



Training Manual “Cruise port management – Land side” - JOHANN



Del. 5.2



PLANCO Consulting GmbH

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BACKGROUND

The project Johann (Joint development of small cruise ship tourism heritage products in the Southern Baltic Sea Region), involves six project destinations (Rostock, Wismar, Stralsund, Szczecin, Karlskrona and Kalmar). Its overall idea is to develop the South Baltic Region as an attractive small cruise ship destination. Strengthening the range of cultural and natural excursions, improving the operation on both land- and waterside and integrating the cruise business in the urban city planning are all success factors that the project will focus on. Moreover, the partner destinations need to reach the major target group – the cruise ship operators/the cruise line representatives.

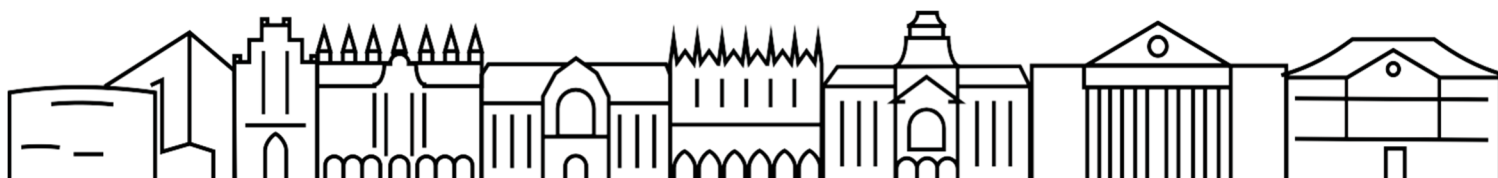
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THE MAKING OF ...

City ports aiming to attract small cruise ships and their passengers also must develop and plan their land side services (welcoming passengers) and infrastructure (cruise terminals or similar as part of urban waterfront). To make abandoned waterfronts in heritage inner city harbors inviting, it is a complex challenge. JOHANN developed an integrated model approach – valuable for other Baltic Sea cities and even beyond.

The manual is the result of different project activities in JOHANN such as *local land side development analyses* (Act. 5.3), *study visits* carried out to successful cruise in Norway and Denmark (Capacity building for cruise destinations – Act. 3. 7, 4.4 and 5.2), *Johann pilot trip* carried out in summer 2017 but also conference "From a growing to a great city", jointly organised with Union of the Baltic Cities commissions "planning cities" and "smart and prospering cities" in Rostock.

The numerous activities and the involvement of external experts have created a valuable dialogue. In this way, important knowledge and experience has been brought into the project, which facilitates, even inspires, the development of local solutions. Valuable insights were gained through involvement of architects Jan Terwecoren and Annekatrien Verdickt (ARCHITECTUURPLATFORM TERWECOREN VERDICKT), Cruise experts Luis de Carvalho and Louise Terkildsen (Bermello Ajamil & Partners Europe/BA Europe) and planning experts as Prof. Lucyna Nyka (Gdansk University of Technology, Faculty of Architecture)- to give some examples only. At the same time regular dialogue between project partners and within local support groups/ cruise networks was valuable here. The latter offered the opportunity to exchange of knowledge, experience and ideas helping partners to develop their cruise ports and waterfronts.



GENERAL SCOPE AND TARGET GROUP

Local training workshops are used to strengthen local partnership and improve local cruise tourism capacity, competences, services, offers and products. Target group for trainings/ workshops are local/ regional tourism and port management actors and decision makers in the partner cruise destinations (e.g. city administration, port authorities, tourism association, tourist information, touristic service providers like shore excursions, restaurant & shop owners).

The training manual contains approach, procedure for different training sessions (tourism and spatial planning) and a summary of results of trainings implemented in Germany, Poland, and Sweden during JOHANN project. Although manual and training programme were originally developed for the project partners, it is also intended as an inspiration for other destinations aiming to attract small cruise ships and their guests and interested to improve their capacities concerning necessary land side services and infrastructure.

Regarding capacity building, the various publications developed within the framework of Johann play an important role - both in the preparation and implementation of the training courses and in their follow-up. We will refer to these in due course.

