks include Cruise Baltic and Cruise Atlantic.

Guide to the CTUR good practices **3**

3.1 THE PARTNER CHALLENGES

Within the general framework, each city then defined its specific challenges. In some cities, the main challenge was to convert the historic port areas in to being suitable for cruises: **Istanbul (Turkey)** focused on the revitalisation of the functions of the "old" port (located in the *Galata Area*, within the city core) with a Cruise Port development integrated to a multifunctional waterfront re-development approach.

The strategy developed by **Varna (Bulgaria)** was aimed at transforming the old commercial Port of into a yacht and passenger terminal. A challenge of Rostock was to exploit the *Rostock urban inner port* as a hub for tall-ships and medium sized cruise ships and yachts.

Alicante (Spain), tried to develop an integrated multi-tool approach to reactivate and reuse the port area as a commercial and leisure zone with the purpose of promoting the renewed *Historic Quarter of Alicante* towards the cruise market as an interesting alternative to regional excursions. Also the **city** and the **Port Authority of Naples (Italy)** focused on using cruise tourism to support new attractive/aggregative poles for cruise tourists and inhabitants on the waterfront and in run-down areas near the port, supporting the traditional handcraft activities located in the districts to be regenerated. More generally, various cities have worked around developing suitable retail (shops etc) for tourists and crew e.g. opening-times, information and types of products.

Dublin (Ireland) faced issues which include the overcoming the lack of terminal/reception facility - cruise liners arrive into an industrial port, an area which is visually detached from city – and the evolving character of *Docklands*, a "heritage" industrial area sited between the port and the tourist core of the city. Also the main challenge for the city of **Matosinhos**, and for the **Port Autority of Laixoes (Portugal)**, was to develop cruise tourism in the North Region of Portugal through the construction of a *New Cruise multifunctional Terminal* (devoted to different activities for local community, like university research) in the Port of Leixões, highlighting the importance to improve the city-port relationship and reinforce the institutional relations between all local partners too.

Generalitat Valenciana (Spain) focused the general issue of linking the cruise terminal area with the city core, working on all the "three" zones (the port, the port-city connection and the city.– both) from a physical environment and service provision point of view.

Helsinki (Finland), "European Design Capital 2012", focused on working on

the spaces between the cruise terminal area (a provisional terminal located in a former dockyard) and the city, and also to exploit the economic potential of the passenger flow trough a number of temporary services and facilities both for cruise passengers and citizens.

At **Rhodes (Greece)**, the main challenges were establishing a better connection between the terminal and the rest of the city for pedestrians and vehicles, but also for bicycles, achieving better integration of the port to the uses of the city, renovating urban and port heritage, sending tourists further afield into the local market trough "thematic routes" thus confronting the problem of "guided commerce". Many LAPs investigated the possibility of creating tourist information centers ans systems of signalling specially for cruise traffic.

Various partners have prioritised the need to improve the quality and organisation of the tourist hospitality and more in general, to develop the marketing approach to the cruise tourist. To do this, partners (e.g. Rostock) have focused on the development of local educational activities for the cruise and tourism sector. Correct positioning in the market and a strategy of differentiation within the cruise itineraries was a challenge for some cities: **Rostock (Germany)** decided to dismiss the slogan "Rostock, the cruise-gateway to Berlin", and to better advertise itself as a "regional pole" destination also for cruise tourists. In **Trieste (Italy)**, the main challenges were to improve the attractiveness and the hospitality of the city in relation to cruise tourists, and to create a shared and integrated tourism development strategy at a local level, differentiating the destination from other ones in the Adriatic Sea region.

3.2 THE GOOD PRACTICES

In this section some solutions classified as "good practices" have been put forward, followed by the CTUR partner in the LAP write up.

The solutions are grouped "by category".

The contents of the LAP in reference to the specific intervention categories are published in detail in the table. Furthermore, the right-hand column includes the necessary referencing to identify the source accurately.

Granted that one of the results of the CTUR project was to motivate the city to think about creating an integrated and multifaceted cruise policy, in the LAPs developed by the partners there is the presence of some **"categories of concrete solutions"** used by more than one partner as tools, even if in a different way and with a different weight according to the contexts.

It is important to stress that the individual concrete actions are considered ele-

ments of wider local cruise policies which, differ according to case and need.

Of particular relevance were some solutions, among others, which will be summarized in the following paragraphs. However, it should be underlined that the examples reported are illustrational and do not represent the rich variety of solutions proposed by the partners:

INFRASTRUCTURAL INTERVENTION ON THE PHYSICAL ENVIRONMENT

One first category of solutions dealt with physical environment and spatial aspects.

• **Connections between port and city (and tourist sites)**

The improvement of the physical and transport service connections between port and city is an essential aim that can be realized through different strategies:

> **Pedestrian paths to the city** (Rhodes - Developing Waterfront roads for pedestrians; Dublin - Develop a pedestrian interface between the Terminal and the city Quay)

> **Bicycle connection to the city and bicycle hire** (Rhodes – City/port connection by bicycle),

> **Bus shuttles and road connections to the city** (Dublin, allocation and management of coach parking in the city to serve cruise liners; Varna - Development of different transport lines leading from the terminal area to different historical museums and tourist resorts in the vicinity of Varna);

> **Waterbuses** (Dublin - Support the use of the water bodies to link the Port with the city; Helsinki - Building temporary water bus quay),

> **Metro links** (Valencia and Naples - new metro stations close to the cruise terminal)

> **Taxi connection to the city and information on fares** (LAP Valencia Provide information about the approximate fares for the different methods of transport).

