



2025 Annual Report



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AIVP IN 2025

Since 1988, the International Association of Cities & Ports (AIVP) has brought together a global network of nearly **190 members committed to building sustainable relationships between cities, ports, and citizens** including port authorities, local governments, operators, solution providers, institutions, and experts. With a presence on every continent, AIVP is now **the leading international platform for dialogue, expertise, and influence dedicated to port-city regions**. Through its Agenda 2030, it promotes more sustainable, inclusive, and resilient urban, port, and economic development models.

Key Figures



GLOBAL NETWORK

187 members

- **50%** port authorities
- **25%** local authorities
- **25%** professionals, including public and semi-public entities as well as private-sector stakeholders

9 new members in 2025

45 nationalities

250 participants at the World Conference Cities & Ports, New York 2025



NETWORK ACTIVITIES

20 events or meetings organized by AIVP in 2025 (conferences, workshops, webinars)

3 active working groups



TRAINING & EXPERTISE

26 professionals trained through the Sustainable Port Cities course program

PORT CITY INSIGHTS WEEKLY NEWSLETTER

44

issues published in 2025

314

articles and 269 briefs



AGENDA 2030 BY AIVP

4 new signatories in 2025

Over **150** best practices updated annually



COMMUNICATION & INFLUENCE IN 2025
AIVP LinkedIn account

Over **5,900** followers

10,8%

engagement rate (followers who interacted with our posts)

2025

Key events







Highlights and key achievements of the year

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1. 20th World Conference Cities & Ports



New York, USA
18-21 November 2025

230 participants
70 speakers
35 countries

The annual highlight of the AIVP network, the 20th World Conference Cities & Ports was held in New York from November 18 to 21, 2025, under the theme “**Navigating Change: Innovating Ports, Cities and Climate.**” The event, organized in partnership with the New York City Economic Development Corporation (NYCEDC), brought together 230 participants from 35 countries.

An event by: 

In partnership with: 

Sponsors platinum :

Sponsor Gold :



Sponsor bronze :



Key Takeaways

Through feedback from the Americas, Europe, Asia, and Africa, the 20th edition of the conference highlighted concrete initiatives in climate resilience, energy transition, biodiversity, sustainable mobility, and governance. Plenary sessions, technical workshops, and site visits facilitated knowledge sharing and networking among port and city decision-makers.

The discussions reaffirmed several core principles guiding AIVP’s work:

- **Integration must take precedence over segmentation:** reconciling economic, environmental, and urban priorities is essential for the balanced development of port cities.
- **The issue of resilience is becoming unavoidable:** adaptation to change must now be embedded in decision-making frameworks.
- **Governance is just as important as infrastructure:** cooperation between cities and ports is a prerequisite for the sustainable development of port cities.
- **The energy transition is accelerating:** decarbonization is a key driver of competitiveness for port cities.
- **Citizens must remain at the center of priorities:** improving quality of life remains the ultimate goal.
- **Innovation stems from collaboration:** cross-sectoral and international networks are essential to address shared challenges.

Key commitments and announcements

Several key commitments marked this 20th edition of the World Conference Cities & Ports:

- **AIVP and Green Marine International** renewed their collaboration by signing a new MoU, one objective of which is to initiate a joint reflection on integrating the societal criteria promoted by AIVP into Green Marine International’s certification processes.
- The **Autonomous District of Abidjan** and the **Autonomous Port of Abidjan** committed to strengthening the port-city relationship by signing AIVP’s **Agenda 2030**.
- The **City of Brussels** reaffirmed the importance of an integrated port-city vision by joining the Port of Brussels as a signatory of the **Agenda 2030 by AIVP**.
- Following the success of the 2024 edition, the launch of the **second edition of the AIVP Prize Antoine Rufenacht** was announced for 2026, thereby consolidating the momentum.
- **Dunkirk** (France) will host the 2026 edition of the AIVP World Conference Cities & Ports.

NEW YORK 2025

Highlights of the conference

November 19



● Keynote

Anticipating and Adapting to Climate Change: Presentation by **Sarah Kapnick**, Global Head of Climate Advisory at **J.P. Morgan**, recognized by TIME magazine as one of the “**Climate Leaders 2025.**”



● Opening plenary session

Olga Farman (Port of Québec), **Maria Rosario Soto Rico** (Port of Almería), and **Chin-woo Lee** (Busan Metropolitan City) shared their vision of the port-city interface, balancing economic performance, quality of life, and ecological transition. Session moderated by **Joseph Sutkowi** (Waterfront Alliance).

November 20



● Roundtable discussion with the winner and finalists of the first edition of the AIVP Prize Antoine Rufenacht, who shared the latest developments in their projects and the key lessons learned. Featuring SAPT Tanger Ville, HAROPA PORT, and the Ports of Oslo, Seattle, and Los Angeles.



● Boat tour of New York’s port-city interface, exploring the major development projects currently underway.

November 21



● Resilient Port City Perspectives from Le Havre and Antwerp, featuring **Édouard Philippe**, Mayor of Le Havre (France) and President of AIVP, and **Johan Klaps**, President of the Port of Antwerp-Bruges (Belgium) and Alderman of the City of Antwerp.



● Port-city Cooperation: The Case of the City of La Coruña (Spain): **Martín Fernández Prado**, President of the Port Authority of La Coruña, and **Inés Rey García**, Mayor of La Coruña, shared the key success factors for successful port-city cooperation.



● Handover between NYCEDC and the Urban Community of Dunkirk as well as the Grand Port Maritime de Dunkerque (France), which will host the 21st AIVP World Conference Cities & Ports.