Landside cruise planning and management trainings are focused on following topics:

- ✓ exchange regarding appropriate tourism services to improve service quality/ hospitality
- ✓ exchange on spatial planning/ urban development topics related to planning, construction within historic inner-city ports (to improve conditions for arrival of cruise ships).

Picture 1: Small cruise ship Rügen island



Source: Mukran port



STRUCTURE AND BASIC CONTENTS

The trainings follow a clear structure, consisting of:

- ✓ Introduction
- ✓ Trainings/ workshops (main part/ core part)
- ✓ Wrap-up/Evaluation/ Feedback (maybe announcement of follow-up trainings)

In preparation of the training and the introduction part it is wise to consider following factors:

- ✓ How well you know each other? Are the trainings part of cruise network/cruise interest group meetings or similar?
- ✓ From which professional areas do the participants come and how much previous knowledge do they bring with them?

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INTRODUCTION

Already the introduction part is quite important for capacity building and the formation of a sustainable network. The latter serves to prepare the actual trainings/ workshops. If you like a “warming up” for the trainings. We consider the following to be relevant:

- ✓ Short presentation of the moderator/ trainer
- ✓ Introduction of participants
- ✓ Overview on cruise market
- ✓ Introduction to Johann project – responsibilities in project, motivation for participation (only relevant in context of JOHANN)
- ✓ Expectations for training/ Introduction to the issues and the targets of your training session

The introduction has the following main aims:

- (1) The participants will gain valuable basic knowledge about the cruise industry and the segment "small cruise ships"- they will be brought to a comparable level of knowledge
- (2) The participants learn about the project and specific partner activities

This is an essential prerequisite for the main part of the training - the workshops (where small groups of participants are asked to address the urgent issues of the respective destination- and to discuss these challenges and to jointly define solutions).



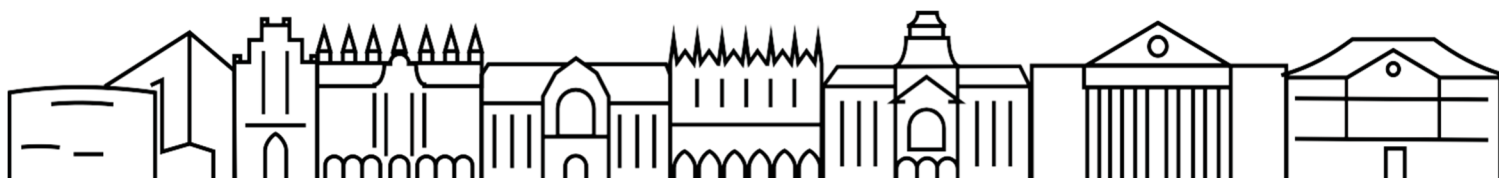
Considering the above-mentioned topics first step is introduce the group of participants to each other (organizer, moderator, and trainings participants). In case participants are not yet familiar with each other it might make sense to make a small round of introduction- or that participants are introduced according to their affiliation to a certain group of people and involvement into cruise business (guides, port, planning departments etc.) by the organisers of the training (representative of cruise network/ interest group, if existing; representative of city department e.g. planning, strategic or tourism)

Apart from moderation skills it is recommended to engage a person with appropriate cruise business knowledge, e.g. through experience in fields cruise port planning & development, destination development, cruise marketing, in contact with cruise operators and destinations etc. or someone from the practice (daily experience in cruise port operations and planning).

To get an introduction to the topic of cruises, the following should be addressed:

- ✓ Worldwide figures ships and passengers /cruise market, competitors (cruise market is a constantly growing but highly competitive market growing market)
- ✓ Image of cruise business (and opportunities for the small cruise ship segment)
- ✓ Current challenges, requirements and relevant for cruise port planning and development in general- environmental policies IMO MARPOL regulations; security issues but also bad image of cruise business (and how to deal with)
- ✓ Small cruise ship: What is a small cruise ship (number of passengers, size in length overall (LOA); what makes this segment special?