• **Improvement of the "Image" of the cruise facilities and of the "panoramic views"**

This aim greatly increases the cruise passengers' enjoyment of the city, while tempting them to come on shore. As for example in the following cases: **Valencia** improved the image of the port and the city as viewed from the docks; **Rhodes** proposed highlighting coastal monuments and archaeological sites.

• **Newly built or renewed terminal facilities with an added focus on the**

reuse of "heritage"

Terminal facilities formed the basis of several LAPs: **Matosinhos** (construction of a new multifunctional prestigious terminal near the historic area with a marina and quay), **Helsinki** (reuse of ex-industrial dockyard hall for the temporary cruise terminal), **Trieste** (restoration, redevelopment and modernization of a hangar of the historic maritime station/Cruise terminal and lengthening of the berth) and **Rhodes** (conversion of port warehouses near the terminal into leisure facilities & tourist offices).

• **Exploiting cruise facilities development as an instigator of wider redevelopment urban plans**

This is a strategy adopted by various partners like **Rhodes** (Regeneration of an ex-industrial area near to the existing terminal), **Naples** (Redevelopment of the waterfront, of the monumental area and the parts of the historic city centre close to the cruise terminal), **Dublin** (Investigated the potential for a Waterfront Land-use Plan), **Helsinki** (long term housing development in the area between the cruise terminal and the city) and **Istanbul** (Galata port/waterfront integrated regeneration project).

• **Development of cruise facilities in spatial and functional synergy with other maritime facilities and flows allows concentration of economies of scale**

Varna, for example, developed the existing marina near the new passenger terminal of the port of Varna; **Rostock** supported synergies between cruise and ferry passenger transport and other incoming tourism to expand the number of people visiting the tourist sites of the city.

FUNCTIONAL AND GOVERNANCE ASPECTS

The second category of solutions dealt with functional and governance aspects.

• **Creating local jobs in the cruise and maritime sector**

Two different strategies can be pursued: the first relates to business "clustering"; the second to education and skill design. These are two ways to expand – both in the short and long term - the economic and social impact of cruise traffic. **Matosinhos** focused on development of entrepreneurship and technological employment within the maritime sector; **Rostock** supported a network of investors/operators to start short cruises with small ships in the South Baltic Sea, reinforced the educational institution called "Rostock Cruise Academy" and improved and extended Rostock´s cruise headquarters business area; Dublin decided to establish an organisation/agency to promote and develop

the cruise traffic industry, while **Valencia** planned training courses for service sector staff working in tourism and collaboration with training centres for internships (tourism, languages, customs).

- **"Information" and physical "information points"**

Among the tools aimed at providing information for cruise tourism, cities offered many examples of information points (e.g. **Alicante** - visitor centre in the old town to welcome cruise passengers; **Valencia** - Information point in the city specialized in cruise tourism; **Rhodes** - Installation of information systems within the port area). LAPs often focused more generally on the "information" issue, both with the diffusion of information on board (**Matosinhos** - Development of more attractive tourist promotional materials and information provided onboard; **Alicante - Port Authority** will send information about port calls in advance in order to be ready for the cruise arrivals) and web-based and Wi-Fi tools were also developed (**Helsinki** – Development of temporary cruise-passenger- oriented sign post campaign with mobile services).

- **Creation of thematic routes in the historic centre for cruise tourists as a specific information tool**

Interesting examples of thematic routes are visible in the LAPs of **Naples** (cultural artistic itinerary in the low city, managed by the local retail association) and **Valencia** (development of specific routes into the city centre matched with passengers' available time and interests and updated information for retailers regarding cruise ship arrival dates).

Further example of public space vitalisation and events linked to the "cruises" can be observed in the **Helsinki**'s LAP (Creation of "market places" to develop leisure and tourism orientated businesses and events in cooperation with World Design Capital 2012 foundation) and in **Dublin** (promotion of and support for the port/docklands area as a destination for year-round attractions).

- **Shopping and eating services and related facilities**

These are areas of notable interest for the urban cruise policy and the creation of "added value" for the city, to be explored with various strategies.

Helsinki proposed temporary reuse of ex-industrial dockyard halls for artists and 'workshop villages' for unique, locally made products. **Rhodes** developed a trademark of quality assurance for shops and restaurants while **Naples** proposed to develop a shopping centre in the multifunctional maritime station building and to support economic activity, which is historically present in the port district (goldsmiths and textile retailers). Finally, **Varna** proposed the creation of numerous shopping centres and tourist attractions around the port of Varna-East.

- **Times and timetables to best adapt the rhythms of the city to those of the cruises**

Organizational solutions can strongly improve the economic local impact of cruise traffic. **Dublin** encouraged the time of events and activities to coincide with cruise ship calls; **Rhodes** proposed the adjustment of visiting hours for archaeological and cultural sites.

Stressing the social aspects

(Pauline Geoghegan, CTUR Thematic expert)

From the start the CTUR project has considered the social impact of cruise tourism in port cities; some elements have emerged clearly from the work between the partners during the project, indicating that as well as the physical and economic impact, cities are also concerned to ensure that the benefits of cruise tourism extend to the life of the vibrant communities within, and linked to, the port areas, who wish to turn to face the port, rather than turn their backs to it as they have been forced to do in many cases.

