

April/May 2021

# Thematic Dossier

## Renewed Governance



agenda 2030  
by aiVP

*For 30 years, AIVP has been accompanying port cities to guide them towards a more resilient, more concerted and more sustainable future.*

*In 2018, AIVP launched the AIVP 2030 Agenda, the 1st global initiative that adapts the 17 UN Sustainable Development Goals (SDGs) to the specific context of City-Port relations. This document, drawn up jointly with AIVP members at the Quebec Conference, sets 10 objectives for 2030.*

*In February 2020, AIVP signed an MoU with UN-Habitat to disseminate good practices related to this agenda.*

*Since September 2020, responding to the interest of our members, we focus in-depth on one Agenda goal per month.*

*In this sixth dossier we focus on "Renewed Governance". We wish you a fruitful reading!*

# Index

What is the AIVP 2030 Agenda?	04
What is the "Renewed Governance" goal in the AIVP 2030 Agenda?	05
Sustainability requires responsibility: towards a multi-actor and shared governance	06
Governance commitments for sustainable port cities	11
Valparaíso (Chile): involving the citizens in the development of the port	16
San Pedro (Ivory Coast): creating a symbiosis between the city and the port	23
Municipality of Port Louis and Mauritius Ports Authority: working Together for a Sustainable Future	32
Buenos Aires: road-building as a factor for urban integration and Port-City co-existence	35
Port-City Governance: learning from innovative practices	43
Renewing and measuring the effectiveness of governance	45
Talcahuano (Chile): how City Port cooperation also served for reconstruction	50

# What is the AIVP 2030 Agenda?

The Agenda is designed to guide the actions and projects of port city stakeholders to ensure sustainable relations between the city and port. Port cities frequently find themselves in the front line when it comes to the most serious consequences of climate change (submersion, flooding, hurricanes, etc.), but they are also best placed to test innovative solutions in the following ten areas:

- 1. Adapting To Climate Change**
- 2. Energy Transition And Circular Economy**
- 3. Sustainable Mobility**
- 4. Renewed Governance**
- 5. Investing In The Human Capital Of Port Cities**
- 6. Port Culture And Identity**
- 7. Quality Food For All**
- 8. City Port Interface**
- 9. Health And Quality Of Life**
- 10. Protecting Biodiversity**

Discover the **AIVP Agenda 2030**

# What is the “Renewed Governance” goal in the AIVP 2030 Agenda?

**Promoting city port dialogue through a renewed governance approach aimed at reconciling the quest for economic and environmental performance with the wellbeing and aspiration of the population**

- 1.** Guaranteeing better representation for all stakeholders – including civil society – in City Port decision-making bodies.
- 2.** Committing to continuous, long-term consultation across the City Port region.
- 3.** Guaranteeing transparent management of City Port regions and adopting open information systems.
- 4.** Developing collaborative approaches, drawing on scientific and technologic knowledge from the scientific community and civil society to support decision making.
- 5.** Adopting a land management policy that strikes a balance between urban uses and the active port, especially on the waterfront.

More details on **this goal**

# Sustainability requires responsibility: towards a multi-actor and shared governance

Théo Fortin

AIVP as an association takes its origin in governance matters. In fact, our association was first created to organize a forum specifically on the port-city governance of shared spaces, such as brownfields or old port's basins.

Renewed governance is today one of the goals included in our Agenda 2030 for sustainable port cities. More than ever, we are convinced that we need to renew our port-city governance structures to make it more inclusive, more open to the civil society, more responsive to the citizen's aspirations.

If we really listen to the dreams of port cities' inhabitants, we can be surprised. They are prouder of their port than expected. They are aware of the many challenges faced by the maritime industry today, which are shared challenges with the rest of the global economy: decarbonization, societal responsibility, faster digitalization, better security.

So as to exhaustively understand what is at stake when we discuss "renewed governance", we have interviewed some of our members from several parts of the world. Opinion articles were also written by a bunch of our best experts in this field. You might also have attended our webinar on the topic!



*Aerial photo Maasvlakte, Danny Cornelissen. Provided by the Port of Rotterdam.*

## Governance commitments for sustainable port cities

First, we gave an opportunity to Peter Hall to explain how we should link the SDGs to governance structures. Knowing what to do is not enough; knowing how to decide is equally important. In fact, we do not have the choice: we must implement the SDGs, or at least try to. But we will have many challenges doing so, such as scaling up issues, or land management conflicts. In his opinion article, Peter Hall gives some insights on this crucial question.

## Valparaíso (Chile): involving the citizens in the development of the port

We can learn a lot from Chile, or at least for port-city governance! Thanks to an interview with **Franco Gandolfo**, General Manager of EPV, we have discussed the "port-city councils" which have been established by a national Chilean law. These permanent concertation structures are created in every port of the country. That was also the opportunity to discuss other programs such as "Valparaiso Dialoga", good example of wholesome concertation on a port extension project.

## San Pedro (Ivory Coast): creating a symbiosis between the city and the port

Port-City debates were organized in 2021 by the municipality and the port authority of San Pedro, so as to imagine collectively the city's future land management. They also are active in several societal actions to help the population. We learned a lot by interviewing, **Hilaire LAMIZANA**, CEO of San Pedro's port authority. That is another illustration that North-South exchanges of good practices are often also the other way around: South-North.



*Port Louis, the capital city of Mauritius. Author: Peter Kuchar (Wikipedia Commons)*

## Port-Louis (Mauritius): working Together for a Sustainable Future

From Mauritius we received a relevant illustration of how to put in practice a good port-city cooperation. The municipality has acknowledged the importance of the port to the urban community and the functions it serves, and reversely the port is increasingly a leading economic and urban stakeholder. This is why these two institutions have built up a joint platform also involving the Port Users association, to promote constant dialogue. An opinion article will allow our readers to learn more on this initiative.



## Buenos Aires (Argentina): road-building as a factor for urban integration and co-existence

Sometimes our different AIVP Agenda 2030 goals can be harmoniously matched together. We had the pleasure to learn that was the case in Buenos Aires, where Mobility and Governance go together well. We could discuss this with **Flavio Galanis**, Assistant Planning Manager, Infrastructure and Planning Department at the Port of Buenos Aires. He explained how road building and mobility management has constituted a practical case to improve the collaboration with the city and foster an urban-port coexistence.

## AIVP Port City Talks - Port-City Governance: learning from innovative practices

In our webinar organized in April, we have learned from innovative cases such as the ports of London in the UK and Saint John in Canada, that have established a healthy relationship both with the citizens, the institutions and the actors that form the port city ecosystem. The OECD have provided us with a global perspective on how this kind of processes are being implemented and their importance for sustainable development. With the help from **Prof. Michael Dooms**, we have discussed approaches that extend beyond the port city interface, reaching the regional dimension.

## Renewing and measuring the effectiveness of governance

At work, we sometimes ask ourselves if our processes are really efficient. In governance structures this should be the same: this is healthy to think against yourself! In her opinion article, **Sabah Zrari** advises to recognise that current forms of governance are ineffective at identifying objectives that bring together as many parties as possible around a shared project. More importantly, though, it is an invitation to innovate in a range of areas, all at once: representativeness, consultation, transparent information and local management, the deployment of open data systems, collaboration combining scientific and technological expertise with knowledge of civil society, and balanced land use, particularly in waterfront spaces.



© Empresa Portuaria Talcahuano San Vicente

## Talcahuano (Chile): how port-city cooperation has helped the reconstruction

To finish this thematic dossier, we wanted to highlight a very specific case: Talcahuano. If you remember well, you can visualize these images of complete devastation after a tremendous earthquake had hit this southern Chilean city. We had the luck to discuss directly with **Rodrigo Monsalve**, CEO, and with **Guacolda Vargas**, manager of the sustainability department. They explained how ten years later the port-city relation is stronger than ever, with different governance platforms and a new vision focused on sustainability and prosperity. We also had the pleasure to learn from their gender equality policies, for which the port of Talcahuano has been awarded by the central government.

We really hope this thematic dossier will be helpful for you and your port cities! Good reading!

# Governance commitments for sustainable port cities

Peter Hall



*Prof. Peter Hall, Professor of Urban Studies and Associate Dean, FASS*

Today, it is unquestionable that reaching a sustainable development model for our society, respecting the earth boundaries is (or should be) our main goal. Global initiatives like the SDGs and the AIVP Agenda 2030, inspire and impulse different actors towards this greater goal. But it is easier saying it than doing it, and there are governance challenges along the way, as Prof. Peter Hall shows us in this article. In the coming weeks we will focus on port-city governance processes to learn more about the difficulties that may emerge and the different solutions that ports and cities found to continue this path towards sustainable development.

Throughout its three-decade history, the AIVP Network been a vital forum for the advancing mutual understanding between waterfront city governments and the citizens they represent, and port authorities, corporations and their business partners. AIVP has never shied away from telling an uncomfortable yet liberating truth; namely, that shipping ports and waterfront cities are inextricably tied to each other. A shipping port without a city is a just a harbour without people, place or purpose. A waterfront city without a port is just a residence without consequence, commerce or connection.