2. AIVP committed to promoting sustainable maritime innovation and port cities

In June 2025, ahead of the 3rd United Nations Ocean Conference (UNOC3), AIVP contributed to several high-level events on financing the environmental transition in port cities and on climate action in port-city regions.



Nice and Monaco,
FRANCE
June 6-8, 2025

Financing Maritime Innovation and Infrastructure for Climate and the Ocean

On June 6, 2025, AIVP partnered with the event *“Financing Maritime Innovation and Infrastructure for Climate and the Ocean,”* organized by its member BLUMORPHO with the support of the Prince Albert II of Monaco Foundation. It brought together ports, investors, innovative companies, and financial institutions to identify financing mechanisms tailored to the needs of urban-port ecosystems. The ports of Riga, San Diego, Bordeaux, and Kribi presented their projects and investment needs, illustrating the diversity of contexts and available solutions.



This initial phase of work confirmed:

- The pivotal role of port cities in the ecological and technological transition;
- The added value of multi-stakeholder governance in driving complex transformations;
- The growing interest of financial actors in these territories, perceived as hubs for innovation and strategic investment.

Coastal Resilience: AIVP Recognized Within UN Initiatives

On June 7, 2025, during the launch of the *Ocean Rise & Coastal Resilience for Regions and Cities Coalition*, under the auspices of the United Nations, Bruno Delsalle, Director General of AIVP, moderated a high-level roundtable discussion on the resilience of port cities in the face of climate change. The discussion highlighted the importance of multi-level governance to strengthen adaptation and mitigation policies.



Port Energy Transition and Social Acceptability: The Key Role of Local Authorities

On June 8, as part of the *Blue Economic and Finance Forum*, Édouard Philippe, President of AIVP, reiterated the need to fully involve local authorities in the decarbonization of ports and the energy transition. He emphasized that the success of these

transformations depends both on the ability to mobilize investments tailored to local contexts and on the social acceptability of port activities, a major challenge for the sustainability of projects.

3. AIVP Prize Antoine Rufenacht: a publication dedicated to the 2024 edition

In late 2025, AIVP published a book dedicated to the 2024 edition of the AIVP Prize Antoine Rufenacht, highlighting the 23 candidate projects and contributing to the international dissemination of best practices in port-city development. This publication **particularly highlights the winners and finalists of this first edition, emphasizing the exemplary nature of their projects in light of the ten objectives of AIVP's Agenda 2030.** A booklet is dedicated to the winning project: the redevelopment of the Tangier city port area, a remarkable example of integrated transformation of the port city interface. The book also recounts the highlights of the first edition of the Prize as well as the entire selection process, from the call for applications to the jury's deliberations.

The publication was unveiled in New York during the 20th World Conference Cities & Ports, in the presence of the winning and finalist candidates, jury members, and numerous representatives of the network. It was distributed to conference participants, thereby helping to promote this initiative to a wider audience.



Read the
publication



AIVP Prize Antoine Rufenacht

LAUNCH OF THE 2026 EDITION

It was also during the World Conference Cities & Ports in New York that Geraldine Knatz and Carola Hein, co-chairs of the Prize, announced the launch of the second edition of the AIVP Prize Antoine Rufenacht, scheduled for 2026. The application criteria and selection process will be identical to those of the first edition. The winner will be announced at the 21st AIVP World Conference Cities & Ports, to be held in Dunkirk, France, from November 3 to 6, 2026.

2026 Implementation Schedule

- **March 2 to July 31**
Preparation and submission of applications.
- **September 11 and 12**
Meeting of the Expert panel, selection of finalist projects.
- **November 2 and 3**
Meeting of the Grand jury, interviews with finalists, selection of the winner.
- **November 3–6**
AIVP World Conference, announcement of the winner, and official prize ceremony.

4. The Agenda 2030 by AIVP, a widely acclaimed framework

By adapting the United Nations' 17 Sustainable Development Goals to the specific challenges of port cities, the Agenda 2030 by AIVP serves as the reference framework for network members working to improve port-city relations. It sets out ten operational commitments designed to guide the policies and projects of port and local authorities.



A strengthened commitment in 2025

In 2025, the momentum behind the adoption of AIVP's Agenda 2030 by stakeholders in port cities continued with four new signatories.



● Port of Seville

On March 5, 2025, during the meeting of the **River Port Cities Working Group**, the Port of Seville officially signed the Agenda 2030 by AIVP. **This commitment is in line with the port's ongoing efforts to promote port-city integration**, particularly on topics such as the circular economy, environmental management, and port-city interface development.



● Autonomous Port of Abidjan and Autonomous District of Abidjan

On November 20, 2025, during the 20th World Conference Cities & Ports, the Port of Abidjan and the District of Abidjan jointly formalized their commitment to a sustainable port-city relationship by signing the Agenda 2030 by AIVP. This reflects **a shared desire to strengthen joint strategic planning and develop coordinated projects** in the areas of urban planning, mobility, local economic development, and environmental protection.



● City of Brussels

On November 21, 2025, in New York, the City of Brussels also formalized its commitment to the AIVP Agenda 2030, joining the Port of Brussels, which had already made this pledge. **This decision confirms both institutions' dedication to strengthening their cooperation in support of sustainable economic development, improved port-city integration, and enhanced quality of life for local residents.**

Consult the Agenda 2030 by AIVP



5. Sustainable Port Cities Course Program

Proposed since 2022, the **Sustainable Port Cities course program** contributes to building knowledge and strengthening skills among professionals seeking to better understand the cross-cutting and contemporary challenges facing port cities. Developed in partnership with the International Institute of Ports and Cities (IIPC), it is aimed at a diverse international audience: port authorities, local governments, urban planners, academics, and maritime sector professionals. **The program covers topics such as climate change adaptation, the energy transition, port-city integration, quality of life in port cities, and sustainable blue economy development.**



Presentation of Participation Certificates at the AIVP General Assembly, New York, November 18, 2025

23 participants in 2025
Over 70 professionals trained since 2022



Testimonial from a participant

This training helped me better understand the dynamics between ports and urban areas, particularly regarding governance, planning, and stakeholder engagement. Through case studies, discussions, and expert insights, I gained practical tools that I now apply in my work, especially to strengthen collaboration with local communities.