Cruise tourism is generating employment, and this is taken into account in the examples of Rostock (cruise academy) and Valencia (training). Cruise tourism is also being used to highlight the cultural and human heritage (in Alicante and Rhodes). It can also be the vehicle for a re-thinking and revival of the waterfront, as in Varna, Trieste and of course Naples, and generating small craft businesses also as in Naples.

Housing has been planned to regenerate port area populations in Helsinki (in the future) and in Dublin (already achieved), and both of the cases include housing mix, i.e. social and commercial housing.

Another approach to bring the port areas closer to the citizens are projects such as the Naples schools project and port centres such as in Genoa and Antwerp (experiences brought to CTUR by AIVP). At the end of the day the challenge

for cities is to ensure that cruise tourism enhances the quality of life for its citizens, and in particular those most directly affected by cruise developments. In Alicante the revitalisation of the old city area provides a focus for cruise tourists but it has also brought areas of the city back for its citizens by creating new or improved housing and employment, thus maintaining its population in the heart of the city.

However, the CTUR experience must also put us on guard against creating 'gentrification' in port areas. We must avoid the situation where creating attractive spaces for tourists means that we push the established local population to the outskirts of the city.

The visit to the Naples future 'gold quarter' provided a vision of a bottom up process: starting from its ongoing tradition as a quarter for the making and selling of gold jewellery, skills are being revived to serve the cruise tourism industry and beyond.

The processes must be gradual, the resources provided must be real: the link to the city and the port are the basic infrastructure on which the cruise tourism projects can be built. In CTUR the access between the cruise arrival point and the city is crucial: we need to ensure that this 'access' is more than physical: it must be human above all, bringing back the port to the citizen.

Rhodes_bycycle city/port connection

Istanbul_Galata port

Naples_the waterfront project_molo Beverello

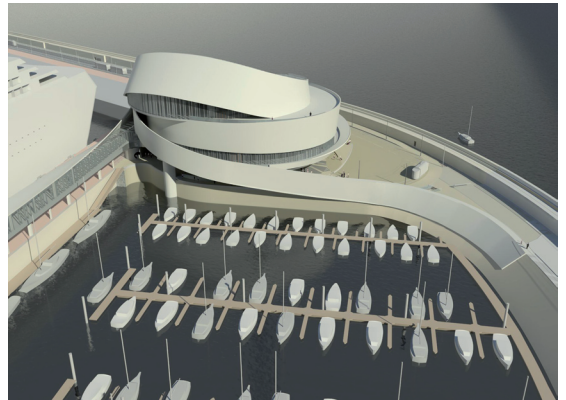Valencia_linking terminal/city core
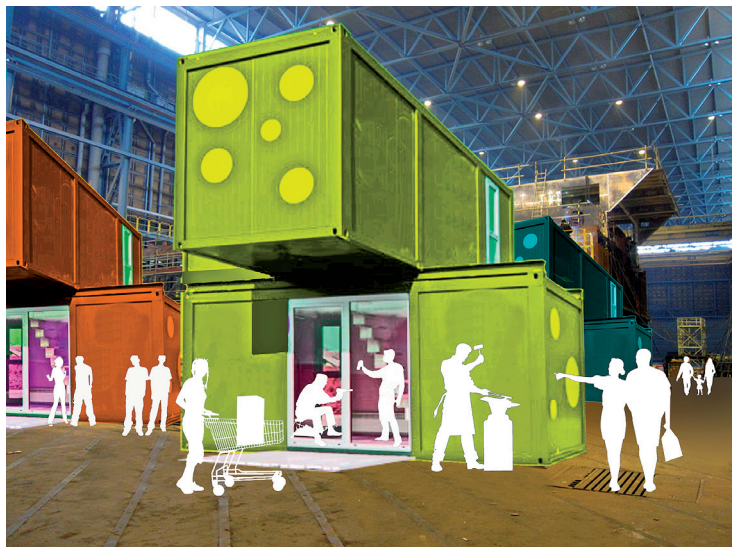

Varna_the new passenger terminal

Matosinhos_the new cruise terminal

Rostock_cruise facilities

Trieste_the new cruise terminal

Alicante_El Claustro Municipal building

Helsinki_temporary reuse of ex-industrial docks

Connections between port and city (and tourist sites)

1. Pedestrian paths to the city

LAP[2]**Helsinki** - Reorganizing pedestrian and bus routes from the port area to the waterfront park	Action 3.2 of the LAP; TJ 1 p.77
LAP Rhodes - Developing Waterfront roads for pedestrians	Action 2.4 of the LAP
LAP Dublin – Development of a pedestrian interface between the Terminal and the city Quay	Objective 1 of the LAP; TJ1 p.87

2. Bicycle connection to the city/Bicycle hire

LAP Rhodes – City/port connection by bicycle	Action 2.3 of the LAP; TJ 1 p.33

3. Bus shuttle and road connection to the city

LAP Valencia – Create (and or modify) a new urban tourist bus route connecting the Terminal to the main tourist areas	Action 2.1 of the LAP ; TJ 1 p.37
LAP Varna - Development of different transport lines leading to different historical museums and tourist resorts in the vicinity of Varna	Action 1.2 of the LAP
LAP Rhodes - Improving port/city island road connection and bus services	Action 2.2 of the LAP
LAP Dublin - The allocation and management of coach parking in the city to serve cruise liners	Action 1.1 of the LAP
LAP Napoli - Shuttle between the main port access, including the maritime station	Action 1.6.3 of the LAP
LAP Alicante - Cruise Passengers will be transported to the Visitors Centre in a five minute bus journey.	Action 1.1 of the LAP; TJ 1 p.102