This tough-love message has resonated in port cities across the world, and we have learned a lot over the past decades about how to “plan the city with the port”. The AIVP “Guide of Good Practices” consolidates and regularly updates this experience. Governments, semi-public authorities, private businesses or civil society groups draw on the Guide to improve the spatial organization, environmental and economic performance of port cities. With the adoption and adaptation of the United Nation’s Sustainable Development Goals (SDGs) in the 2030 Agenda, AIVP has taken this learning forward in exciting and expanding ways.



The SDGs are remarkable because they inform 167 targets that are spelled out in precise and measurable detail. But knowing what outcomes to achieve is not enough, and this is where governance comes in. Governance is about how to make decisions, and who to include in the process.

Despite the clarity of the SDG targets, the path to intended outcomes is often murky. For example, is it better to impose strict environmental standards on the ships that visit a particular port, or is it better to pursue lower but universally accepted environmental standard for the global shipping industry? Progressive port-city planning might favour the former since it is often easier to secure local political support for measures that improve local air quality; but the UN's SDG framework (and related climate change strategies) might favour the latter approach. Perhaps a combined or phased approach that builds up trust and establishes precedents is the best implementation strategy, but who is to say?



*Aerial photo Maasvlakte, Danny Cornelissen. Provided by the Port of Rotterdam.*

The best implementation strategies still have to deal with change. Cycles of industrial restructuring leave some waterfront lands abandoned and derelict, and others vulnerable to speculation and conversion by city-builders. As the global community recovers from the pandemic, how will trade routes be reconfigured? Will the desire for high-density urban waterfront living return? How do we balance these changing land use concerns with the SDG's focus on climate change, ocean preservation and social justice?

And finally, even with better guidance on how to manage change, there will always be challenges in choosing between different options and mitigating their uneven impacts. For example, should those who benefit from increased trade or the relocation of industry away from the waterfront compensate those who experience more truck traffic in their neighbourhoods as a result? The SDGs demand that we pay attention to poverty, inequality and economic growth, which further complicates questions about who wins and who loses because of waterfront and port development.



*La Marina de Valencia*

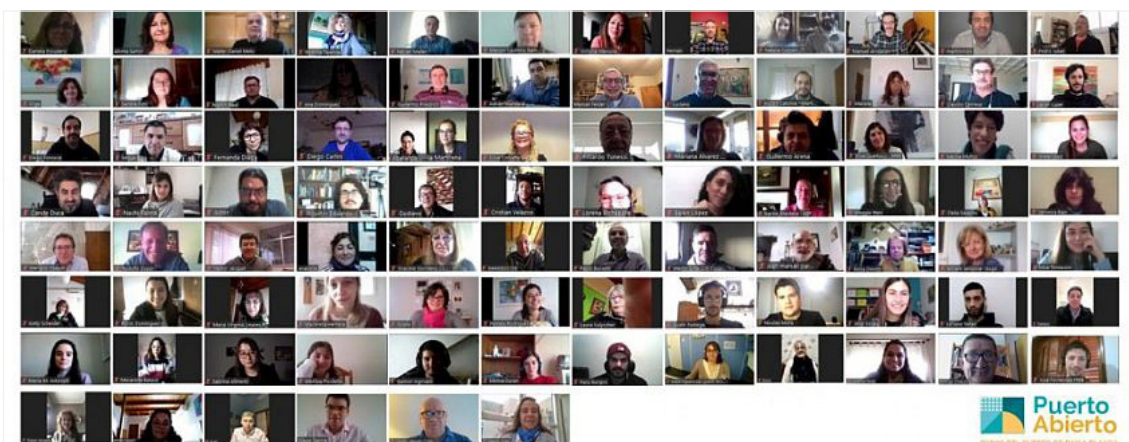
In other words, knowing what to do is not enough; knowing how to decide is equally important. Governance shifts our attention from deciding what to do and how to do it, to considering how best to make decisions and who to include in the process. Good governance guarantees representation, consultation, transparency, and collaboration by all stakeholders when decisions are made and enacted. Achieving this is easier said than done!

## Four governance challenges linked to the SDGs

In concluding, here are four ways that engaging with the SDGs increases the complex governance challenges confronting port cities.

First, the Scale Challenge is well known to port city planners who have to address the impacts of port activities such as trains lines, truck routes and ship anchorages that occur far away from the waterfront and their traditional areas of authority. The SDGs multiply these challenges, because ultimately they are about a set of global solutions to a set of global problems. How much globally-conscious planning can port city citizens take before they start to feel left out, and how can education assist?

Second is the equally well-known Stakeholder Challenge which refers to the large range of stakeholders already involved in port city decision-making, from port authorities, corporations and operators, to municipal governments, urban planners, and citizens. Addressing the SDGs requires the inclusion even more stakeholders, such as waterfront real estate developers, marine environment scientists, global environmental and social justice activists, and more. But collaboration is more easily achieved among small groups with similar interests. How can we achieve inclusion but avoid paralysis by consultation?



*Port Bahia Blanca, Puerto Abierto dialogue process*

Third is the Forum Challenge, which closely related to the scale and stakeholder challenges. Many ports and cities have worked hard to develop forums that promote open communication, consultation and joint decision-making to achieve better outcomes in their port-city. But while networks of ports and cities are learning from each other, it is national governments that sign global climate treaties. In this way, the SDGs have the potential to reshape the established forums. How can we ensure that these changes do not destabilise existing forums and the trust they have accumulated?

And last but not least, there is the Land Challenge. Many of the most challenging dynamics between ports and cities have to do with well-located waterfront land which gives access to trade, recreation, ecology, and a sense of place. How will new and future demands on these lands to accommodate sea level rise, new urban residents, or habitat restoration be handled?

Creating sustainable port cities is a governance challenge, it always has been so; but the adoption and adaptation of the SDGs has made the governance challenge more complex. And that is why it is so welcome to see that Renewed Governance occupies such a central place in the AIVP 2030 Agenda.

# Valparaíso (Chile): involving the citizens in the development of the port

Interview by José Sanchez



*Franco Gandolfo,  
General Manager of EPV*

Valparaiso is one of the best-known cities in Chile, for its history, its heritage buildings, its academic institutions and – of course – its port. Located in the famous Valparaiso Region, today the inner city has a population of around 300,000 inhabitants, while more than one million live in the metropolitan area.

Valparaiso's maritime connections have made it a fundamental port for the country, particularly from the 19th century and throughout the 20th. The complexity of its topography is echoed in that of its institutions. Recognition of its historical centre, where the city originated, as a UNESCO world heritage city has presented a major challenge to port expansion in recent years.

With the aim of developing a coherent vision for the whole waterfront, including the port, Valparaiso Port Company (Empresa Portuaria Valparaíso – EPV) launched a new process in January called “Valparaíso Dialoga” (Valparaiso in dialogue), the first stage of which will continue until the end of April. It is intended to enable the port to listen to the various views of the inhabitants and authorities about how to develop the port as the city completes 500 years of existence, and how to forge better port-city relations.



**In this interview with Franco Gandolfo, General Manager of EPV, we discover how this process has worked.**

*Port of Valparaiso, is an active member of AIVP since 2002.*



*Panoramic View Valparaiso – Javier Rubilar – [www.flickr.com/photos/23579749@N00](http://www.flickr.com/photos/23579749@N00)*

## Valparaíso Dialoga

**AIVP |** *Port expansion projects frequently generate debate, as they involve global, national and local actors with different points of view and interests. AIVP has followed the debate in Valparaiso, which has received considerable media attention, as well as the opinions aired by citizens, specialists and politicians. What is the greatest challenge for port-city relations in Valparaiso, after years of discussion?*

**Franco Gandolfo, General Manager of EPV |** The Port of Valparaiso has started this new process of dialogue that we have called "Valparaíso Dialoga". Its main aim is to establish the parameters or conditions which will provide the city with a port expansion to face the challenges of Chile's foreign trade, and of course meet the needs of industry world-wide consistent with the various important functions of the port city. We hope also to lay the foundations of a new relationship between Valparaiso and its port.

The greatest challenge that we face as a city is to find – involving as many actors as possible – the points of agreement that will allow us to progress with the necessary development of the port in harmony; and at the same time make the most of one of the principal strategic assets of Valparaiso and its port – the sheltered waters offered by the bay. We must also agree how this expansion will strengthen and support other areas of city life, such as its heritage status, tourism, shops, university life, etc.

And where we find differences, see how we can face them, solve them and convert them into opportunities in order to make them assets for the challenges that we will meet in the next few years. Today Valparaíso needs investment and development, and we believe that the port should continue to be a cornerstone of this recovery of this big city that has played such an important role in the country and its history; and of course, the port of Valparaíso must continue to be one of the fundamental pillars of Chile's foreign trade.



## The trust of the people

**AIVP |** *One of the greatest challenges faced by port authorities and port companies like EPV is that the port-city interaction has very deep roots, and yet until recently there was not much dialogue between port and city, either at the institutional level or – most importantly – with the city's inhabitants. In many cases this has led to a degree of popular mistrust, which has been a barrier to consensus. What is EPV doing to recover the confidence of the citizens of Valparaíso? How will the "Valparaíso dialoga" initiative contribute to this process, and how is it structured?*

**Franco Gandolfo, General Manager of EPV |** Initiating "Valparaíso Dialoga", a process that was designed with the help of specialists in the area to create trust and peace of mind on both sides, was a way of ensuring calm waters from the start, to allow us to generate, or rather to recover, the trust that is fundamental for this type of action. We believe that the fact that we as a company are open to listen to and dialogue with everyone who is part of the process today – of whom there are many – is a concrete step to increase trust.