Masterclass: The Impact of Drug Trafficking in Port Cities

On May 22, 2025, AIVP, in partnership with the International Institute of Ports and Cities (IIPC), organized a Masterclass dedicated to the impact of drug trafficking in port cities, featuring the participation of:



Yann ALIX
 General Delegate of the Sefacil Foundation



Juan DUARTE
 AAPA Latam President



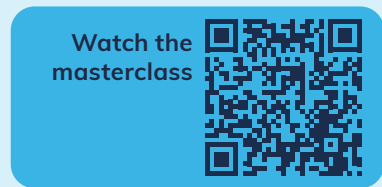
Florian MANET
 Colonel in the French National Gendarmerie, author of the book *Thalassopolitics of International Drug Trafficking*



Niels VANLAER
 Harbour Master

This event raised awareness among port and urban stakeholders about the growing challenges linked to organized crime and its repercussions on governance, security, and the image of port-city regions. Two key messages emerged from the discussions:

- 1 It is urgent to bring the issue of drug trafficking to the forefront in all forums for dialogue between urban and port stakeholders.
- 2 It is necessary to strengthen institutional cooperation, both between countries and between port authorities, in order to effectively combat transnational criminal networks.



Watch the masterclass





Member Support

Strategic Monitoring and Tailored Studies **16**

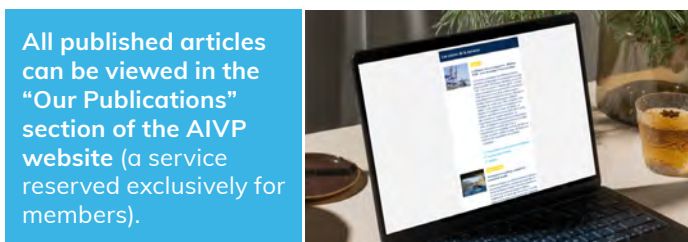
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1. Strategic Monitoring and Tailored Studies

Focus on *Port City Insights*, the AIVP’s Weekly Newsletter

Prepared by AIVP’s Content Department, *Port City Insights* is a weekly newsletter offering network members a curated selection of articles covering the latest news from port cities around the world, aligned with the priorities of the Agenda 2030 by AIVP. A true international monitoring service, it allows members to quickly access verified information, identify emerging trends, and discover initiatives carried out by port cities worldwide.



44 issues
 314 articles and 269 new briefs
 Over 1,800 recipients

Building and Sharing Knowledge: Expanding the Agenda 2030 by AIVP Good Practices Database



15 résultats sur 157

Bonne pratique

Vordingborg (Danemark) : Dynamisation d'un front de mer délaissé grâce à un sauna associatif

Bonne pratique

Melbourne (Australie) : une waterline avec vues sur la ville et les portes conteneurs

Bonne pratique

APPROACH

INTEGRATED WATERWAY PLANNING - OBJECTIVES & OUTPUT

Tourism Objectives, Recreation Objectives, Environment, Heritage & Landscape Objectives

River Traffic Management Plan, Event Management, Long Term Sustainable, Commercial Passenger Boat Regulations

Melbourne (Australie) fait l'inventaire de ses temps et ses espaces

Sharing experiences is a key driver for implementing AIVP’s Agenda 2030. For this reason, AIVP updates and expands its database of good practices every year. A true international library of projects, it enables members to identify concrete and transferable solutions in areas such as climate resilience, energy transition, governance, biodiversity, and quality of life.

By 2025, AIVP will have updated the 150 best practices of the AIVP 2030 Agenda. This process involved:

- Verifying and validating the published information;
- Updating project profiles where significant progress has been made.

Also, three new good practices related to river use have been included:

- **Kleine Nete River (Belgium)**: multi-stakeholder engagement for ecological improvement and safety of river uses.
- **Amsterdam (Netherlands)**: a public strategy to enhance safety on shared waterways.
- **Nijmegen (Netherlands)**: management of recreational uses in a dynamic river environment.

The annual update of this database directly contributes to the enrichment of the self-assessment tool, which allows members to evaluate their progress related to the ten commitments of the Agenda 2030 by AIVP.

Focus on AIVP's Tailored Study Service

AIVP offers its members a tailored research service. This service is based on its monitoring tool. Notably, it enables the analysis and comparison of initiatives implemented in various port cities around the world. Conducted on-demand, these studies provide targeted insights into specific themes or projects by identifying relevant experiences, their implementation methods, and key lessons learned.



Examples of on-demand studies conducted by AIVP for its members in 2025:

- 1 Port of the Balearic Islands (Spain)** | An international case study contributing to the transformation of Palma's waterfront, focusing on four key areas: education and scientific research, the blue economy and innovation, public spaces and recreation, and sports activities.
- 2 Port de Quequén (Argentina)** | A comparative study on parks and landscaping along waterfronts and port shorelines.
- 3 Port of San Antonio (Chile)** | Identification of international examples of financial contribution mechanisms by port authorities, to fund projects that benefit the port-city community.
- 4 Port of Namur (Belgique)** | Collection of statistical data on the inland ports of the AIVP network.