4. Waterbuses

LAP Dublin - Support the use of the water bodies to link the Port with the city	Objective 1 of the LAP; TJ 1 p.83; TJ 1 p.92
LAP Helsinki - Building temporary water bus quay	Action 3.3 of the LAP; TJ 1 p.77

2. ALL LAP (Local Action Plans and related action can be downloaded at : www.urbact.eu/en/projects/port-cities/ctur/our-outputs/

5. Metro connection to the city

LAP Valencia - new metro station close to the new Terminal or set up a Metro connection via a shuttle service.	Action 2.2 of the LAP; TJ 1 p.37
LAP Napoli – development of the underground train service and station near the cruise terminal	Action 1.6 of the LAP; TJ 1 p.28; TJ 1 p.60; TJ 3 p.58

6. Taxi connection to the city and information on fares

LAP Valencia - Providing information about the approximate fares for the different methods of transport	Action 2.4 of the LAP; TJ 1 p.37

"Image" of the facilities and of the "views"

LAP Valencia - Improve the image of the port and the city as viewed from the docks	Action 1.4 of the LAP
LAP Rhodes - Highlighting coastal monuments and archaeological sites	Action 1.4 of the LAP

Newly built or renewed terminal facilities

LAP Helsinki - Reuse of ex-industrial dockyard hall for the temporary cruise terminal	Action 2.2 of the LAP
LAP Varna - Discussions on converting part of the commercial port into a yacht and passenger terminal	Action 2.1 of the LAP
LAP Rhodes - Conversion of port warehouses near the terminal into leisure facilities & tourist offices	Action 1.1 of the LAP
LAP Matosinhos - Terminal construction (Cruise Quay, Marina and Cruise Building	Action 1.1 of the LAP; TJ 1 p. 54
LAP Trieste - Restoration, redevelopment and modernization of a hangar of the historic maritime station (Cruise terminal) and lengthening of the berth	Action 2.1 of the LAP; TJ 1 p.64
LAP Alicante - The City of Alicante and Port of Alicante have developed a new leisure area called "Zona Volvo", just a five minute walk from the Cruise Terminal.	Objective 2 of the LAP

Multifunctional cruise terminal and port-areas/ Temporary activities

LAP Valencia - Attract and create activities, recreational areas and shopping centres closer to the port for tourists and cruise ship crews	Action 1.8 of the LAP; TJ 2 p.35
LAP Valencia - Equipping the cruise Terminal for different uses	Action 1.7 of the LAP
LAP Helsinki - Building a 'Sauna village' not far from the cruise terminal	Action 1.4 of the LAP
LAP Helsinki - Creating 'Welcome to Helsinki' art wall to the sea	Action 1.5 of the LAP
LAP Helsinki - Converting historical port industrial buildings into a City House of Dance	Action 2.1 of the LAP
LAP Matosinhos - New onshore tourist offer (new programs, new companies and new products)	Action 1.2 of the LAP
LAP Matosinhos - Concentration of science production and dissemination, scattered across various university departments, in the new terminal	Action 3.1 of the LAP; TJ 1 p.54

The "Planning gain": exploiting cruise facilities and flows as a force of re-development plans

LAP Rhodes – Regeneration of an ex-industrial area near to the existing terminal	Action 1.2 of the LAP
LAP Dublin - Investigate the potential for a Waterfront Land-use Plan	Action 1.2 of the LAP
LAP Napoli – Reuse the lower city's and port's built heritage to aid urban regeneration	Objective 2 of the LAP
LAP Naples – Redevelopment of the waterfront, of the monumental area and the adjacent parts of the historic city centre	Objective 1 of the LAP; TJ 3 p.55; TJ 3 p.58

Synergies with other maritime facilities and flows

LAP Varna - Development of the existing marina and passenger terminal of the port of Varna	Action 1.1 of the LAP
LAP Rostock - creation of synergies between cruise and ferry passenger transport (and other incoming tourism)	Action 2.2 of the LAP

Creating local Jobs in the cruise and maritime sector through "clustering"

LAP Matosinhos - Development of entrepreneurship and technological employment within the maritime sector	Action 3.2 of the LAP; TJ 1 p.54
LAP Rostock -:Network development Investors/operators contact development to start short cruises with small ships in South Baltic Sea	Action 3.2 of the LAP
LAP Rostock –consolidating Rostock´s cruise academy and improving and extending Rostock´s cruise headquarters business area	Action 2.1 of the LAP; TJ 2 p.74
LAP Dublin - To establish an organisation/agency to promote and develop the cruise traffic industry in Dublin	Action 3.1 of the LAP
LAP Alicante – Marketing cooperation agreement between municipality and port authority	Action 3.1 of the LAP

Training and education

LAP Valencia - Training courses for service sector staff working in tourism and collaboration with training centers for internships (tourism, languages, customs, etc.).	Action 3.5 of the LAP
LAP Rostock – Rostock Cruise Academy	Action 2.1 of the LAP; TJ 2 p.74