Frank, sincere, respectful dialogue, with a willingness to give ground in positions that are sometimes very difficult or complex, will always be good for a city like Valparaíso. "Valparaíso Dialoga" is the key to building that trust.



City of Valparaíso © EPV

## Engage the stakeholders

**AIVP |** *One of the basic questions in dialogue processes is knowing which stakeholders should be included. You contacted a very wide group of stakeholders to take part in "Valparaíso Dialoga". How did you decide who should participate in this debate? What challenges have you encountered in this process aimed at involving so many institutions and individuals with such different experiences?*

**Franco Gandolfo, General Manager of EPV |** "Valparaíso Dialoga" seeks to integrate anyone who is interested in talking, voicing an opinion and offering a proposal about the city's development, our port expansion and the port-city relationship. For this reason we sought a method of work which would allow us to pursue agreements on the principal outlines of Valparaíso's port activities and the need to expand the port, listening to opinions and discussing subjects like heritage and urban development, tourism and the waterfront, productive and local development, port actors, and social and community development.

We have extended invitations far and wide, including authorities, businessmen, trade associations, civil groups, various professional associations, local inhabitants, port workers and their leaders, etc. In other words, a wide gamut from which no one is excluded.

It is a tremendous challenge to advance in this process in the middle of a pandemic, with health restrictions. Nevertheless, with the help of external consultancy by Fundación Casa de la Paz, we have managed to hold meetings by Zoom and develop the discussion groups. This has allowed for a very rich exchange of opinions between the participants.

In parallel with these Zoom meetings of the discussion groups, we have carried out mass activities in which anyone can participate, through an agreement with the Catholic University of Valparaíso to hold webinars and talks open to anyone who is interested. These have publicised the visions of specialists and the information that they can contribute, helping to ensure that everyone has the same basic information and to enrich the debate over ideas.

## City-Port Coordination Council

**AIVP |** *Some years ago, Law N° 19.542 came into effect in Chile establishing City-Port Councils in order to seek harmonious city-port development. In Valparaíso this council includes various stakeholders, including the municipality, EPV, the Chamber of Commerce, the region, businessmen and planning professionals. What role does the Council have in this new dialogue process, in the future, in the vision of Valparaíso's 500 years and in the port-city relationship?*

**Franco Gandolfo, General Manager of EPV |** The "Valparaíso Dialoga" process was designed to be open to general participation, not limited in any way. We believe that this connection was necessary; it has allowed us to hear, for example, the value that the vast majority of actors attach to port activities as a factor in the future of the city, and also the high degree of consensus on the need to expand the port. These are very important inputs for the work of all the formal and regulatory bodies.

Once we complete this cycle of dialogue and listening, we will continue with a phase of conversation and progress on the agreements needed to carry out the necessary port expansion, and of course at that point we can include the City-Port Coordination Council.



City of Valparaíso © EPV

## A coherent vision for the waterfront

**AIVP |** *One of the main objects of "Valparaíso Dialoga" is to develop a consistent vision of the whole waterfront. What do you think are the fundamental elements for this vision? How do you think that Valparaíso's other values can be incorporated into this vision, for example Valparaíso as a heritage city or a university city? What role will the citizens play in this vision?*

**Franco Gandolfo, General Manager of EPV |** First of all, one main aspect is the compatibilisation of the uses of the waterfront, which belongs to a large number of actors of whom the port is just one. You have to think of the waterfront as a layer that brings vitality to this strip of territory. It is not enough to have promenades and green areas, you need to put these spaces to use and generate the interchange required by the city. Collecting experiences from other ports around the world, you can see the example of the port of Palermo in Italy, where the Master Plan determined that ports relate to their cities in three ways:

1. Rigid, in strictly port activities of cargo transfer, to which public access is not allowed;
2. Porous, in cruise ship activities and other regulated maritime activities, with occasional public access as required; and
3. Fluid, in watersports and cultural and recreative activities, to which there is permanent public access.

Based on this methodological order, the Port of Valparaíso considers that the public spaces of the waterfront are used for the most part in three ways:

1. Access to the sea, at slipways, quays, marinas, etc.;
2. Walking or strolling by the sea, in promenades, squares, parks etc.; and
3. Looking at the sea from lookout points, walkways, etc.

These three types of use together serve to construct the true thickness of the waterfront and seafront layer of any city; if to that we add the ways in which the port relates to the city, we will finally see that there are rigid, porous and fluid waterfronts. We take all these concepts in combination as the basis on which to construct the diagnosis which in turn will serve as the foundation of the future port expansion and the more extensive use that we will give to the waterfront and the seafront as a whole.

Today the city's waterfront is fragmented, without the vitality imparted by sufficient use for its survival; the infrastructure is also of widely varying quality. For dialogue it is vitally important to incorporate all the actors: the owners, concession-holders, administrators or tenants of the coastal strip. We believe that the final challenge is to co-construct a continuous, accessible coastal system for the city of Valparaíso.

## Collaborating with Universities

**AIVP |** *Finally, the Catholic University of Valparaiso is collaborating in the new dialogue process. What role should the academic world play in this sort of process? How can cooperation with universities be established?*

**Franco Gandolfo, General Manager of EPV |** For several years now Valparaiso has been consolidating its position as a focus of universities and higher education; one of the oldest institutions is the Pontifical Catholic University of Valparaiso, which believed in the process from its earliest stages and has been willing to cooperate to ensure that these dialogues reach a successful conclusion.

From this point of view, the academic world is very important for everything that happens in the city, not just the port. We must remember their capacity to do research, carry out studies, contribute an academic and investigative perspective to the development of Valparaiso; and of course the formation of hundreds of new professionals not only from the city, but from the whole of Chile and even other countries.

# San Pedro (Ivory Coast): creating a symbiosis between the city and the port

Interview by Théo Fortin



*Mr Hilaire Lamizana,  
Director General of the San Pedro  
Port Authority © PASP*

**Port Autonome de San Pedro (PASP)** is one of the most important economic infrastructures built in the wake of Côte d'Ivoire's independence. Construction of the port of San Pedro was part of the integrated development programme launched in the 1960s by the Ivorian Government, to reduce regional disparities by creating a growth hub in the south-west of the country and to serve as a transit port for neighbouring States and regions with no direct access to the sea (Mali, Guinée forestière, eastern Liberia). Today, it exports more cocoa than any other port in the world (over a million tonnes), and is Côte d'Ivoire's second largest port in terms of goods traffic. PASP works closely with the municipality on all development and spatial planning issues,

and is faced with governance challenges owing to the fact that the city is relatively new. A number of inspiring local initiatives are being considered, in line with the "Renewed Governance" goal that forms part of the AIVP 2030 Agenda. So we were keen to talk to the company's Director General, Hilaire LAMIZANA.

Port Autonome de San Pedro has been a member of AIVP since 2002.



Panoramic view of the port (© PASP)

## Participation in the “Ateliers de Cergy”

**AIVP |** *The PASP was an active participant in the debate dubbed “From port city to coastal metropolis” during the course of 2020. The debate was organised by the NGO “Ateliers de Cergy”, in conjunction with the municipality of San Pedro and local stakeholders. The idea was to adopt a collective approach to envisioning future urban development, consulting each local stakeholder, from fishing communities to port services.*

**What conclusions did you draw from the “city-port” debate organised with Ateliers de Cergy?**

**Hilaire LAMIZANA, Director General |** First of all, I want to thank you for giving PASP, which has been a member of AIVP since 2002, the opportunity to talk about city-port relations. I should point out that the port of San Pedro is a vital infrastructure for growth and development in the south-west of Côte d’Ivoire. Our activities, based on periodic business plans putting into action our master plan for infrastructure development, are consistent with the Ivorian Government’s strategy in the maritime and port sector.

However, decades after the port began operating, work often throws up tensions or discord between PASP’s right to develop its activities, and the city’s needs in terms of its own development and improving quality of life for residents. The port of San Pedro is outward-looking and has to contend with increasingly fierce international competition. As such, its development is based around private profitability. The city of San Pedro is growing fast (its current population is estimated at over 300,000, compared with just 40 when it was founded) and urgently needs new housing, infrastructures, and public services, but as part of a different approach, focused on internal requirements.