Focus on the Benchmark Study Conducted for the Port of Dublin

In 2025, AIVP conducted an in-depth benchmarking study on behalf of the Port of Dublin, seeking to evaluate its various port-city projects in light of similar international practices. The analysis focused on two key dimensions: first, the quantity and quality

of public spaces developed by the port authority for citizens, including cultural and recreational facilities; second, the sociocultural initiatives that have helped bring local communities closer to the port fostering a better understanding of its value and role in city life.



Support for the Port of Nantes on its Port Center Early-Stage Project

In 2025, AIVP supported the Port of Nantes in support of its Port Center Early-Stage Project. During a visit to Nantes, Bruno Delsalle and Laureen Goletto were invited to present the Port Center concept to local stakeholders, outline its key challenges, and illustrate its implementation through several concrete

examples. Support was also provided for a mapping of stakeholders and the development of an interview guide. Additionally, the Port of Nantes actively participated in the Port Center workshop held in Rotterdam in June 2025, enabling it to engage with network members.

2. AIVP Working Groups: Collaborative Forums for Members



The working groups are one of the pillars of the AIVP network's activities. As genuine forums for exchange, expertise, and cooperation, **they enable members to compare experiences, identify operational solutions, and develop joint initiatives to address the key challenges faced by port cities.**

In 2025, the working groups played a leading role in producing content, organizing thematic meetings, and providing support to members.

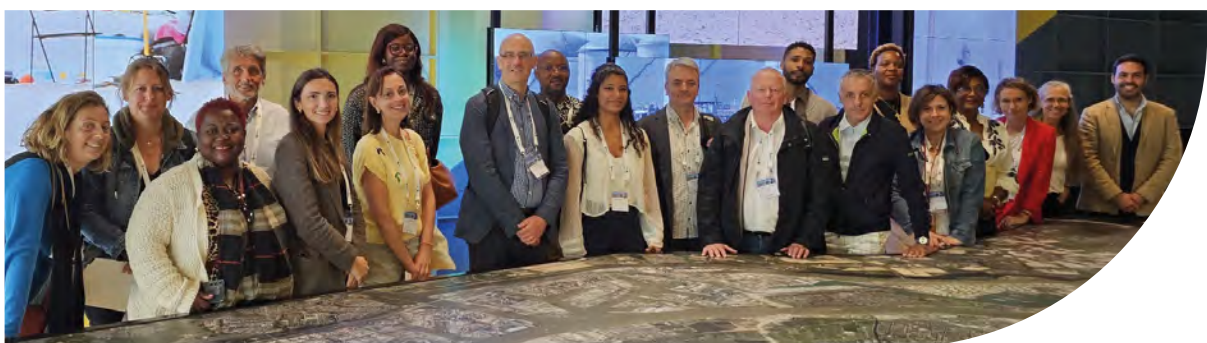
Port Center Working Group

➔ Active since 2014

The Port Center Working Group is dedicated to **strengthening dialogue between the port, the city, and citizens.** It also supports members in the design, development, and promotion of outreach initiatives and spaces aimed at improving understanding of port activities and their integration into the local community.

On June 24 and 25, 2025, members gathered in Rotterdam for an immersive workshop at Portlantis, Rotterdam's new Port Center. Issues of governance, financing, and sociocultural integration were at the heart of the discussions.

The group also met via videoconference on September 24, 2025, for a session dedicated, notably to the presentation of the future Port Center in Valparaíso (Chile), scheduled to open in 2027. Discussions also highlighted the key drivers to strengthening the territorial impact of Port Centers: developing cultural partnerships, integrating external expertise, and sharing tools. This online format is part of the network's new meeting structure, which now combines two online meetings per year with an in-person meeting held in the spring.





River Port Cities Working Group

➔ Active since 2024

The *River Port Cities* Working Group brings together the network's inland ports and river cities, as well as the research community and the private sector. **Its goal is to help members better address the specific challenges that distinguish river port cities from coastal cities and ports.**



In 2025, the working group met three times. The first meeting was held in person in Seville (Spain) from March 4 to 6, followed by two videoconference sessions on June 3 and October 14. The Seville workshop addressed topics related to the transformation of port-city and city-river interfaces, the shared use of waterways, environmental innovation, and the governance of river port cities. The issue of shared use of waterways was also discussed at the June 3 meeting, illustrated by the case of the Port of London. The October 14 session focused on the challenge of integrating cruise activities into river port cities, using the Port of Bordeaux as an example

Working Group

Cruises & Port Cities

➔ Active since 2021



Launched in 2021 following the signing of a memorandum of understanding between AIVP and MedCruise, the Cruises & Port Cities Working Group brings together representatives from port cities, cruise ports, and cruise operators. Since its creation, its work has so far focused on the exchange of knowledge and best practices with the aim of fostering the sustainable development of cruise ports and their communities, while identifying the challenges to be addressed. In 2025, the group entered a second phase focusing more deeply on two key topics: governance and citizen participation, as well as the management of passenger flows in port cities.



Two videoconference meetings were held on May 27 and October 16, 2025. The first was devoted to the presentation of the working group's new roadmap and a presentation by a representative from MSC Cruises who highlighted the role of operators in integrating cruise activities into the social and cultural fabric of cruise ports. The second meeting focused on analyzing mobility dynamics and optimizing passenger flows in cruise destinations, including a presentation by AIVP member Systematica, offering technical insights to participants.

3. International Cooperation Projects

AIVP is actively engaged in international cooperation projects. Carried out in partnership with institutional, academic, and industry partners, these initiatives enable AIVP to deepen its expertise on key topics of interest to its members, such as the green transition, climate change adaptation, and port-city integration. These projects also encourage the active participation of network members by offering concrete opportunities for exchange, feedback, and co-creation.

