

# Dock infos

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editorial

## 2018, an intense year!

We have reached the end of a particularly busy year for AIVP, with the organisation of our 16th World Conference in Quebec, the various activities associated with our 30th anniversary and several international events. Through my participation in these various meetings, I have noted how all of us continue with high expectations of multiplying the opportunities to exchange experiences. We are all faced with the pressing demands of our local partners, international institutions, our cities' populations, etc., to provide answers to the many challenges which we must meet collectively. Environmental, climatic, social, industrial and so on... the list grows ever longer in a general atmosphere which generates anxiety – as you have seen as clearly as I. What can we do, what can we say, what decisions must we take in a moving world where each of our local decisions is increasingly bound up with the international context over which we have little control? Moving from "local" to "global", following the principles of good governance established at the end of the 20<sup>th</sup> century, requires us to assume that the rules of the "global" game are clearly defined. It is clear that this is less and less the case. It is therefore increasingly necessary for us to get together to discuss provocative ideas, to share our thoughts and experiences as we do in AIVP on behalf of our port cities, to illuminate our decisions and go forward united to preserve our common future.

I wish you all a very merry Christmas and a happy and prosperous New Year!

**Philippe Matthis**  
AIVP President

Editorial director **Olivier Lemaire**

## FOCUS

# Geopolitics, power and the economy of port cities in Indian ocean waters

**EXTRACTS of the Keynote speech by Gaetan SIEW, President of the Port Louis Development Initiative, Mauritius and Special Envoy UN-Habitat, during the AIVP Indian Ocean Days (Le Port, Reunion Island, November 2018)**

[...] The internet, increased connectivity, economic trade and policies has impacted on both our social and economic fabric in ways that we deemed unconceivable just one century ago. So what good is our trades of today? What can we say about what's coming next? In respect to port cities, what can be expect and what should we be on the lookout for?

### Sea lines of communication

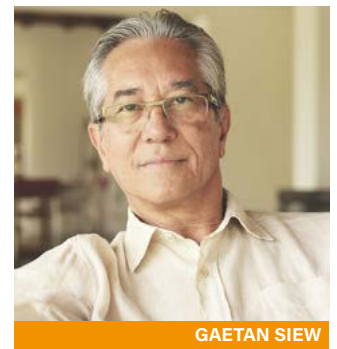
Communication has always played a key role in the importance of Port Cities. Traditionally Ports were the nodes for delivering and collecting news. [...] However, today with the advent of technology, the transaction of news is no longer the role of ports. Today there are other roles, namely Trade, Energy, Military and Maritime resources. Interestingly, those dimensions are seen to have direct implications and electric relationships with power.

### Power games

A global view of current world affairs at macro scale provides some interesting leads about the current forces at play in the Indian Ocean. We see a giant, Australia, that has been for a long time turning its back to the Indian Ocean. We see Asia who is strengthening its policies and grasp of maritime territories to further secure investments and long term economic prosperity. We see the ongoing presence

of superpowers in foreign territories across the middle east; portraying the bias of bringing democracy over the (over) exploitation of resources. We see Europe that squeezes its way through foreign waters to feed, and we see a sleeping giant; Africa, which is set to host the next demographic boom. [...]

In the search for new economic markets for increasing its consumer base, countries go to length at developing policies and strategies for an expansive reach. One of such is China with the One Belt One Road initiative, which was later rebranded to showcase that they are not building 'one' route, but many. The maritime silk road, or commonly known as the Chinese string of pearls, raises interesting questions (and concerns) as to the grasp of China over a series of relating ports across a carefully designed corridor. Even with a lower GDP per capita than minute countries, like Mauritius, China engages in extremely aggressive penetration strategies that ensures a tap into growing consumer bases. One of those has been the financing of vital infrastructures in exchange of unfavourably long-term agreements; which has been criticised by many. This has been coined as 'Debt Trap Diplomacy', which entails engaging developing countries, with clearly no repayment capacity, in unsustainable amounts of Grants, Foreign Aid and Loans.



GAETAN SIEW

[...] The link of China's debt trap diplomacy in the Indian Ocean is becoming more apparent, but this is not discouraging countries to tend a hand seeking an injection of cash. [...]

### Hope

Social equity cannot be emphasised enough, but this is a tricky process when economy trumps society. And when large resources are invested in the protection of economic infrastructures. [...]