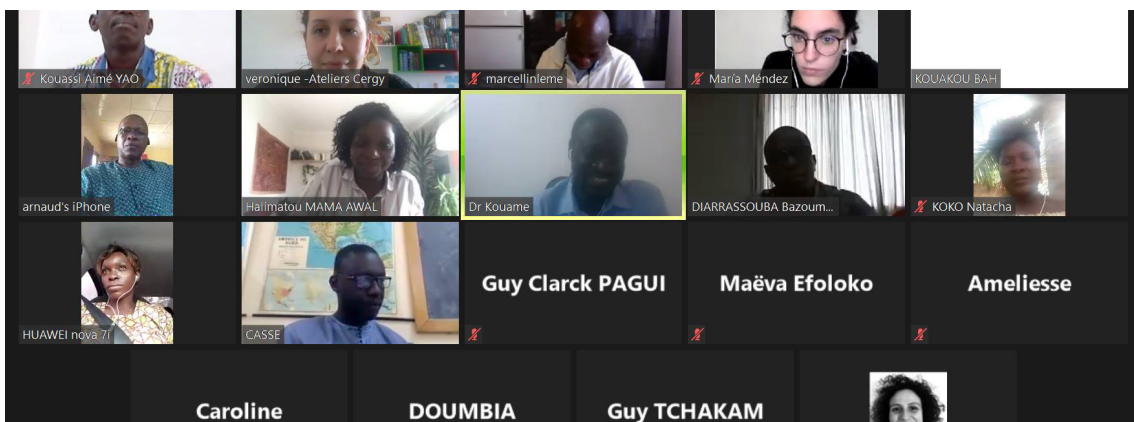




A Port-City roundtable as soon as 2019 (© PASP)

Having noted these potential divergences on the one hand, and taking into account the port of San Pedro's defined role on the other, the Port Authorities have in recent years committed to bringing the two approaches together, to forge a symbiotic relationship between the city and the port. This is judged essential to encouraging businesses to take root locally and promoting a sustainable development process. These commitments are visibly reflected in the ambitions, strategic priorities, general and specific targets, as well as the actions identified under the periodic business plans for 2003-2005, 2007-2009, 2013-2015, and 2017-2022.

So well before the Ateliers Cergy in 2020, Port Autonome de San Pedro was already committed to tackling all of the issues raised by the development of the city and port of San Pedro, two entities that represent two sides of the same coin. The Ateliers Cergy were a chance to consolidate and revitalise our excellent relations with the municipality of San Pedro.



The workshop was held in Feb/March 2021, partially dematerialized. (© Ateliers de Cergy)

## Consultation on spatial planning

**AIVP |** *The municipality of San Pedro has put forward a number of major development projects, including plans for an industrial zone in the east in connection with the port, and the regeneration of the Seweke district historically linked to port workers. In 2019, the CEO expressed a desire to harmonise the port's development master plan with that of the city. AIVP is a strong supporter of the idea, which is line with Goal 4.2 of our Agenda: continuous, long-term consultation!*

**How do you liaise with the municipality of San Pedro on development projects?**

**Hilaire LAMIZANA, Director General |** Firstly, it is worth keeping in mind that the port of San Pedro cannot develop outside the city of San Pedro's Development Master Plan (known as the "PDU"). That paves the way for an excellent quality relationship between Port Autonome de San Pedro and the Municipality of San Pedro for harmonious development.

And to that end, taking into account the fact that both entities have a healthy portfolio of port and city projects in all sectors, we have created a collaborative city/port platform vital to socio-economic development, based on the following assumptions:

- The port of San Pedro and the city of San Pedro are two historically inseparable entities;
- The growth of the port of San Pedro has often generated conflicts around the use of space and facilities, interfering with both the port's activity and the city's legitimate demands;
- Confrontation between the port of San Pedro and San Pedro City Hall, which operate in different – even diametrically opposed – ways, means we need to reconfigure proximities when it comes to creating a sustainable development process;
- There is a need to move from static geographic proximity to a more dynamic organisational and institutional proximity, with unifying projects in which each entity is freer to express its own identity;
- It is essential for the port and city of San Pedro to combine their strengths via a collaborative platform, which will spearhead a city-port relationship that is more dynamic and profitable for all.

The focus of this collaborative platform will be to ensure that the port's activities consolidate those of the city, and that the city's status serves the port's interests. So through this concerted approach, all of the issues raised by the development of the city and port of San Pedro are addressed at institutional and technical meetings between both sides.



San Pedro's fishing port (© PASP)

## Joint management of forests, rivers and the waterfront

**AIVP |** *In a city like San Pedro, originally founded around a port, it is all the more crucial for port and urban land use to be coordinated. An expanded "City-Port" governance approach is needed to tackle challenges such as water management in lagoon or riparian zones, or the management of the forests that are still partially present within PASP's perimeter. Goal 4.5 of the AIVP 2030 Agenda is focused on "a land management policy that strikes a balance between urban uses and the active port."*

**How can land be managed most effectively, especially when it comes to forests or waterfront areas?**

**Hilaire LAMIZANA, Director General |** In port cities, conflicts over the occupation of land can result in many port projects being located further away from urban areas.

Experience shows that the management of urban and port spaces requires us to take into consideration different visions or development approaches that are not necessarily compatible. Developing a port, city, or region requires investments to be rooted on land that is scarce, expensive, and often fragile. In addition to this economic issue, there are also environmental considerations that make it even more challenging for development stakeholders to deploy their policies in the same space. It is not unusual for port projects to be held up owing to the potential negative impacts on the local population and environment.



*The waterfront in San Pedro has become a hotspot for tourism.*

Yet for the port of San Pedro to expand its activities, it has no choice but to occupy more land. The interdependence between the port of San Pedro and the spaces it occupies means that its development must address the needs of society, in addition to the purely economic goals. In fact, the human impact of PASP's decisions is absolutely key to its future. So it's vital for PASP to put in place precise measures that limit the negative impacts on the population of its work to ensure the long-term viability and operation of the port community.

In line with Decree no. 2013-41 of 30 January 2013 on the Strategic Environmental Assessment of Policies, Plans and Programmes for Côte d'Ivoire, a Strategic Environmental Assessment (EES) is currently under way to examine the port of San Pedro's spatial planning and development. The study's findings and recommendations will enable us to organise the development and location of industrial and commercial units, based on the risks identified, while integrating all of the ecosystems present within the port.

Pockets of forest land and wetland areas will be demarcated, helping to maintain biodiversity and allow biopurification. Trees will be planted to offset areas destroyed, the types of developments created in waterfront areas will be analysed and realised, based on the EES' findings, in a way that protects neighbouring communities.



*The Digbé Lagoon, located in the western part of the territory.*

In addition to just limiting the damaging impacts caused by the port's increased activity on the local area and its residents, it is important for PASP to establish programmes and projects that involve local communities and generate a positive knock-on effect on their living conditions.

It is also important to note that the Port Authority's aim can only be achieved through healthy, mutually beneficial relations between the port of San Pedro, its customers, and the residents of the city. There needs to be broad agreement about the way land is used, in order to ensure that both entities are able to develop sustainably. To promote that agreement, the two entities must work together in practice. This is already being done through the consultation process set up, which is allowing for proper consideration about what a rejuvenated city-port partnership should look like.

## A societal role for the port

**AIVP |** *PASP has earned a number of awards for its work as a responsible port authority committed to standing alongside civil society. In 2020, these included the SAWA award and the West Africa maritime shippers award. In addition, the port is one of the partners of the annual Sewe festival and the local programme to promote women's independence.*

**How would you describe what you do for civil society?**

**Hilaire LAMIZANA, Director General |** In line with the Port Authority's new aim of making the port of San Pedro "the West African hub for industrial and logistics development, with high added value", PASP is reasserting its commitment to "play the port's societal role in its region to the full". We will do this through sustainable social and environmental development policies, in collaboration with the other municipal, regional, and national organisations.

A key plank of this strategic priority is promoting Corporate Social Responsibility. The Port Authority is committed to strengthening PASP's actions for the benefit of wider society in its zone of influence, through synergies in the construction and regeneration of social infrastructures, the deployment of programmes and projects to fight poverty, promote peace and social cohesion across the San Pedro region.



*The last edition of the San Pedro festival (© PASP)*

To put that into practice, significant contributions are regularly made to decentralised and dispersed structures, socio-professional and religious groups and non-profit organisations, to the joint poverty reduction programme in the San Pedro region, NGOs, and civil society through major actions with direct impacts. These have mainly consisted of: building social infrastructures; aid and donations of equipment and materials to health, educational, and sporting organisations; sponsorships and patronage.

Specifically, the port of San Pedro has made a significant contribution to the management of health crises, including the Ebola virus and Covid-19. In the case of Covid-19, which very quickly turned into a social and economic crisis, PASP's efficient efforts allowed the negative impacts of the pandemic on the port's activity to be contained. Actions taken included strict compliance with the measures introduced by the authorities, decisions to ensure the continuity of port business during the critical period, and a donation of FCFA 50 million worth of equipment to combat the disease.



*Mr Hilaire Lamizana at the presentation of the "SAWA Social Development Award" (© PASP)*

It is important to remember that the steps taken by PASP to intensify its social action have had a broad and rapid impact, having addressed the needs expressed by those living in the area, and notably the city. As such, they have strengthened the role played by the port of San Pedro in its capacity as development hub for western Côte d'Ivoire. The crowning achievement came in the form of the BICOM award for best social development actor in 2020.