MAGPIE: Defining a Roadmap to Accelerate the Energy Transition of European Ports



Launched in October 2021 and scheduled to run through September 2026, the European MAGPIE project supports the transformation of European ports into sustainable, low-carbon, and multimodal port hubs, in line with the objectives of the European Green Deal. The consortium brings together 42 partners: ports, research institutes, and companies. It includes the ports of Rotterdam, Sines, DeltaPort, and HAROPA PORT.

The project is based on 10 pilot demonstrations, implemented under real-world conditions, aimed at integrating zero-emission energy, innovative transport solutions, and digital tools. The results will contribute to the development of a European

Master Plan for green ports, to be submitted to the European Commission upon the completion of the project.

Within the consortium, AIVP leads Work Package 2, dedicated to communication, stakeholder engagement, and the dissemination of results. AIVP also contributes to evaluation and knowledge transfer activities. As a leading voice in port-city dialogue, AIVP ensures the visibility of the project's work and promotes regional engagement. AIVP's work thus focuses on participating in international events, publishing articles in specialized media, and organizing workshops and events to present the demonstrators developed under the MAGPIE project.

AIVP's Key Contribution to MAGPIE in 2025: a Port City Workshop in Matosinhos (Portugal) on October 2, 2025

This workshop, co-organized by AIVP and the Port of Rotterdam, brought together port authorities, local governments, and experts to discuss the challenges of energy transition innovations into the broader territorial context. The discussions highlighted three key points:

● Stakeholder Collaboration

The sessions on digitalization governance and the decarbonization of multimodal supply chains underscored the need to engage a diverse range of stakeholders. Since each has its own priorities, responsibilities, and capabilities, their coordination is essential to support the energy transition. Digital tools serve as key enablers in this multi-stakeholder

governance model, but call for greater data sharing and cooperation. Decarbonizing existing systems also involves close collaboration with the various infrastructure owners.

● Regional Development

Particular attention was paid to the role of the ports of Sines, Leixões, and Lisbon as pilot sites for deploying new technologies in support of the national energy transition.

● Green Port of the Future

Discussions highlighted that port authorities must adapt their operating models to accommodate the diversification of energy sources. They have a key role to play in facilitating this transition by leveraging economic, regulatory, and societal drivers, or deploying new technologies in support of the national energy transition.

Other AIVP Activities Within the MAGPIE Project

In 2025, as part of the project's dissemination activities, AIVP produced a deliverable proposing a plan for activating the port-city link within the MAGPIE project. This report focuses on three main areas: analyzing the links between port activities, the city, businesses, and citizens; strengthening interactions between port and urban stakeholders; and outlining the project's recommendations for reinforcing this link. It also includes interviews conducted with partner ports and local authorities. This deliverable is publicly available on the project website.

AIVP is also involved in the working group dedicated to the project's impact analysis. One component of this group focuses on the **spatial impact and social acceptability of MAGPIE's innovations in the port cities concerned**. To this end, a group of external stakeholders was consulted to identify the impacts of the project's demonstrations on the port-city relationship. These stakeholders participated in a "serious game" organized and facilitated by AIVP in Le Havre in October 2025. This workshop provided an additional opportunity to strengthen interactions among stakeholders from diverse backgrounds, all sharing an interest in port-city issues.

MAGPIE deliverables

European smart green ports



Consulter le livrable



AIVP's activities as part of the MAGPIE project will continue in 2026, notably with the preparation and launch of an exhibition showcasing the project's results.



MAGPIE IN 2025

Total subscribers: **1 511 (+268)**

Linkedin account managed by AIVP

Published posts: **121**

SAFARI : for Safe and Climate Resilient Ports



SAFARI
Safe. Climate Resilient Ports

The European SAFARI (Safe and Climate Resilient Ports) project, launched in May 2024 and scheduled to run through October 2027, is part of the Horizon Europe 2021–2027 program. It brings together 24 partners, including port authorities, universities, non-profit organizations, and companies, around a central objective: to prevent and mitigate the effects of climate change on port infrastructure, operations, and personnel, notably through the creation of digital platforms designed to help ports maintain at least 80% of their operations during disruptions.

As a partner, AIVP contributes to strengthening port resilience and promoting sustainable and

innovative solutions. Drawing on its expertise in the sustainable development of port areas, AIVP supports member ports in assessing and implementing climate risk strategies. AIVP's contribution include producing benchmarks on port strategies, organizing webinars, mobilizing its international network, and supporting governance and port-city cooperation in the management of extreme weather events. The project is structured around five study areas and brings together pilot ports such as Porto de Lisboa, Dunkirk Port, and the Port Authority of Seville, as well as replicator ports like OEPT-Port of Tripoli and the Port of Livorno, which benefit from the experience and tools developed by the consortium.

2025

SAFARI Project: Key Events in 2025

February 20-21

AIVP participated in the project's first Steering Committee meeting in Seville, Spain, leading a discussion with partner ports on stakeholder engagement.



October 30-31

The second Steering Committee meeting was held in Livorno, Italy, during which AIVP facilitated a workshop on showcasing and disseminating key operational results, in collaboration with project partner We Right-click.



AIVP also produced an initial deliverable aimed at maximizing the impact of SAFARI's main operational results, to support the transfer of developed innovations to stakeholders beyond the consortium. Additionally, AIVP actively contributed to the development of a deliverable on the design of a port operations governance model, focusing on organizational structure, decision-making processes, and accountability mechanisms.