Economy, power and geopolitical forces are all forces in a game of push and pull leading to the shaping of Port Cities. How to integrate all those forces towards a synergistic, and maybe simplistic, model? A question that is yet to be answered, but which essentially lies into a sub question: How can the society be made to benefit from those over, and above, political and economic ambitions; be it local, regional or global?

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News

**Denmark: a port to be suppressed**

The city of Kolding makes a political choice to get rid of its port in the next 25 years! The port itself (1.3 Mt and 3000 jobs) was not involved in the decision, which it naturally regrets, but published its new strategic plan just two weeks ago. The city eventually plans to redevelop the zone for housing and amenities with an emphasis on the natural environment. However, the port has committed to supporting companies in the face of the situation, while the Danish business confederation has voiced strong criticism. Meanwhile, the city of Vejle is set to follow suit.



© Kolding Kommune

**Boston: the risks of climate change**

Launched by the Mayor, Resilient Boston Harbor expects to see the creation of 27ha of new green areas and the conversion of 49ha into tidal zones and parks to act as buffer zones during major floods. A total of 75km of roads may be raised in different areas subject to flooding, such as the popular Harborwalk in the city centre. A report produced in 2016 assessed the sea level rise at 91cm by 2070, affecting 90,000 inhabitants and 12,000 buildings.



© City of Boston

**Mexico: new port law**

This law, currently under discussion in the Senate, may recognise the need for harmonisation between ports and cities as a means of respecting the quality of life of city inhabitants and the urban environment. For Administradoras Portuarias Integrales (APIs), this may mean that 30% of port profits revert to local authorities for stronger, closer relations.

**New York: a hub for the new economy**

A new 30-year masterplan has been revealed for the 121 hectares of Brooklyn Navy Yard. Conceived by WXY, it includes new public spaces and three buildings to house businesses, especially hi-tech, ship-building or fashion companies, and architects' or cinema studios. Innovation will also be at the heart of the design of the buildings themselves, with vertical integration in the same building of all a manufacturer's needs and functions. Farm production will be developed on a roof terrace. 8,500 people are presently working on the site. It is hoped to create 20,000 jobs by 2020 and 30,000 between 2030 and 2040.



© BNYDC and WXY

**Inclusive port development**

It is fairly common today for ports to develop partnerships with numerous stakeholders in their territory to resolve environmental problems. The aim of this inclusive approach is to harmonise conditions for port growth in order to limit negative externalities. But what about the social aspects? Is it time to create new levels of governance? Professors Maurice Jansen and Rob van Tulder try to answer this question by a case study of Indonesia.

**Ports and 3D printing**

For the port of Barcelona, 37% of maritime trade could disappear once this technology reaches full maturity. Ports need to prepare, in order to support their local businesses and meet new requirements for raw materials or exports of locally designed products. The port of Singapore is already looking to use the technology to maintain ships.



**Las Palmas : a 360° Port Centre**

The new interpretation centre will be probably installed in the Las Palmas Ports Foundation building, located between the Poema del Mar aquarium and El Muelle commercial centre, close to the Santa Catalina wharf where the cruise ships dock. The building will provide a total of 800 m<sup>2</sup> for educating citizens about port culture and raising their awareness.



© Puerto Canarias

**Hackathon and simulators**

The 3<sup>rd</sup> Haropa hackathon ended with awards for various projects in the areas of port employment or community relations. The projects will receive backing. In another field, the major port equipment manufacturer Kalmar has taken inspiration from Formula 1 and is keen to explore the benefits of collaborative simulator games aimed at improving the operation of container terminals. When will the championship start?



© Haropa

**Bahia Blanca: a national competition**

The competition for the « Muelle de los Elevadores », which was launched by the Port of Bahia Blanca and the College of Architects of Buenos Aires Province, aims to develop and rehabilitate this 350m long dock for recreational uses. It is one of the strategic components of the White 2020 Project focusing on developing Ingeniero White attractiveness.



© Puerto Bahia Blanca

**Antwerp**

Energy transition, community relations, human capital: three development priorities for the port of Antwerp. For its Chief Executive, the port of Antwerp needs increasingly to become a business facilitator and a community builder. The port must take up the challenges of the future by fostering dialogue and acting with the community. Creating a working environment that promotes initiative-taking and respects the well-being of employees will also contribute, as will improving everyday mobility for commuters in the port zone.



© Port of Antwerp

**Saint-Nazaire: improved port integration**

Opened in July this year, Boulevard des Apprentis has provided a route 2.1 km long which is better suited to the logistical flows of industries located on the port and safer for the 140,000 vehicles that use it each day. The redevelopment has been conceived in agreement with the inhabitants of the district. For example, old concrete tanks will be landscaped to serve as a sound-deadening barrier. A look-out point will offer inhabitants and visitors a view of the Chantiers de l'Atlantique shipyard where cruise ships are built.