# Municipality of Port Louis and Mauritius Ports Authority: working Together for a Sustainable Future

AIVP Team



*Mr Ramalingum MAISTRY, CEO of Mauritius Port Authority, and Mr. Mahfooz Moussa CADERSAIB, Lord Mayor of Port-Louis*

The port is increasingly a leading economic and urban stakeholder. The relationship between the city of Port Louis and the port has grown much closer in recent times, gradually becoming more palpable with a win-win mentality. Incidentally, the Municipality of Port Louis has been actively involved in many of the recent activities organised by the Mauritius Ports Authority (MPA), including a recreational day for children of Roche Bois and neighbouring regions in August 2018, and the opening of an exhibition at the Café du Vieux Conseil as part of the "Port in Pictures" painting competition. This activity, held on 3 September 2018, was aimed at secondary school pupils from the Port Louis area.



Today, the aim is not merely to consider the physical expansion of the port space itself, but rather to take on board both its importance to the urban community and the functions it serves (harmonious development of the port space, the challenges posed by climate change, etc.). With this in mind, a consensus slowly built up around the need to create a joint platform involving the MPA, the Municipality of Port Louis, and the Port Users' Council, to promote constant dialogue between the city, port, businesses, and citizens. The aim is to promote all of the different port spaces and a diversified relationship between them and the city, which require specific solutions depending on the stakeholders concerned.

This collaboration took concrete form and was strengthened with the signature of a partnership agreement between the MPA, the Municipality of Port Louis, and the Port Users' Council on 18 February. As the primary interface with the port, the city of Port Louis is set to receive annual funding of two million rupees. The money will be used for small projects contributing to the everyday well-being of residents living in regions neighbouring the port, including Bain des Dames, Roche Bois, and Salines.

## Signing ceremony of the partnership agreement. MPA



*Mr MAISTRY and Mr CADERSAIB with some stakeholders of the port-city ecosystem.*

The partnership will also enable the MPA and the Municipality of Port Louis to work together to create a citizen-oriented mission, from which will emerge the concept of a sustainable port/city relationship based on joined-up thinking and sharing information where needed. Ultimately, the goal is to ensure a successful city and port mix for the well-being of our citizens.

For historical context, bear in mind that France took possession of Mauritius at Port Nord-Ouest in 1715. From 1735 onwards, under the rule of Mahé de La Bourdonnais, Port-Louis underwent nine years of radical transformation. Laying the foundations for trade, the new governor saw what we needed to make Port Louis a port worthy of the name, with boatmen, dockers, warehouses, basic port services, and a shipyard. The port also saw first-hand the influx of migrants to this port city, mainly consisting of craftsmen, traders, stonemasons, fishermen, and entrepreneurs.



*Port Louis, the capital city of Mauritius. Author: Peter Kuchar (Wikipedia Commons)*

The memorandum of understanding between the MPA and the Municipality of Port Louis is in line with the 2030 Agenda promoted by AIVP, the worldwide network of ports and cities. The MPA was also among the organisations which ratified the 2030 Agenda at AIVP's World Conference in Riga in 2019.

In order to achieve a successful city-port mix, a Port Center is increasingly an essential requirement. Acting as a fun interface between citizens, each Port Center allows the port to communicate about its role, its future plans, and port careers. Port Louis is a testing ground for the city and the economy of the future. Innovation must be encouraged.

This agreement will also pave the way for regional cooperation on key issues for the future, via the AIVP Indian Ocean meetings. Through better knowledge of the priorities of all port cities in the region, it will be possible to identify areas in which the stakeholders involved can work together for the benefit of each local initiative.

# Buenos Aires: road-building as a factor for urban integration and Port-City co-existence

Flavio Galanis



*Flavio Galanis, Assistant Planning Manager, Infrastructure and Planning Department, Buenos Aires Port. General Port Administration (State Enterprise)*

Waterfronts are highly coveted areas by all stakeholders in port cities. For port authorities and companies they are a necessary space for their function, for the real estate market it is a very attractive area for new housing developments and for the inhabitants they are ideal areas for new public spaces.

Responding to all these ambitions is complex, therefore, for an innovative port-city governance, it is necessary to develop a balanced territorial policy between urban uses and active port, especially on the waterfront.

In this article, Flavio Galanis of the Port of Buenos Aires explains how this is being achieved in the Argentine case.

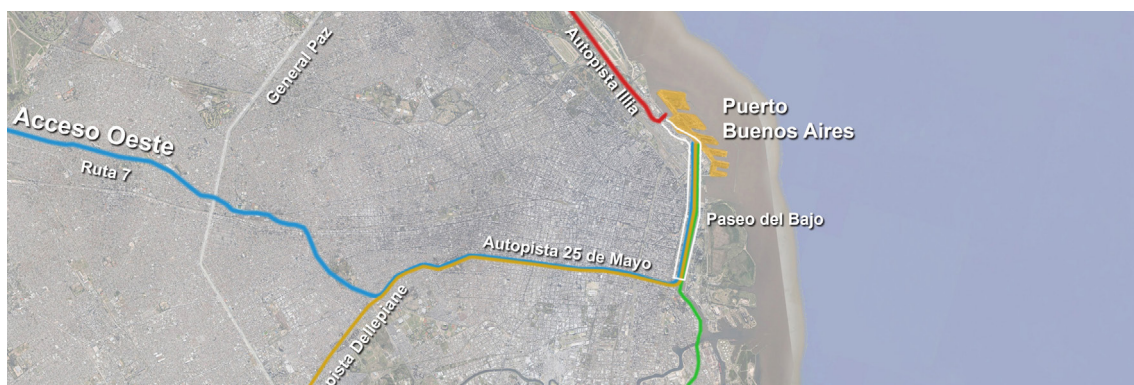
Puerto Buenos Aires is a member of AIVP.

## Introduction

With the deregulation of Argentinean ports in the 1990s, private ports started to appear and operation of the Buenos Aires terminals was let out on concession. The transfer of the bulk terminal further up-river, closer to production centres, allowed Buenos Aires Port to clean up its operations and reduce its negative impact on the city, avoiding the dust, spills and noise inevitable in bulk cargo operations. The Port meanwhile specialised in containerised cargo and passengers, the latter being an industry that was insignificant 25 years ago. Not only is the presence of big cruise ships attractive for the city's inhabitants, but it is also compatible with the tourism offer of any big city. Furthermore, the conversion of the old Puerto Madero, south of the current port perimeter, modified the dynamic of this part of the city, requiring more of the Port Authority's attention.

In this context, one of the great barriers to connecting citizens with the port environment and the waterfront, and the one which perhaps raises the greatest apprehensions, is the movement of heavy goods traffic on urban arteries, due to the congestion and the sound, visual and air pollution that it causes.

In the case of Buenos Aires, this is especially significant due to the city's extensive terrestrial links with its hinterland. The city was originally Argentina's principal point of contact with Europe, so every road and railway that was built during the development of the country's transport infrastructure converged on its port.



Road connections, Buenos Aires Port ©Puerto Buenos Aires

In recent years, the construction of the final section of the city's ring-road, Paseo del Bajo (for which the Port had to give up one third of its land), completed a network of highways which links Buenos Aires Port directly with the city's North, West and South accesses. The network, built to take heavy trucks, can comfortably accommodate a mean flow of 4,000 trucks per day.

It should be noted that Buenos Aires Port is the only port in the country for which the Port Authority comes under the Federal Government, because of its importance as a gateway receiving cargo from, and distributing cargo to, every part of the country. It is therefore a strategic element of the national logistical chain. As part of an autonomous city, it needs to ensure that the activities of a port can be amicably combined with those of a great city, and to consolidate the citizens' relations with their coastline and the origins of their city. Commitment to this policy can be read in every strategy guideline drafted by the Port Authority, and is also reflected in measures like its ratification this year of the "AIVP 2030 Agenda", formally adopted by Resolution 21-AGP.SE-2021. The contents of this article relate fundamentally to objectives 4 (especially "4.5: Adopting a land management policy that strikes a balance between urban uses and the active port, especially on the waterfront") and 9 ("Improving living conditions for residents of port cities and protecting their health") of the AIVP Agenda.

## Project

For more than 8 years, following its Infrastructure Master Plan and its own guidelines on land use, Buenos Aires Port has been shifting its cargo activities to the northern part of the land under its control, since these operations are more suited to the heavy industrial character of that area. This land, reclaimed from the river, offers possibilities for growth and flexibility. It contrasts with the more urban and touristic character of the southern part, allotted to passenger reception and the flexible mixed-use zone which will buffer and permeabilise co-existence between port and city.