Knowledge which should be conveyed here is well prepared in the Johann publications e.g. *Cruise Port Benchmark Study* (developed by Gdynia Maritime University) (especially chapter 1) and “*Land side development strategies for cruise ports*” and related booklets as “*The Analysis of the urban waterfront area in 6 cities around the South Baltic*” (ARCHITECTUURPLATFORM TERWECOREN VERDICKT 2019). The latter serves as guideline to help public authorities understand the complexity of cruise tourism in cities, and in particular small cruise ships (SCS). It is conceived as a guide to develop a balanced strategy. The booklet is structured in three chapters. The first part concerns an analysis. It tries to give an overview of the different scales with their existing features, good practices, and any ongoing projects. It also tries to identify any potential problems. Based on the analysis of the first chapter, the second chapter proposes some guidelines to stimulate good practices in future SCS and waterfront developments. The third chapter is an application of these guidelines in the context of Rostock. (project publications are available [here](#))



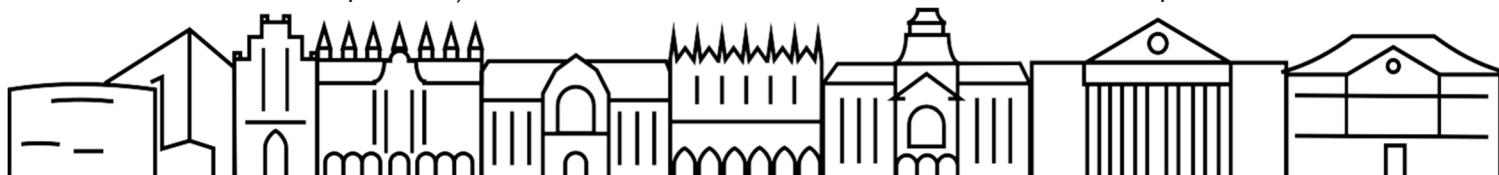
The cruise industry is booming. This form of holiday is more popular than ever. Cruise industry is growing faster than the tourism industry in total. But there is also increasing criticism in many places as cruise is associated with crowds and pollution: Destinations as Venedig, Dubrovnik and Barcelona struggle with the consequences of people pollution and over tourism (whereby cruising is not the only problem). The NABU study and campaign for clean cruise ships "[Mir stinks!](#)" has caused a lot of attention. The criticism: cruise ships pollute the climate, environment, and health with their exhaust gases. The study has

"The excessive growth of cruise tourism all over the world poses new challenges to port-cities. On one hand, cities and port authorities are happy to stimulate local economy and tourism. On the other hand, more and more people are questioning cruise tourism and the negative side effects it can have on local environments. The cruise industry is forced to reflect more and take into consideration the effects it has on various local contexts, on its benefits and on its environmental effects." (ARCHITECTUURPLATFORM TERWECOREN VERDICKT: Land side development strategies for cruise ports/ Booklet A, p. 10)

triggered a discussion for cleaning up cruise business. However, critics accuse NABU of inaccurate and tendentious reporting. Even if dimension is different, resistance to the cruise business is also sometimes voiced in the Johann destinations. Small cruise ship (SCS) ships are smaller but moor closer to the city centre where the sensitivity and the impact on people is more significant. The situation shows that a lot of education is needed on the subject. The training sessions might be a start to find solutions and measures in dealing with this. *(for more information, please see chapter XL- World, Booklet A - Analysis of the urban waterfront (ARCHITECTUURPLATFORM TERWECOREN VERDICKT 2019 / Land side development strategies for cruise ports).*