Information and information points for (cruise) tourists

1.   Information tools

LAP Valencia - Information point in the city specialized for cruise tourism	Action 3.1 of the LAP
LAP Valencia - Provide special signs to guide visitors towards various tourist areas.	Action 3.10 of the LAP
LAP Valencia – Improving tourist information in the terminal.	Action 1.1 of the LAP
LAP Rhodes - Installation of information systems within the port area (information boards & Info points)	Action 2.1 of the LAP
LAP Matosinhos - Development of more attractive tourist promotional materials	Action 4.2 of the LAP
LAP Matosinhos - Introduction of city information onboard	Action 4.3 of the LAP

LAP Alicante - Information about previous routes with specific brochures (guided routes) and a specific brochure for passengers (free routes) Web Portals: LAP Alicante – Development of a Cruise Friends Web Page	Action 2.1 of the LAP
LAP Napoli - Info points for cruise passengers and crew	Action 3.2.1 of the LAP
LAP Valencia - Thematic guided visits provided by local companies	Action 3.4 of the LAP

2.   Web portals or Wi-Fi

LAP Valencia - Improve information on destinations using ICTs (tourist web portals).	Action 3.2 of the LAP
LAP Helsinki - Developing temporary cruise passenger orientated sign post campaign with mobile services	Action 3.1 of the LAP
LAP Dublin - Promote the areas (city and country) as a destination for repeat visits	Action 2.1 of the Dublin LAP; TJ 2 p.37

Thematic routes in the historic centre

LAP Valencia - Develop specific routes into the city center to match passengers' available time and interests.	Action 3.3 of the LAP
LAP Rhodes - Developing cultural routes in the medieval city	Action 1.5 of the LAP
LAP Matosinhos - Define different routes depending on time and preferences (cultural routes, monument routes, sport routes, one day routes)	Action 4.1 of the LAP
LAP Alicante - Development of different routes in the old town depending on time and preferences (museums, churches, gastronomy, handicrafts)	Action 1.2 of the LAP; TJ 1 p.102
LAP Napoli – cultural artistic itinerary in the low city, managed by local retail association	Action 3.4.9 of the LAP; TJ 2 p.27

Shopping and eating

LAP Valencia - Updated information for retailers regarding cruise ship arrival dates.	Action 3.6 of the LAP
LAP Valencia - Facilities in shops for cruise tourists.	Action 3.7 of the LAP; TJ 2 p.35
LAP Valencia - Delivery and placement in the Terminal of purchases made in the city	Action 2.5 of the LAP; TJ 1 p.37

LAP Helsinki - Temporary re-use of ex-industrial dockyard halls for artists and 'workshop villages' for unique made-in-Hernesaari products	Action 2.3 of the LAP; TJ 1 p. 77
LAP Varna - Creation of numerous shopping centres and tourist attractions around the port of Varna-East	Action 3.2 of the LAP
LAP Rhodes - Developing a trademark of quality assurance for shops and restaurants	Action 3.4 of the LAP
LAP Matosinhos - Building's rehabilitation: restaurants and shops in the historic urban coastal district	Action 2.2 of the LAP; TJ 1 p.54
LAP Napoli – Development of a shopping centre in the multifunctional maritime station building	Action 3.1.1 of the LAP; TJ 1 p.60; TJ 2 p.27
LAP Napoli – Support to economic activity which is historically present in the port district (goldsmiths and textiles)	Action 3.4.3 of the LAP; TJ 1 p.60; TJ 2 p.27; TJ 3 p.62

Times and timetables

LAP Rhodes - Adjusting visiting hours of archaeological and cultural sites	Action 3.3 of the LAP
LAP Dublin - Encourage the time of events and activities to coincide with cruise ship calls	Objective 1 of the Dublin LAP
LAP Napoli – Retail opening times plan linked to cruise tourism	Action 3.2.2 of the LAP; TJ 2 p.27
LAP Alicante – The Port Authority will send information about port calls in advance in preparation for the cruise arrivals.	Action 3.2 of the LAP

Cruise tourism market research

LAP Valencia - satisfaction surveys	Action 3.9 of the LAP
Case Study Dublin - Survey on cruise tourism in Ireland	This survey is set out under 'Introduction' in the Dublin LAP, and the findings of the survey are also referred to elsewhere in the document (Source: Fáilte Ireland"); TJ 2 p.37
Case study Helsinki - Survey on cruise tourism in Helsinki	TJ 2 p.44

Public space vitalization and events

LAP Valencia - Enabling access to the city events which coincide with cruise tourists	Action 3.8 of the LAP

stopovers	
LAP Helsinki - Creation of "market places" to develop leisure and tourism-orientated businesses and events in co operation with World Design Capital 2012 foundation (state/city/private)	Action 1.1 of the LAP
LAP Helsinki - Organizing Open European Helsinki 2011 - The Olympic Classes Sailing Competition in areas near the Cruise Terminal	Action 1.3 of the LAP
LAP Dublin - Promotion of and support for the port/docklands area as a destination for year-round attractions	Action 2.1 of the LAP; TJ 1 p.92

# General assestment of the procedures 4

4.1 THE ADDED VALUE(S) OF THE CTUR PROJECT

1) Transfer of knowledge and good practices – within and beyond the CTUR network

Today, the main challenge facing cruise destination cities is to design an integrated and professional strategy and policy for cruise tourism. This needs a specific knowledge, approach and tools, as well as a high involvement from all the actors and the ability to dialogue with the cruise lines.