Connected River

Connected
River

Interreg
North Sea



Co-funded by
the European Union

The European Connected River project, launched in January 2023 and scheduled to run through December 2026, aims to foster the coexistence of commercial, ecological, and recreational uses of waterways in Northwestern Europe. It focuses on the development and revitalization of waterfronts-areas along rivers and waterways that are central to the local economy, ecology, and urban quality of life. The project is co-funded by the European Union's Interreg North Sea program.

Within the project, **AIVP contribute its expertise in shared governance** by promoting the involvement of stakeholders often excluded from decision-making processes, and in methodological and technological innovation by piloting sustainable solutions tailored to the various uses of rivers and waterways.

AIVP also plays a key role in sharing international experience and promoting the project's outcomes through its global network and the Connection & Reflection Group, which brings together members outside the project to participate in workshops, field visits, and exchanges with partners.

In 2025, AIVP strengthened stakeholder engagement, led the Connection & Reflection Group, and contributed to building on local experiments through the development of a benchmark. The year also featured two meetings of project partners in Nijmegen (Netherlands) and Vordingborg (Denmark). These meetings helped strengthen collaboration among project members and enabled the exploration of pilot sites.





world conference
cities & ports
by aiVP
New York City 2025
November 18 - 21

Navigating Change
Innovating Ports, Cities and Climate

world
cities
by aiVP

NAVIGATING
Change
Innovating Ports, Cities and Climate

aiVP NYC / EDC



conference
& ports
New York City 2025
November 18 to 21

CLIMATE CHANGE:
Ports, Cities and Climate

AIVP Influence

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1. Coordination and Development of the AIVP Network

Nine New Members joined the AIVP Network in 2025

These new members reflect the network’s appeal and the growing commitment of port regions and their stakeholders to a more sustainable port-city relationship.

Port Authorities College:



Autonomous Port of Cotonou (Benin)



Autonomous Port of Namur (Belgium)



Port Authority of Almería (Spain)



Port of Tarragona (Spain)



Port of Los Angeles (United States)

Local Authorities College:



City of Cotonou (Benin)



Concello da Coruña

City of La Coruña (Spain)

Professionals College:



New York City Economic Development Corporation (NYCEDC) (United States)



GFE – General Floating Equipment B.V. (Belgium)

Establishment of a Permanent AIVP Representation in North America

The initiative to establish a permanent AIVP office in North America reached a significant milestone in 2025. A feasibility study confirmed the strategic importance of such an office in supporting the network’s development across the North American continent.

In 2025, work focused primarily on the planning phase. In-depth legal analyses were conducted to establish a solid legal framework for the office and to define the most suitable organizational model. This work culminated at the General Assembly held on June 19, 2025, chaired by Édouard Philippe,

Mayor of Le Havre and President of AIVP. On that occasion, members approved the creation of a non-profit organization based in Canada and chaired by Olga Farman, CEO of the Port of Québec. With the support of the Port and City of Québec as well as the governments of Québec and Canada, this initiative is based on the commitment of the network’s Canadian members, located on the Atlantic and Pacific coasts and along the St. Lawrence Seaway. It is part of AIVP’s strategy to strengthen its presence in North America and develop cooperation with port cities in Canada, the United States, Mexico, and the Caribbean.

Renewal of the Cooperation Agreement between AIVP and Green Marine International



On November 19, 2025, AIVP and Green Marine International renewed their cooperation, first established in 2018, by signing a new memorandum of understanding. This agreement aims to amplify the impact of both organizations' efforts in support of more sustainable, responsible, and better-integrated ports within their regions. This updated

memorandum opens the door to closer cooperation between the two organizations, enabling AIVP to better support port authorities and their industrial partners in the practical implementation of the commitments outlined in AIVP's Agenda 2030 for the sustainable development of port cities.

Other partnerships and Memorandums of Understanding

Brazilian Ministry of Ports and Airports



On February 10, 2025, Édouard Philippe, President of AIVP and Mayor of Le Havre, signed a partnership agreement with the Brazilian Ministry of Ports and Airports, represented by Silvio Costa Filho, Brazilian Minister of Ports and Airports. This agreement aims to facilitate:

- The promotion, within the AIVP network, of best practices from Brazilian ports on topics related to the 2030 Agenda,
- The exchange of experiences among peers on topics such as the shared use of maritime and river waterfronts, port-city integration, and social engagement of communities living near ports.

AAPA Latam



On April 22, 2025, AIVP also signed a memorandum of understanding with AAPA Latam, the Latin American branch of the American Association of Port Authorities. This collaboration aims to promote the sustainable development of port cities in Latin America through various initiatives:

- Promoting the Agenda 2030 by AIVP in the region,
- Mutual participation in international events,
- Developing joint initiatives.

C40 Cities



C40 Cities C40 is a global network of mayors from nearly 100 major cities committed to accelerating climate action in urban areas. Since 2024, AIVP has been developing a working relationship with C40, and in particular with its "Ports" group, which is committed to the large-scale development of green maritime corridors. This partnership primarily involves regular exchanges of information. It intensified in 2025 with AIVP's participation in organizing a side event co-organized with C40 and other partners, as part of the UNOC3 conference held in Nice in June 2025.

2. Communication and Outreach

In 2025, AIVP's communication was driven by a dual objective: to keep members better informed and engaged while strengthening the network's international visibility. Structured around complementary tools — newsletter, website, social media, and targeted email campaigns — the initiatives carried out this year improved the flow of information to members, showcased their projects, and actively supported the promotion of the World Conference Cities & Ports.



In early February 2025, AIVP launched a monthly newsletter for members: **Echoes from the Network**. Designed to share essential information about the network's activities - new members, AIVP services, key events, governance updates, and working group news - this newsletter complements **Port City Insights**, the AIVP weekly newsletter dedicated to port-city news.