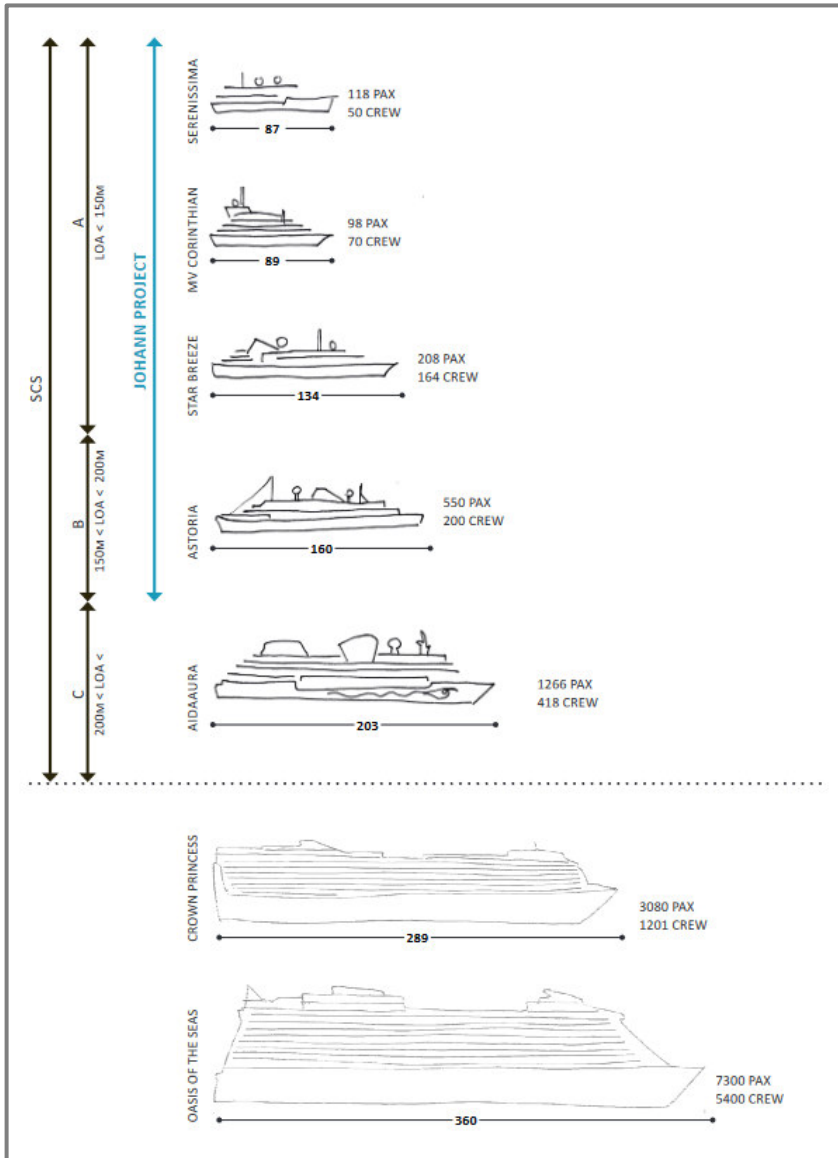
Due to projects focus is rather important to clarify the difference of small and common cruise ships: Actually, no clear classification of cruise and passenger ships exists. The criteria on which a classification is made, differs. In some instances, it refers to the number of passengers, in others to the weight or the dimensions of the ships. Moreover, the classification is not unambiguous. Small, medium-sized, big, large, very large ships are not used in a univocal way. Therefore, *JOHANN Benchmark Study* defined SCS as ships with less than 1000 passengers, a draft of maximum 6 meters and a length of maximum 200m. Compared to big cruise ships, SCS can moor closer to the city center. A berth is considered to be in the city if the cruise tourist can explore the city in an autonomous way (by foot, by bike or by public transport.)

The development of infrastructure for SCS-ships is strongly related to city development. The welcoming of passenger ships in the middle of the city can open new types of urban forms that enrich the city. Professor Lucyna Nyka (Gdansk University of Technology) underlined the urban potential of old harbours, waterfronts and inner cities in her opening speech at Union of the Baltic cities event "Rostock - from a growing to a great city" (organised together with JOHANN partners) where urbanists, architects, social scientists, entrepreneurs and

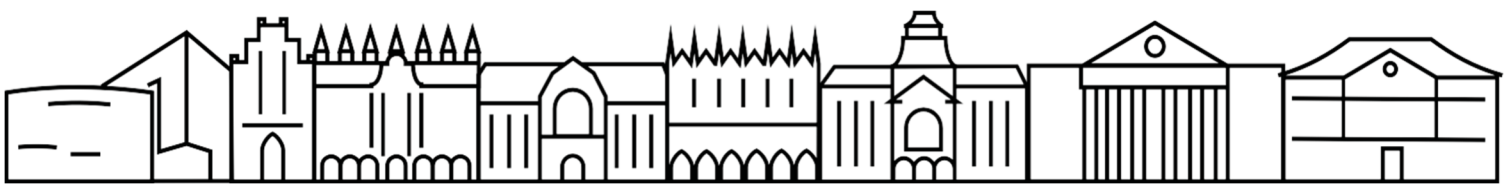


administration officials came together. Referring to contemporary case studies and good practices she proved a thesis that “when the water flow, then the life will flow, too”. Waterfronts, harbour facilities and marina infrastructure are building significant and vibrant public spaces, that attract wide range of stakeholders and users.