© Carene



# Port of Brussels: integration, an absolute imperative and belief

AIVP recently organised a study mission to Belgium for its members. The trip focused on the co-construction approach that is central to city-port project initiatives in five Belgian port cities. The case of Brussels, which we will look at here, is of particular interest.

## [EXTRACTS]

This year sees the Port of Brussels celebrate the 25th anniversary of its creation as a Regional Company, following reforms by the Belgian State to regionalise ports and waterways. It occupies a central position in the heart of the Region, with 6 kilometres of docks along the 14 kilometres of canal that cross the Brussels Region from north to south. As the country's second-largest inland port, it plays a vital role for Brussels in terms of the economy, the environment, and jobs. Much of Brussels' supplies are brought in via the water. This activity supports 12,000 jobs directly and indirectly. In addition, shipping some 7 million tonnes of goods shipped via the waterways in 2017 helped to avoid 650,000 truck journeys, 100,000 tonnes of CO<sub>2</sub> emissions, and €25 million in external costs.

The port of Brussels is keen to act as a facilitator for logistics activity, by encouraging the use of rail and water transport via a network of trans-shipment platforms along the canal, combined with a last kilometre freight strategy allowing palletised goods to be carried as close as possible to end consumers. With constantly growing river traffic and a prime location in the heart of a rapidly expanding city, the Port was also faced with pressure on its highly sight-after waterfront spaces. Its response, in the form of its 2030 master plan, is based on a very proactive strategy of integration that goes hand in hand with that of the Brussels-Capital Region's own Canal Plan, in terms of both solutions and the co-construction approach adopted.

Developed as part of the Canal Plan, the Béco and Vergote docks projects, as well as the passenger terminal officially opened in April 2018, are good examples of the Port of Brussels' integration strategy in action.



CONSTRUCTION VILLAGE



PORT OF BRUSSELS

© Port of Brussels

Given the Béco dock basin's proximity to the city centre, the emphasis was placed on cultural, recreational and residential purposes. On the left bank, the "materials dock" was redeveloped between 1993 and 1999 as a public leisure area. The "Quai des Péniches" dock on the right bank was itself redeveloped between 2000 and 2002 as a multi-purpose public space. A bridge reserved for pedestrians, cyclists and public transport will be built by 2020, to allow access to the canal area and the Tours & Taxis district, and various port businesses. A district including housing, facilities, offices and shops will also be created on the right bank.

Some wholesale trading businesses have been relocated from the Béco dock to the Vergote dock sector, freeing up space at Béco for a new park. For the Vergote dock, the priority was to consolidate and strengthen economic activity and create public spaces. The "Construction Village" was inaugurated in March 2018. The project was devised by Belgian firm Tetra Architecten, which was selected for the job. It will be a logistics hub essential to the life cycle of waste and construction materials for the city. This multi-functional, modular space combines storage areas, show-room and offices on a site covering 25,000 m<sup>2</sup>, including 7,000 m<sup>2</sup> of sustainable warehouses. The roofs of three

warehouses are equipped with a rainwater collection system and some 1710 solar panels have been fitted.

Integration was also key to the competition launched by the company Inter-Béton for its production site at the Vergote dock, next door to the Construction Village. Its position at the heart of the city and its proximity to the various worksites in the region are presented as an asset for the Brussels construction industry. However, the presence of this kind of activity in the middle of the urban environment has drawn criticism due to its impacts (noise, dust, etc.). The "Mix-City" project, created by BC architects & studies in association with Jasper Poesen includes measures to reorganise truck traffic and storage zones, and create a canopy above the loading zone to reduce noise and host the new offices for Inter-Béton's staff. Part of the canopy will also be open to the public, acting as a viewing platform with panoramic views of the canal. The industrial tower will also be turned into a distinctive new shape on the city skyline, a kind of urban beacon. [...]