Key Figures


**BUILDING AIVP'S
VISIBILITY AND
INFLUENCE**

 **AIVP LinkedIn**
5,596 followers
335 post
in 2025

 **AIVP Website**
78,439 unique visitors
in 2025
138,712 pages views
in 2025


**PROMOTION
OF THE WORLD
CONFERENCE**

Promotion of the World Conference Cities & Ports relies on three additional channels:

 **A dedicated LinkedIn account**  **+414** new followers **142** posts **11,24%** engagement rate

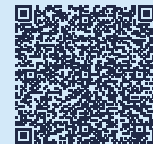
 **A dedicated website**  **45,838** page views in 2025 **17,031** unique visitors in 2025

 **Email campaigns**  **23** trilingual campaigns (FR/EN/ES) sent between April and November 2025

3. Sharing Knowledge on Port Cities

Highlights from the World Conference Cities & Ports - Lisbon 2024

Following the World Conference Cities & Ports held in Lisbon in November 2024, AIVP published a summary in March 2025 of the key lessons and insights from the international stakeholders gathered at the event. **This document serves as a reference tool to carry forward the discussions initiated during the conference and foster the sharing of best practices within the international port-city community.**



Download the publication

Publication of an Article on the Key Lessons from the MAGPIE Project

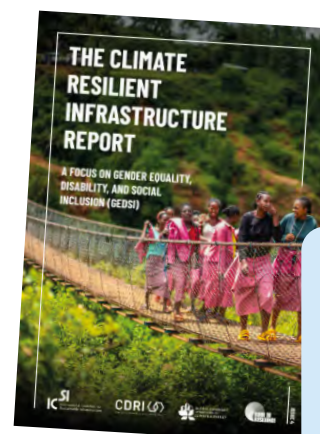
The December 2025 / January 2026 issue of Bunkerspot Magazine features an AIVP article on the MAGPIE project. It provides an overview of the project and its key achievements, and highlights the main lessons learned — particularly the importance of non-technological solutions for ports' energy transition, notably in the areas of governance, cooperation, and territorial integration.



Read the Article

AIVP's Contribution to an ICSI (International Coalition for Sustainable Infrastructure) report

In 2025, AIVP also contributed to an ICSI report on issues of inclusion and diversity in resilient infrastructure through three case studies: Palma (Spain), Los Angeles (United States), and Seattle (United States).



Read the publication

4. Presentations, Speeches, and Participation in International Events



In 2025, AIVP strengthened its role as a key player in port-city dialogue through numerous presentations at international events, helping to promote the network and share best practices across all topics related to the port-city issues.



January 29

Charleroi, Belgium

Exchanges with Walloon ports on the challenges facing inland waterway ports.



February 2-5

Bilbao, Spain

Participation in the conference on sustainable ports organized by the Port of Bilbao. AIVP moderated a roundtable discussion on the challenges of the port-city relationship and the societal integration of ports.



March 10-11

Paris, France

Presentation at the conference "(Re)Connecting the River and the City – The Seine in Paris and the Île-de-France Region" on the intersection of climate action and urban logistics.



March 31-April 1

Marseille, France

Climate Chance Europe Africa 2025 Summit – moderation of a roundtable discussion on port resilience.



April 14-17

Paris, France

AIVP participated in a roundtable on the blue economy at the OECD Urban Days.



May 8-9

Thessaloniki, Greece

ESPO Conference: presentation on ports' energy transition as part of the MAGPIE project.



June 10-13

Nouvelle-Orléans, USA

GreenTech Conference – Green Marine International, speaking at a session dedicated to sustainable maritime transportation.



June 24-26

Cartagena, Spain

MedCruise Association General Assembly: AIVP spoke at a session titled "Cruise Passenger Experience and Community Engagement."



June 24–26

Lima, Peru

AIVP's participation in the AAPA Latam Annual Conference.



June 30–July 4

Lyon, France

Presentation at the IS Rivers Conference, highlighting the experiments conducted under the Connected River project.



September 8–12

Memphis, United States

Presentation at the Smart Rivers – PIANC conference, highlighting the work carried out under the Connected River project and the AIVP River Port Cities Working Group.



September 11–12

Abidjan, Ivory Coast

On the occasion of the 75th anniversary of the Port Autonome d'Abidjan, AIVP participated in a roundtable on the port's competitive positioning and port-city relationship challenges.



September 24

BRUSSELS, BELGIUM

Presentation on the issue of port-city resilience at the "Green Shipping Industry Day", an event organized by Green Marine Europe.



November 5

Brussels, Belgium

AIVP serves on the jury for the ESPO Award.



December 11

Livorno, Italy

AIVP participated in the celebrations marking the 10th anniversary of the Port Center in Livorno.

Other presentations and speeches

In 2025, AIVP continued its commitment to knowledge sharing and engagement with the academic world through presentations to student audiences at partner universities.

May 20

Presentation for the Master's program in Metropolitan Governance, Public and Maritime Affairs, at Sciences Po Rennes, France.

July 3

Presentation for the Campus Polytechnique des territoires maritimes et portuaires (University of Le Havre, France) on the challenges of the energy transition in port regions.

December 5

Presentation for the Master's in Urban Studies, University of Le Havre, France, on the challenges of the port-city relationship.

December 17

Presentation for the TRUST (Transformative Urban Studies) Master's Program, University of Grenoble Alpes, France, addressing port-city challenges.





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1. Governance & Association Life

AIVP Board of Directors and General Assembly

The AIVP Board of Directors met four times in 2025:



VIA VIDEOCONFERENCE
March 31 and October 27



IN-PERSON
May 7 in Marseille, France, and
November 20 in New York, United States.