The first element of added value from the CTUR project was to transfer experience to the partners (also outside the network), which showed how useful it is for every "cruise destination" to define a united, integrated and coherent policy in the cruise sector, based on an in depth knowledge (also statistics) of this phenomenon.

In this sense, the involvement in the network of active cities already headed in this direction, served as a great stimulus, model and transfer of best practice. As an example one can refer back to the diffusion, via the CTUR case studies, of concrete experience in the field of market-surveys and the participation of the regional associations of cruise destinations (e.g. Cruise Baltic) of notable general interest for all members.
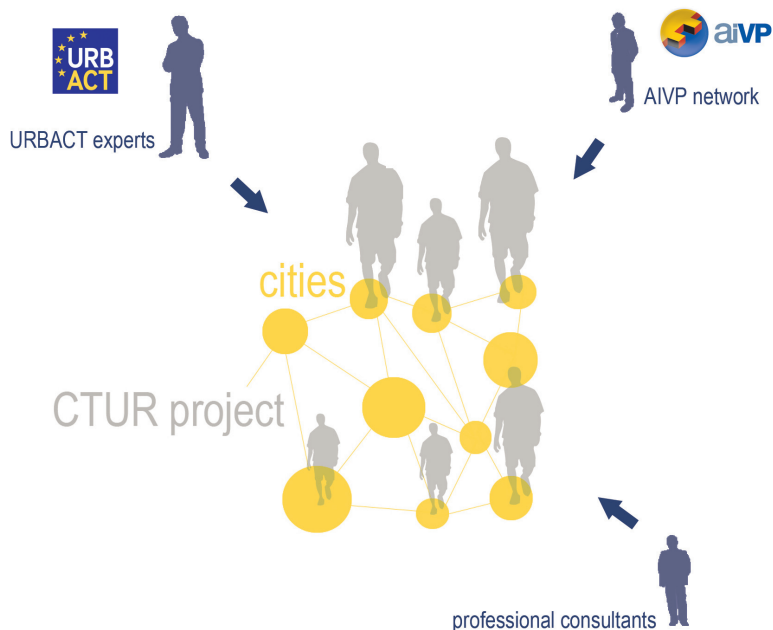
Beyond the presentation - from both the experts from the CTUR and the AIVP network - of case studies to outside the CTUR network, the participation of professional consultants and representatives from the economic sectors (cruise, tourist, education etc.) was very useful in illustrating good practices. Certainly, the direct supply and discussion of experience outside the CTUR network was of relevant added value that should be highlighted for future activity.

Some cities explicitly declared that the CTUR project led to the initiation of a coherent and integrated planning for this sector to look at the areas around the terminals in a new light with the real possibility of re-valorisation operations.

The CTUR project can thus be defined as a project that disseminated over large scale European areas the idea that cruise destinations can develop a specific city-cruise policy, as a component in its own right within the tourism policies and regeneration policies.

2) The Value of Local Support Groups (LSG)

The need to work with the involvement of a "Local Support Group" naturally made the CTUR project focus on the opportunity to work with a cooperative integrated local network. This is an important positive element. Some partners even stated that without the CTUR project, the development of real cooperation on the cruises between Port Authorities and municipal councils (the two main partners) would have been far more complex and slower. In the past the local management of cruises was often run mainly by the ports, with a relatively reduced city involvement, whereas today a close cooperation is increasingly important (on issues like area management, marketing, etc.). Some cities (Naples and Matosinhos) worked within the CTUR project with two partners (municipal councils and port authorities) which certainly yielded a positive contribution.

On the other hand, in some limited cases, the destinations which, in spite of the CTUR project, worked with a policy of separation between municipal councils and port authorities showed that it was much harder to create clear and far reaching LAPs.

3) From LSG to "cruise cluster"?

The cooperation between Municipalities and Port Authorities is not the only important element of the CTUR local cooperation network. At the LSG level, many bodies were involved (e.g. trade groups, universities, etc). By the end of the project it was clear that to stimulate the "cruise policy" it was highly important that at a local level there were as many private parties involved as possible. These private parties are the operators who move the city cruise economy. This is also true as the CTUR projects demonstrated that in some

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cases, in the LSGs, there was a lack of involvement of some bodies (including institutional bodies).

It is therefore very important to have the greatest development possible (also thanks to the support role of the public bodies) of "formal clusters" (mixed business and institutional) directed towards the cruise business. It is here that the presence of companies is more noted than in the mainly institutional LSGs of the CTUR. This also allows a greater drive for public re-generation. Undeniably the LSGs were usually a good foundation for future cluster development: the CTUR project disseminated the experience of cities that had already moved in this direction and had favoured, through the LSGs, an initial core of subjects, even if at times it was felt that there was a lack of economic interest representation.

3) The LAPs: integrating new projects with 'work in progress'

The aim of creating LAPs during the CTUR project was certainly central to the project. Many cities saw the LAPs as a means of creating multi-faceted, integrated projects characterised by considerable internal coherence of elevated feasibility and applied to a coherent mixture of already activated operations and new operations (also of relatively limited size), highly suitable to exploiting the cruise potential.

The stimulus to harmonise the operations, which had already been planned or were in the process of being executed, with new CTUR operations – even if modest but notably specific e.g. signalling for tourism or the organisation of temporary events around the terminals – is certainly of great importance.