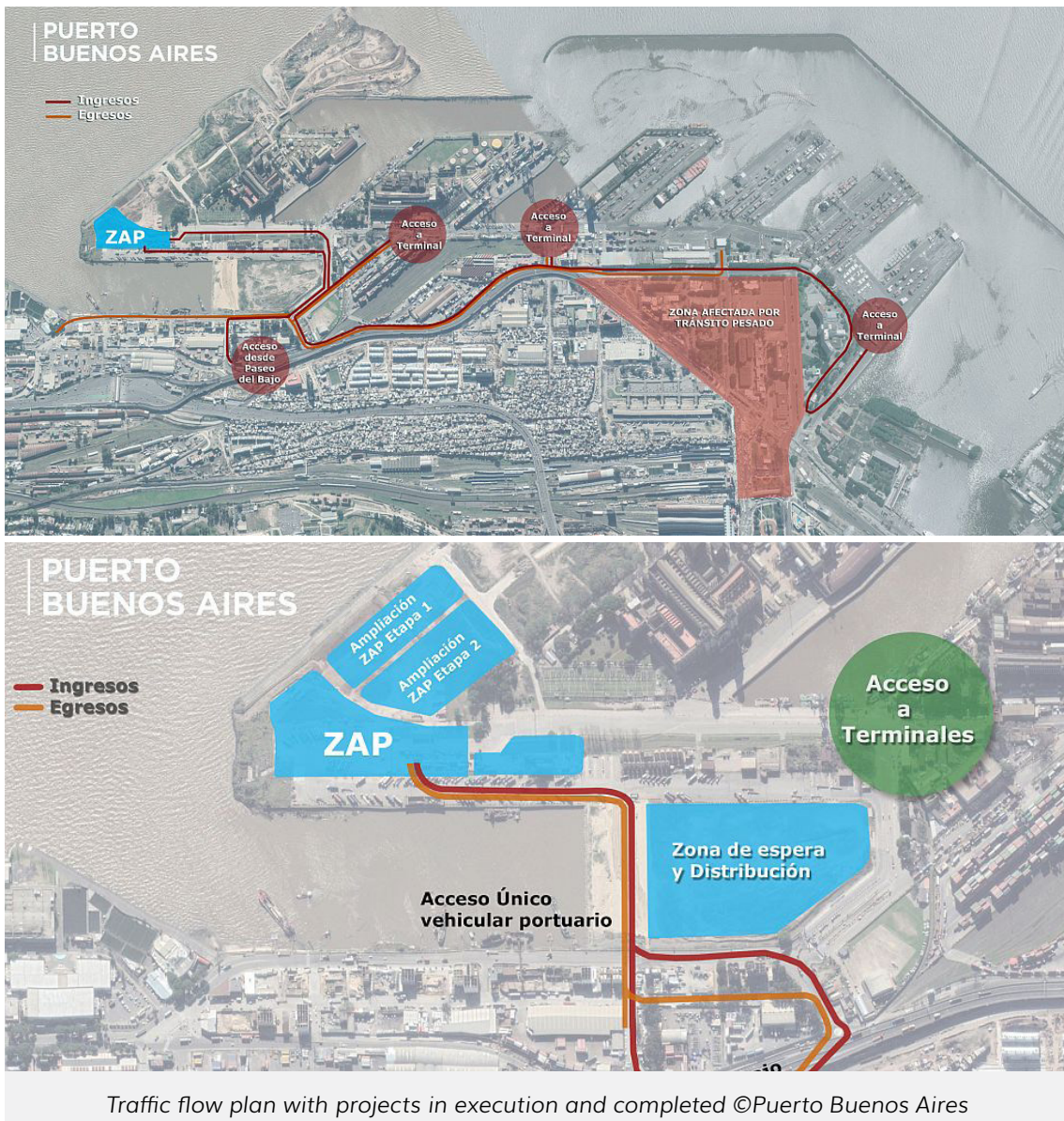
Here we will concentrate on the transformation of the northern sector and its waterfront.



Movement plan to the north of the road and rail access ©Puerto Buenos Aires

Ports are generators of large volumes of heavy traffic, and their access routes must be designed to absorb these flows without prejudicing normal traffic and the residential surrounding areas; these are especially sensitive when the port is set in a large city.

For this reason, one of the main projects in the Works Plan is the Land Transport Access Node, designed to concentrate road and rail links in the northern sector. The flow of heavy traffic from the highway will be administered on Port land, without ever passing through the city's streets; the administration will be handled in the Port Support Zone (Zona de Apoyo Portuario – ZAP).



The ZAP is an annex area which acts as a lung; its main function is to provide a buffer zone in which traffic to and from the terminals can park and traffic flows can be organised. It also serves as a waiting area for trucks that need to carry out documentation, that have got ahead of their designated turn, or that are awaiting a work order; these trucks used to have to find a parking space in city streets.

Buenos Aires Port also has the best rail connections of any port in the country. There is a single direct access into the port serving all the goods lines in operation, allowing loading and discharge directly onto the container handling area. Encouraging the use of rail transport implies fewer trucks on the roads, and more efficient – and cleaner – use of resources.

The scheme is complemented by remodelling of the waterfront into a promenade for the public, restricted to pedestrians and sustainable transport.

## Project works

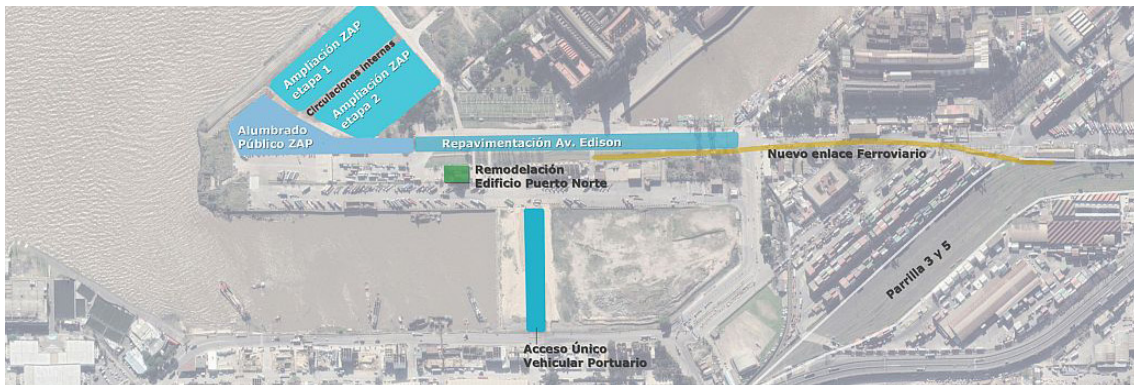
The complexity of the project implies a variety of works, often with overlapping execution, including:

- demolition of interferences (disused buildings and facilities which block routes or hinder traffic flows);
- development of new spaces reclaimed from the river to reorganise port land and allow more direct access, with waiting areas. This involves the construction of containing works; the delivery, treatment, compacting and levelling of landfill; construction of drainage, fences, etc.



Containing works, backfilling, elimination of obstacles and development of pathways (completed or in progress) ©Puerto Buenos Aires

- opening of roads, vehicle parks and supply areas, including installation of mains services, drainage, paving, lighting, etc.
- railway works to encourage the use of rail services without extra cargo handling, minimising the number of trains passing over urban common land, so that containers are moved from the flatcar directly to the wharf or the container handling area.
- generation of leisure spaces along the waterfront as a buffer zone between urban and port uses and recovery of these spaces for the public; construction of pathways, cycleways, urban furnishings, lighting, guardrails, vegetation, etc



Road and rail works (completed or in execution) ©Puerto Buenos Aires

On completion of the works, an area of approximately 5.5 hectares will be available for heavy traffic organisation, classification and waiting inside the port, not counting roads. Furthermore, the filling-in of Dock "F" will create an additional 8 hectares at the point where the port meets the city.

More than 15 million dollars have been invested to date, and the current state of the works can be seen in the photographs below.



Road access node. View from the west ©Puerto Buenos Aires





Road access node. View from the north ©Puerto Buenos Aires



Extension of ZAP – Stage 1 ©Puerto Buenos Aires



Promenade Areneras ©Puerto Buenos Aires



Rail sidings 3 and 5 ©Puerto Buenos Aires

# Port-City Governance: Learning from innovative practices

Webinar



*Prof. Michael Dooms,  
Associate professor of  
Strategic Management @  
Solvay Brussels School of  
Economics and Management  
at the University of Brussels  
(VUB)*



*Ms. Paula Copeland - Director,  
Communications & Corporate  
Social Responsibility @ Port  
Saint John*



*Mr. Alistair Gale - Director of  
Corporate Affairs, Strategy  
& Thames Vision @ Port of  
London Authority*



*Ms. Claire Charbit - Head of  
the Territorial Dialogues and  
Migration Unit at the OECD  
Centre for Entrepreneurship,  
SMEs, @ OECD*

In Goal 4 of the AIVP Agenda 2030 we identify the key elements for a renewed port-city governance: representation, transparency, consultation and collaboration. All these are based on one thing: dialogue. However, engaging with all the different stakeholders in the port city ecosystem can be challenging. They represent different, and often opposed, interest. On top of that, citizens demand, and rightfully so, to be part of the decision-making process. The local inhabitants want their opinions to be taken into consideration. In the past, infrastructural projects may have been imposed with the argument of the greater good and the strategic importance of ports. Today, public consultation is in most cases mandatory, and the social support (also known as Social License to Operate) is practically *condicio sine qua non* for major projects. However, these processes are not simple, it is necessary to overcome mistrusts, fake news, rivalling ideas or political interests. The stakeholder engagement cannot then be reduced to isolated events when legally required but needs to be continuous based on long-term results.

In this webinar we will learn from innovative cases such as the ports of London in the UK and Saint John in Canada, that have established a healthy relationship both with the citizens, the institutions and the actors that form the port city ecosystem. The OECD will provide us with a global perspective on how this kind of processes are being implemented and their importance for sustainable development. With the help from Prof. Michael Dooms, we will discuss approaches that extend beyond the port city interface, reaching the regional dimension.

You can watch the recording online.