FIND THE COMPLETE CASE STUDY AT:  
[WWW.AIVP.ORG](http://WWW.AIVP.ORG)

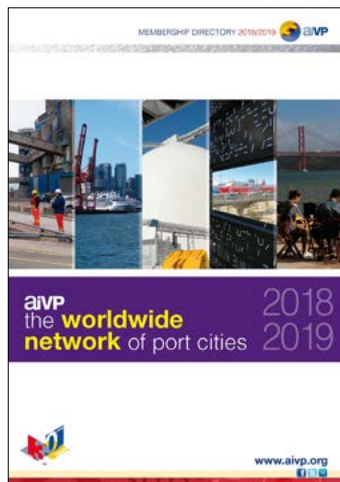


# AIVP network

## The AIVP network's 2018-2019 directory is available!

The directory of the AIVP's network gives our members access to 2000 personal contacts whom they can consult in the framework of their own projects. It is an essential way to exchange ideas and draw lessons from the experience of others!

This directory completes the range of online services provided by the AIVP. Some 2000 port city development stakeholders will be happy to talk to you about issues of great interest to you both!



## Genoa: 5<sup>th</sup> meeting of the AIVP Port Center Network (PCN) Working Group

A reduced PCN working group meeting brought together around thirty people from Europe and Canada. The meeting was officially hosted by Porto Antico, the Port Authority and the City of Genoa. Over a day and a half, a series of presentations were given by local stakeholders, with opportunity for debate and discussion, sharing of ideas, and field trips including a visit to the Port Center, which recently re-opened to the public, plus the Città dei Bambini, the Galata museum, and a research laboratory specialising in pioneering biomaterials.

Port Center projects continue to prove very popular with port city stakeholders. While some are still in the early stages of development, Port Centers are



gradually establishing themselves as genuine, versatile resources for reconnecting city and port. Port Centers evolve differently from one port city to the next, and by sharing their experiences, the working group's members allow each meeting to test the different solutions envisaged. The participants took the opportunity to debate a range of commonly faced issues. **Funding arrangements in particular remain a key challenge.**



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## AIVP Mission to San Antonio

On his recent trip to Chile, Olivier Lemaire, AIVP General Manager, was able to visit San Antonio, active member of AIVP since 2011, today the country's largest port in terms of cargo tonnage and a port city with a promising future. He was able to meet with the port, municipal and provincial authorities, and visit port sites.

The mayor, Omar Vera, who is also president of the Chilean port cities association, explained to AIVP the importance for San Antonio of the current port reform, which aims to establish "City-Port Councils" in the country's ten main ports to ensure the harmonisation of port and city dynamics. Of course, AIVP is following with great interest these legislative developments and how they translate into reality.

The projects for the extension of the container terminals and logistics activities linked to the PGE (Large Scale Port) project are already fully in line with city-port agreements aimed at establishing



joint port-city planning, for example to open the port to the city's inhabitants through redevelopment of the waterfront.

There are several factors – the development of the cruise ship industry; new, high-quality municipal installations such as the brand new MUSA (Natural and Maritime History Museum); and site conversions for ecological and touristic purposes – which make San Antonio a particularly interesting example of a port city in the making which has chosen an active port-city partnership as a structural axis for its sustainable development.

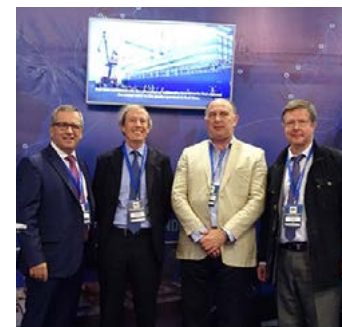
## AIVP Mission to Valparaiso

A delegation representing AIVP at the highest level took an active part in the work of the American Association of Port Authorities (AAPA), which held its annual congress in Valparaiso (Chile) on 8 to 10 October 2018.

This 107<sup>th</sup> AAPA world conference was attended by nearly 700 delegates, port authorities and their partners from North, Central and South America.

At this event held by AAPA, a partner association of AIVP since 2006, the AIVP team was particularly well coordinated: a key-note speech by Mario Girard on the evolution of port-city relations and the active part played in these by AIVP, but also a session on specific cases moderated by Philippe Matthis.

Apart from offering a chance to make new contacts with a view to expanding the AIVP network in the Americas, it was a good opportunity to establish contact with several Latin-American members of AIVP. In this spirit a working meeting was organised with Gonzalo Mortola,



President of the Port of Buenos Aires, active member of AIVP.

The Port of Valparaiso, active member of AIVP, has ambitious development projects but they are a cause of serious conflict with the city, which has been classified by UNESCO as a world heritage city. Philippe Matthis explained AIVP's expertise to Gonzalo Davignano, the port's General Director, and offered the association's help to try to unblock a situation which is highly prejudicial not only to the port but also to the sustainable development of the port city community as a whole. We will return to this situation.