In some rare cases, the LAPs were over-ambitious as they foresaw highly powerful future operations (in terms of variety of the issues, tools, contact areas, depth of problems and aims, costs etc.) as if these LAPs were solutions for much deeper rooted urban problems, which are important but not to be tackled alongside cruise issues. Thus the LAPs' function as a key tool in the rational regeneration of cruise potential was weakened.

In other cases, the detail and assessment of the feasibility of some actions remained superficial.

Avoiding this, although understandable and in some case justifiable, is not easy as reducing the scope of the LAPs can be seen as political meddling by the partners.

Finally, it must be recalled that time and space for discussion with the individual partners – and members of the LSGs- on technical aspects of the LAPs (and of the character of some projects in them) was not sufficient considering a) the notable space given in the meetings to the exchange of experiences

through case studies and expert involvement, b) the length of time needed by the partners to define the LAP profile sufficiently well for comment and discussion with the administrative executives.

Notable differences emerged in which the partners used the LAP frame work. Some partners found themselves with LAPs which were a direct result of co-planning between members of the LSG and were able to identify an adequate number of both technically defined and feasible, coherent actions: these LAPs, with little modification, could already be used as a foundation for funding and planning. Other partners, however, had LAPs which were a general administrative expression of policy or as a summation of proposed works, without fully exploiting the LAPs' potential of 'selection' and 'harmonisation'.
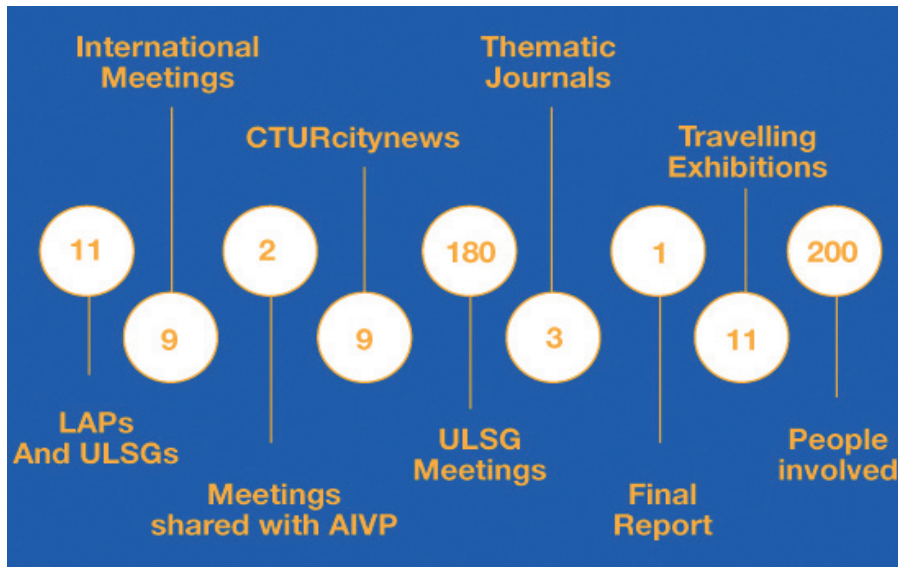
4.2 SOME SUGGESTIONS

One of the aims of this report is to give some suggestions and considerations, not only to the LSG cities and partners, the politicians of the involved regions, but also to the managers of the URBACT secretariat and the European Commission.

From the view of the URBACT programme continuation, the reference framework used features areas of improvement to achieve completed projects.

4.3 THE POSITIVE EFFECT OF THE CREATION OF NETWORKS AND LINKING OF PROJECTS WITH THE REGION

The CTUR project has obtained positive results both in terms of the exchange of experiences among partners and the facilitation of construction and activation of local action networks, via the construction of LSGs and the drawing up of LAPs.

Moreover, the LAPs could be used for the preparation of Regional Development Plans for the period 2014 – 2020. Depending on the targets, based on the National Strategic Framework and the new Operational programs for the period of 2014-2020 they will be included in project suggestions for participation in Operational programs for financing.

Through the creation of LAPs, in particular, shared projects were set up, rooted in the region.

4.4 FUNDING ISSUE

In reference to LAP action funding, some were already nationally or locally funded, or with European Programs, while in the case of others a request for funding was made. In some cases one part of the activity is still without a foreseen funding framework.

The problem of missing funding is a related well known issue of dyscrasia between the timing of the URBACT programme and the times of eventual funding. It is worth mentioning the lack of coordination between the project components and the funding components.

4.5 THE ROLE OF THE MANAGING AUTHORITIES

A further fundamental issue which reduces the URACT programme potential is the role of the Managing Authorities, with some notable exceptions

In the CTUR project, the relationship between Councils/LSGs and most of the Managing Authorities (who are the support subject for funding) is often weak. This depends on the role and the responsibilities attributed in the URBACT programme to the Managing Authorities which are not sufficiently large and leave the Managing Authorities in a position of weakness or even exclude from the planning.