Watch this **Webinar**

# Renewing and measuring the effectiveness of governance

Sabah Zrari



*Sabah Zrari, PhD in Political Science, IEP of Paris, Academic Coordinator of the degree "Sustainability of port cities" at the University of Valparaiso and Academic Director of the degree "Planning, management and governance of port cities", University of Santiago de Chile.*

Port city governance is complex and even open to interpretation. Each country has its own legal framework that determines the capacity of key actors like port authorities and municipalities to influence of lead port city development and dialogue processes. In this article, Dr. Sabah Zrari offers a clear definition of port city governance, providing several examples and challenging us to find ways to assess its efficiency.

In these columns, Prof Peter Hall wrote "(...) governance urges us to consider how best to take decisions, and with which partners".

That observation neatly encapsulates the complexity and the challenge posed by participatory democracy, and reflects the key priority identified by AIVP in Goal 4 of its 2030 Agenda: "Promoting city port dialogue through a renewed governance approach aimed at reconciling the quest for economic and environmental performance with the well-being and aspirations of the population."

We will begin by defining what we understand by "city-port governance", enabling us to emphasise its complexity while acknowledging its necessity. We will then illustrate our argument with some real-world examples, before concluding with an invitation to consider creating instruments to monitor and measure governance.

The concept of "governance" can be defined in a variety of ways. We will use the definition proposed by Patrick Le Galés, political scientist and specialist in urban sociology, who describes it as a "process whereby stakeholders with different reasons and interests coordinate around an objective that they build together."

This coordination can be done through an ad hoc organisation set up specifically for this purpose, or without any particular body. In all cases, however, it is an additional layer of governance, on top of that of the individual organisations of which each stakeholder is a part.

The governance structures of the various stakeholders do not attach the same degree of importance to profitability targets, and to the well-being and aspirations of the population. Yet there are cases where the governance of ports is intertwined with that of cities, such as in Rotterdam where a deputy mayor, the havenwethouder, sits on the Port's board of directors. Institutional arrangements of this kind help when it comes to the constant quest to strike the right balance between profits and the well-being of local populations. However, they are difficult to reproduce in countries where ports come under the authority of central government rather than cities themselves, or in places where ports are entirely private concerns.



*Kop van de Beer place, Europoort. Danny Cornelissen. © Port of Rotterdam*

The objective set by AIVP also places great emphasis on the "renewed" nature of governance. That means recognising that current forms of governance are ineffective at identifying objectives that bring together as many parties as possible around a shared project. More importantly, though, it is an invitation to innovate in a range of areas, all at once: representativeness, consultation, transparent information and local management, the deployment of open data systems, collaboration combining scientific and technological expertise with knowledge of civil society, and balanced land use, particularly in waterfront spaces.

It is a formidable ambition that addresses the societal changes of recent decades, and recognises that ports and cities have themselves evolved, in terms of the way they interact with a wider society that is now more aware of sustainable development issues, and demands a real say in decision-making. That evolution is reflected in the tools used. Here are some examples.

For some years now, the likes of Rotterdam, Amsterdam, or Vancouver have each had a "Port Vision", a forward-looking, participatory document resulting from a process that brought together all of the stakeholders concerned, in groups set up to tackle specific issues, with homogenous levels of expertise and representation. It is a participatory, multi-level (central government, decentralised and deconcentrated government, private sector, civil society), pioneering tool, with mechanisms to monitor its activity. It also enjoys institutional support, including financial support. In Rotterdam, it was adopted by the Municipal Council in the form of a roadmap.

In Chile, Empresa Portuaria Valparaiso, an independent public body under the aegis of central government, held a series of meetings with various stakeholders from civil society, to gauge their reactions to proposals to expand the port "within the perimeter of protected waters". This initiative, dubbed "Valparaiso dialoga" is an interesting one owing to its novel approach, the questions asked and the conciliatory, dialogue-based tone. However, it also raises a number of questions itself, particularly concerning the reasons that led Empresa Portuaria Valparaiso to exclude the City-Port Coordination Council, a city-port governance body provided for by Chilean law.



Valparaíso Dialoga

In Peru, in 2020, under the aegis of the regional government of El Callao, a series of working groups including 44 experts were tasked with carrying out an assessment covering infrastructure, security, health, education, and economy. A 2020-2022 Plan for the City Port of El Callao was then formulated and approved by the City Port Coordination Council set up in 2019 to "connecting the optimisation of port and airport logistics, competitiveness, and regional productivity with the principles of efficiency, solidarity, and security in relation to citizens".

Finally, in Seville, the Port Authority has a leading role in the creation of the Council to improve navigability and restore the ecological balance of the Guadalquivir estuary. The Council brings together the different stakeholders around a series of themes, positioning the port's activity within the wider landscape of issues concerning other stakeholders in the area or region. In addition to the Council, there is also a scientific committee whose remit is to identify the main implications of improved navigability for the rest of the estuary. For the Port, it will play a consultative role in defining the Project to Optimise the Navigable Waterway, as explained to us by Antonio Bejarano Moreno, Head of the Environment Department at Seville Port Authority.





*Port of Seville*

These new forms of participation, which in some cases either are or closely resemble governance arrangements, are the fruit of the lessons learned from past conflicts. They could mark a new phase in relations between cities, ports, and civil society, and in the construction of a sense of solidarity and togetherness. However, it is worth keeping in mind that not all countries have the same modes of governance, especially in parts of the world where different peoples and traditions co-exist, such as in pre-Columbian America.

Finally, there is the question of how to monitor and assess these initiatives, in order to distinguish genuine sustainable development efforts from those merely intended for communication purposes. A measuring tool could be envisaged, in the form of a City-Port sustainable development index, based on the key themes identified in the [AIVP 2030 Agenda](#). The invitation is open. All that remains is to find the partners and funding.

# Talcahuano (Chile): how City Port cooperation also served for reconstruction

Interview by José Sanchez



*Rodrigo MONSALVE RIQUELME, General Manager and Guacolda VARGAS CRUZ, Director for Development and Sustainability*

In this interview we will focus on the subject of governance, particularly in the Chilean context, and on the legislation that created the "Port-City Councils". There have been many innovations in Talcahuano, and other Chilean port cities, that could be of interest to our members, including the functioning of the Talcahuano Logistics Community (Comlog).

The EMPRESA PORTUARIA TALCAHUANO SAN VICENTE is a member of AIVP since 2016

**AIVP |** *How do you represent all the actors, including civil society, in your system of governance?*

**Rodrigo MONSALVE RIQUELME, General Manager |** Law 19.542 defined the creation of the Port-City Councils, with state representatives at regional level from various important areas (local authorities, regional governments and port authorities). In 2014, the Transport Ministry asked for the article to be applied, since at that time no corresponding regulation had yet been defined.

We started to work with the Port-City Council with good results for local integration, especially with the Municipality. In 2018 the regulation was published; it integrated new actors and defined that the chairman was the Regional Intendente. The Port-City Council meets every three months, with the participation of other regional authorities for different sectors, to agree and follow up on matters of public interest related with promoting the harmonic development of the city and its ports. This Council is complemented by a Port Committee for the Coordination of Public Services, which has been operating since 2014, involving the technical bodies that can resolve potential conflicts within the port between the logistical actors and the authorities (health, marine, customs, etc.). Finally, there is also a regional level working group, with public and private actors, to solve general problems affecting logistics.

All these bodies are complemented by the Comlog, which consists exclusively of private entities, to ensure that problems are solved quite quickly. Getting the Comlog up and running was not easy, but little by little we have generated a relationship of trust and cooperation. It was essential for the port company to be a neutral actor, in order to bring together companies representing different links in the logistics chain that may be competing against one another. Today, Comlog functions very successfully through three lines of work: connectivity, processes and integration with the community.

Today's great challenge is to define its continuity, since after an initial phase we will draw back from the chairmanship of the community, which must be done in future by an actor from the private sector. We are working with the community to define a new system; all the options are open, from creating a not-for-profit organisation to continuing as a work group.

In terms of relations with civil society, the commission responsible for relations with the city's residents is continuing to work on training, through the education of both port workers and secondary school pupils. We are also working to generate knowledge about the port and port activities, as well as maintaining channels of communication against possible future conflicts or negative externalities, to anticipate ways of solving them.



Presentation of the « Reporte de Sostenibilidad integrado 2020 » to community  
© Empresa Portuaria Talcahuano San Vicente

**AIVP |** One of the essential aspects for AIVP is the governance of shared spaces.

*How do you manage to establish a balance between the port uses and the urban uses of the territory, and how do you work on urban planning jointly with the mayor's office?*

**Rodrigo MONSALVE RIQUELME |** This activity is very dependent on the good relations that we as an institution have always had with the mayors, regardless of their political colour, which shows that Talcahuano as a municipality understands the importance of port activities. The geography of the city also helps, since our biggest port, San Vicente, is in a mainly industrial zone. Many of the local residents have family members who work in the port or associated activities, so they understand what port activities involve. When the Chilean Port Company was created in 1960, San Vicente was a fishing community, sited partly where the port is today. A compensation programme was set up for the fishermen, so today we have a good historical relationship with them, despite natural tensions resulting from the growth of both economic activities. The port of Talcahuano as such is on the central waterfront of the city, not far from the main square. It is therefore very much integrated with the city, but because it is a small port, handling no more than one million tons per year, it generates few negative externalities.