The General Assembly met twice during the year:



VIA VIDEOCONFERENCE
June 19.



IN-PERSON
November 18 in New York, United States,
ahead of the World Conference Cities & Ports.

Focus on the AIVP Board of Directors Meeting in Marseille

At the invitation of the Port of Marseille Fos and the City of Marseille, the Board of Directors convened on May 6–7, 2025. Participants discussed the "Competitive and Sustainable Port City" strategy adopted in December 2024 by the City of Marseille, visited the port's East Docks, and discovered the Marseille Port Center, which opened in 2024. They were also welcomed at CMA CGM's headquarters to explore the challenges of decarbonizing maritime transport.



Beyond their formal governance role, in-person Board of Directors meetings serve as genuine opportunities for discovery and immersion within host regions. They allow board members to gain a concrete understanding of local strategies, engage with economic and institutional stakeholders, and draw inspiration from innovative initiatives aimed at improving port-city integration.

AIVP Governance as of December 31, 2025

Members of the Executive Board



Édouard Phillippe,
Président
Mayor of Le Havre
(France)



Olga Farman
Vice President
CEO of the Port of Quebec
(Canada)



Francesca Morucci,
Secretary General
Head of Promotion
and Public Relations,
Northern Tyrrhenian Sea
Port Authority
(Italy)



Mohamed Ouanaya
Treasurer
CEO, Development Company
for the Redevelopment of
the Tangier City Port Area
(Morocco)

Members of the Board of Directors

PORT AUTHORITIES COLLEGE

- Administration Portuaire de Québec (Canada)
- Autorita di Sistema Portuale del Mar Ionio - porto di Taranto (Italy)
- Autorita di Sistema Portuale del Mar Tirreno Settentrionale - porto di Livorno (Italy)
- Freeport of Riga authority (Latvia)
- Guadeloupe Port Caraïbes (France)
- Port Atlantique la Rochelle (France)
- Port Authority of New South Wales (Australia)
- Port Autonome de Douala (Cameroun)
- Port Autonome de Kribi (Cameroon)
- Port Autonome de Strasbourg (France)
- Port of Antwerp-Bruges (Belgium)

LOCAL AUTHORITIES COLLEGE

- Ayuntamiento de A Coruña (Spain)
- Busan Metropolitan City (South Korea)
- Communauté urbaine de Douala (Cameroon)
- eThekweni Municipality (Afrique du Sud)
- Lorient Agglomération (France)
- Métropole Nice Côte d'Azur (France)
- Saint-Nazaire Agglo (France)
- Ville de Libreville (Gabon)

PROFESSIONALS COLLEGE

- Agence d'urbanisme et de développement de la région Flandre Dunkerque (France)
- Compagnie Nationale du Rhône (France)
- Mersin Chamber of Shipping (Türkiye)
- Société d'aménagement pour la reconversion de la zone portuaire de Tanger Ville (Morocco)

2. The AIVP Team as of December 31, 2025

EXECUTIVE COMMITTEE



Bruno DELSALLE
General Manager



Corinne LALLEMAND
Deputy General Manager



José SANCHEZ
Director of Agenda 2030 by AIVP, Projects and Content



LUCILE AUDIEVRE
Director, Network development, Marketing and AIVP Prize Antoine Rufenacht

TEAM MEMBERS



Béatrice BRIAND
Administrative Assistant



Chloé COLBOC
Head of Logistic



Edgar GILLET
Project Officer



Lauren GOLETO
Project officer



Eric GUEGUEN
Community Manager



Caya HEIN
Project Manager: energy transition and Agenda 2030 by AIVP



Anas LAANI
Network coordination and development



Noémi MENE
Project Leader Sustainable Mobility and River Port Cities



Annabelle ODIEVRE
Head of communication



Brenda SOUZA FERREIRA
Network coordination and development

In 2025, AIVP welcomed 3 interns,

In 2025, AIVP welcomed three interns, contributing to strengthening its operational capacity and the delivery of its initiatives, while helping to train future professionals dedicated to port-city issues.

3. CSR Commitment: AIVP's Contribution to Carbon Sequestration and Biodiversity Conservation

As part of its CSR (Corporate Social Responsibility) policy, AIVP supports local carbon sequestration and biodiversity conservation projects in partnership with the CarboLocal program, an initiative led by local stakeholders in the Le Havre region, France.



1755
trees planted

Between 2021 and 2023, AIVP contributed to several tree-planting initiatives in the Normandy region. An initial contribution enabled the planting of 300 trees, including 5 fruit trees, representing a sequestration potential of approximately 31 tons of CO₂ and supporting two local projects. The following year, AIVP deepened its commitment with a contribution corresponding to the sequestration of 145 tons of CO₂, through the planting of 1,450 hedgerow trees on a farm in Manneville-la-Goupil, near from Le Havre.

576



Tons of CO₂ sequestered

Beyond their environmental impact, these actions also generated positive social outcomes, notably by raising awareness among 50 schoolchildren involved in the planting projects, as well as through the mobilization of AIVP staff.



50
schoolchildren
educated

Building on this momentum, the AIVP has committed to a new initiative aimed at sequestering 400 tons of CO₂ over the 2025–2026 period. This initiative has already led to the launch of three key projects, in partnership with local farmers and in collaboration with the Water Agency: the planting of 700 trees and shrubs in a meadow at a site facing significant water management challenges in Étretat, the creation of a 0.5-hectare grove dedicated to biodiversity and timber production, and an agroforestry project in Fongueusemare combining tree planting with orchard development.



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