The Managing Authorities are thus essentially passive subjects, that must "react" when called, but who are not involved in the projects. They therefore do not play the required role of an instigator or 'gear belt' capable of transmitting UE input. The Managing Authorities, or, it is worth saying, the regional councils, could have been placed in a position of direct involvement in the governance of projects, as well as in the actual financing plan.
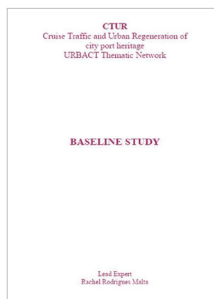
Available Outputs

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CTUR Outputs are available on the CTUR website: **http://urbact.eu/port-cities/ctur/our outputs**
A more detailed list of the links which are of general interest is presented below:

CTUR Baseline Study

The Baseline Study describes the design of the project, and the challenges, focus, contributions and learning needs at the beginning of the project.The URBACT network CTUR brings together 10 port cities of different size, 2 port authorities and 1 regional authority.

CTUR Brochure

The CTUR brochure describes the project's partnership, its main objectives and expected outputs.

The CTUR brochure is translated in *local languages* of all CTUR Partners.

CTUR Thematic Reports

They describe in a detailed way the contents of: the Kick-off Meeting, of six "Thematic conferences", the "Steering Committee, Experts and Managing Authorities Workshop", the "Final Conference" that took place in the partner-cities:

- First seminar, Kick-off Meeting - Varna (Bulgaria)
- Second seminar, Thematic Conference - Matosinhos (Portugal)
- Third seminar, Thematic Conference - Trieste (Italy)
- Fourth seminar, Thematic Conference - Dublin (Ireland)
- Fifth seminar, Thematic Conference - Alicante and Valencia (Spain)
- Sixth seminar, Thematic Conference - Rostock (Germany)
- Seventh seminar, Thematic Conference - Rhodes (Greece)
- Eighth seminar, Experts Workshop - Helsinki (Finland)
- Ninth seminar, Final Confeence - Naples (Italy)
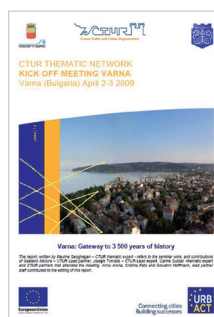
CTUR Citynews

CTUR citynews are meant to be 'tributes' to cities that have hosted the meetings of the thematic network as CTUR members.
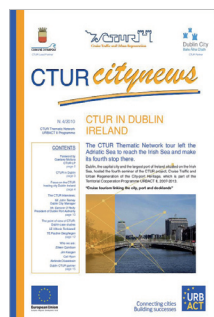
- N.1/2010 Varna CTUR citynews
- N.2/2010 Matosinhos CTUR citynews
- N.3/2010 Trieste CTUR citynews
- N.4/2010 Dublin CTUR citynews
- N.5/2011 Alicante CTUR citynews
- N.6/2011 Valencia CTUR citynews
- N.7/2011 Rostock CTUR citynews
- N.8/2011 Rhodes CTUR citynews
- N.9/2011 Helsinki CTUR citynews
- N.10/2011 Naples CTUR citynews
- N.1/2010 URBACT Napoli Citynews in *local languages*
- N.2/2011 URBACT Napoli Citynews in *local languages*

Three CTUR Thematic Journals

The Thematic Journals are dedicated in turn to:

- • "Physical and Environmental Components"
- • "Economic and Social Benefits"
- • "Governance"

The "Thematic Journals" represent the most relevant technical outputs of the CTUR Project; they are addressed to public administrations, politicians, urban planners and researchers. They also contain chapters on specific thematic issues and "case studies".

CTUR Local Action Plans

Each Partner has produced his own Local Action Plan. The Local Action Plans are translated *in local languages* all CTUR Partners.
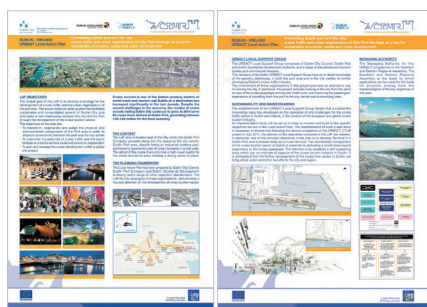
CTUR LAP Travelling Exhibition

The intent of the CTUR Travelling Exhibition is to share all over Europe the Local Action Plans of CTUR URBACT network, as main output. Each partner in his city has planned to host the CTUR travelling Exhibition with translations in *local languages*.

- • CTUR Exhibition Digital book

CTUR Pocket

The CTUR pocket contains:

- • 1 CTUR Final Report and Good Practices Guide It contains a reasoned synopsis of the "lesson learned" during the project and of the "tools" that partner cities decided to use in their LAPs
  - • 11 CTUR Local Action Plan Schedules They briefly describe the contents of the LAPs developed by CTUR partners. The LAPs Schedules are translated *in local languages*
  - • 1 CTUR cd The CD contains all the outputs produced by the network

CTUR articles

The articles written by the thematic experts and published in the "URBACT Tribune"

- • J.Tomatis, From port-cities to city-ports: a story of «I love you neither do I»_september 2009
- • V.Torbianelli, Linking cruise tourism to urban regeneration. The CTUR project and beyond_november 2010

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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
GERMANY
http://www.oerok.gv.at/contact-point/urbact.html
SPAIN
http://www.ecosistemaurbano.com/urbact
BULGARIA
http://www.namcb.org
PORTUGAL
http://www.dgotdu.pt/urbact/
GREECE
http://www.espa.gr/el/pages/staticURBACT.aspx

EUROPEAN
PROGRAMME
FOR
SUSTAINABLE
URBAN
DEVELOPMENT

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

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