© Empresa Portuaria Talcahuano San Vicente

The main connectivity project of recent years is the Interport Route, conceived to connect the ports without causing congestion in the city. We are working with the Public Works Ministry to connect the Interport Route with San Vicente, generating a highway outside the city and segregating truck traffic from light vehicles. This will be positive for the population. The study by the Chilean Government is already complete, so the next step is to obtain the resources for execution in next year's Budget.

We also work with the municipality in other projects like "Molo Blanco". This is a sector of the waterfront, obsolete in terms of pure port use for cargo handling, which can be reincorporated as city territory when the City's Regulatory Plan is next modified, and brought into use by the population and by tourists interested in the port. It is a large area, which today includes the temporary municipal market; there is also a zone where fishing vessels tie up at the moment. We coordinate directly with the mayor's office to create uses that will benefit everyone, following the example of Hamburg, on a smaller scale of course.

**AIVP |** *The rehabilitation of vacant land is always an opportunity to develop new activities, such as tourism. Although new activities like cruise ships are an opportunity for territories with tourist potential, like the Biobío Region, they may sometimes affect the residents' quality of life.*

*How do you manage to combine the harmonic development of cruise ships with the citizens' quality of life?*

**Rodrigo MONSALVE RIQUELME |** In Chile, the majority of cruise ships are concentrated in Valparaiso and San Antonio, while Talcahuano lies half-way between Valparaiso and Puerto Montt. In our case, we believe we have an opportunity to provide support services to cruise ships. Besides, Concepcion Bay where we are located is the calmest harbour in Chile, complemented by an oil and LNG refinery as well as the Asmar shipyard, the biggest in the South Pacific; the city also supplies additional services.

We set up a regional cruise ships meeting group in 2015, which was also linked with the city's recovery after the 2010 earthquake. We found that we have a great opportunity with special cruise ships, as we have an airport only 10 minutes away from the Port of Talcahuano. These smaller luxury cruise ships come from Oceania, Polynesia, Hawaii or Easter Island and call at Talcahuano before going down to southern Chile and Antarctica, allowing us to act as a home port.

We also continue to work with large-scale cruise ships, but this is a long-term project. Unfortunately the pandemic has interrupted the development of cruise ship business, but we are in contact with the lines that come to Chile through our annual attendance at Seatrade, held in the USA. Our work in the regional work group has been fundamental for the development of this sector.

At the moment we do not perceive any negative externalities because the cruise ships are small, with no more than 200 to 400 passengers. It is very different when you have ships with 3,000 tourists. The whole population is very enthusiastic about receiving cruise ship passengers.



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**AIVP |** *Some weeks ago, the port of Talcahuano received the "Sello Iguala" [Equality seal] which recognises efforts to reconcile work with family and personal life.*

*Can you tell us some more about your equality and inclusion programme?*

**Rodrigo MONSALVE RIQUELME |** "Sello Iguala" is a recognition awarded by the Women and Gender Equality Ministry and recognises work we have done in the past and what we are doing now. It was awarded for three main achievements. First, because our company has always respected the principle of non-discrimination. The only thing we had to do was to systematise these principles, especially in our staff selection process. When you look at the labour market you find that some people are better qualified and have a stronger CV than others, so you have to be quite flexible in your selection process. Our rules prevent this flexibility from being misused to discriminate against women, since our competitive processes are gender-focused. We also pay particular attention to using inclusive language both orally and in writing.

The second big area where we have succeeded is the support we get from our staff, who worked enthusiastically throughout the whole process. And the third was the work of the company's gender equality committee, which consists of top management and various professionals – they are very enthusiastic and do a great job.

The measures we have introduced to facilitate combining work with personal and family life have been formalised, and their effectiveness is assessed continuously. Some time ago we realised that we had to favour women as much as men in various everyday situations; for example, when a father asks for time off to take his child to school, his superior used to say "What about your wife?" Unfortunately this is part of Chilean culture, but in our company now it is no longer the case; now our measures to reconcile work with family life promote co-responsibility: reconciliation is for everyone, men and women equally.



Before we gained this award we were already carrying out reconciliation actions: First, we already had a system of flexible working hours, so our employees could adapt their working hours to their children's school times. The second thing is that we have a summer time system. Employees can extend their working day by 45 minutes on four days a week and work a half-day on Wednesday or Friday. The third element is a flexible lunch-hour, so people can take a longer break and make up for it later. These are elements that help people to reconcile work with their family life. Now we have systematised all these elements in writing in the form of rules.

**AIVP |** *Education is a very important issue for AIVP, since for governance to really involve the citizens, it is essential to explain what the port is. Comlog has developed a specific programme called "Port Educa".*

*Can you tell us what this programme consists of?*

**Guacolda VARGAS CRUZ, Director for Development and Sustainability |** First, when we created Comlog in 2006, linking the industry with education was already an area in which companies were interested. So when we defined the objectives of this logistics community it was defined as a "means of integration and linking" to reinforce the port's identity in such a way that the population would know clearly about their history as a port (Talcahuano was created as a port in the 18th century). However, this concern also needs to be connected with the new generations, so that when they are going to enter the labour market they are more aware of how the industry functions. So we at Ports of Talcahuano see "Port Educa" as a programme which goes much further than introducing children to the industry. As a matter of fact, this programme invites schools to visit the port, and also allows us to talk with neighbourhood associations in our immediate vicinity; because very often people are afraid because they don't know about the port, and when they find out it is a nice surprise. We also organise different visits to give the children a full picture.





We think that "Port Educa" is a true reflection of what we want to do. The pandemic has forced us to change how we do things since 2020. We started by organising "talks" with schools, at first only the technical colleges that form future workers in the port logistics industry; and then we started to invite students on university and professional courses. This programme helps us to tell them about the industry, to give them some sort of "experience of the company in the classroom".

**AIVP |** *One issue that is outside "traditional" governance is the response to extreme situations: industrial accidents or natural disasters. The explosion that happened in Beirut, in Lebanon, put this subject in the headlines once again. Talcahuano has experience of these extreme situations, as a port city that suffered an earthquake and a tsunami.*

*How was the reconstruction process in the port and the city after this catastrophe in 2010?*

**Rodrigo MONSALVE RIQUELME |** Operational continuity is one of our legal obligations. We have a professional department working permanently on emergency prevention and a plan which is activated in coordination with the companies' emergency plans, in conjunction with the public authorities and with communication directed at the city's inhabitants.

**Guacolda VARGAS CRUZ |** Furthermore, last year we developed our operational continuity policy, and started a work plan for operating in emergencies of this kind. In this process, both public and private port governance are involved in the operational continuity of the Talcahuano Port System.

**Rodrigo MONSALVE RIQUELME |** In the 2010 tsunami, the port of Talcahuano lost 100% of its cargo handling capacity. This was why the Chilean State decided to let it out on concession. After the tender process and reconstruction, the Port of Talcahuano received its first ship since the earthquake in April 2014.

The Port of San Vicente was not affected by the tsunami due to the configuration of the bay, but the earthquake destroyed 43% of its cargo handling capacity. In the days after the earthquake, the port did not continue operations because it was an export port and these exporting industries were not able to produce.

Talcahuano was the real "ground zero" of the earthquake; it was like a war-zone, there was pillaging even in port installations. In fact we were rebuilding our offices over the following 4 or 5 years.

In San Vicente, we carried out reconstruction and extension simultaneously, starting in 2013 with the construction of berths 4 and 5. In 2017 we started reconstruction of other berths, for example, including dredging a greater depth of water in the port. Today we are in the final stages of this process, with the berths completely reconstructed. By combining private and public efforts we were able to transform this crisis into an "opportunity", with a total investment of 120 million US\$.

**AIVP |** *But the city also suffered in the earthquake. Was there any type of cooperation?*

**Rodrigo MONSALVE RIQUELME |** This disaster created a radical change in port-city relations. Up until 2010, the port considered that our economic activity happened inside the gates, and there was little contact with the community. The Board of Directors of the time became aware of their links with the community, and a strategic change took place. We started to work systematically on relations with the city from 2015. We created the Development and Sustainability department, which enabled us to carry out new actions to benefit the community.

**AIVP |** *We find it inspiring that such a traumatic experience as an earthquake and tsunami triggered transformation to a new relationship. Obviously it cannot make up for the terrible human consequences, but at least it is a positive aspect.*

*Finally, you say that the new Development and Sustainability department was created from 2015.*

*How is the interaction between this new department and other port services – and with other territorial partners?*

**Rodrigo MONSALVE RIQUELME |** The port company is historically a public institution, with compartmented services. Creating a new department meant modifying the distribution of "power", and that is not easy. To achieve it, we had to harmonise different viewpoints and use the professional quality of the department heads, as well as improving communications between departments.

**Guacolda VARGAS CRUZ |** Today our whole port development plan is linked to actions with the community. We think about shared value and sustainable development from the start of every project.

**Rodrigo MONSALVE RIQUELME |** We want to link economic, social and environmental sustainability. Of course, economic sustainability depends on our concessions, and today that means generating jobs for the community. We are also working on the prospect of integrating sustainability into port tender processes.

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