Picture 2: Small cruise ship



Source: ARCHITECTUURPLATFORM TERWECOREN VERDICKT: Land side development strategies for cruise ports/ Booklet A, p. 13

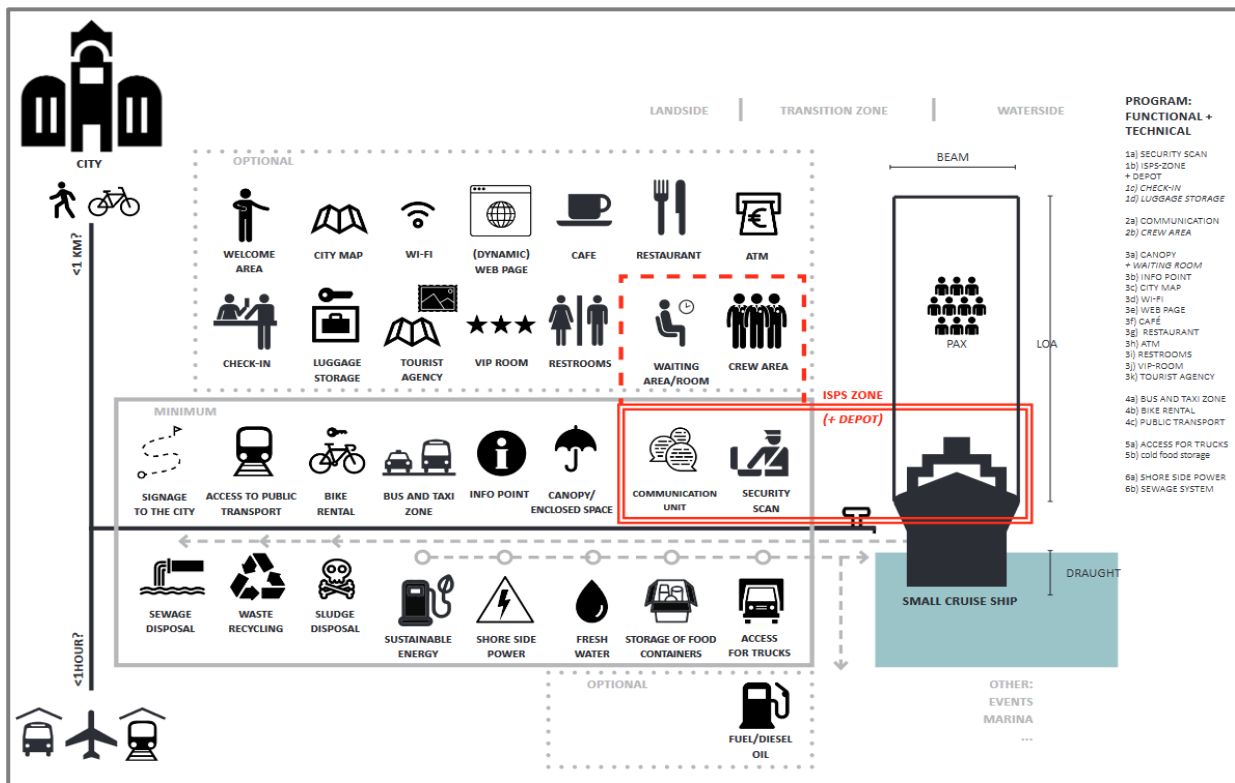


In connection with smart (so also sustainable) cruise port management and planning cruise port management following topics are most relevant and should be considered:

- ✓ *Services related to the vessels* as security / ISPS, waste treatment, water and energy supply etc. (related to waterside management, however also relevant in context of planning)
- ✓ *Services related to guests and crew:*
 - “touristic infrastructure”: guidance to city center, local sights, public transport etc; welcome area incl. tourism information, providing advice for tourists etc., further services relevant for guests & welcome procedure, “Feeling welcome”
 - Special packages for the crew

Most relevant services/ infrastructure necessary in a cruise port were illustrated by TERWECOREN VERDICKT in figure 3. This illustration is for a better understanding, also in connection with future planning in your own destination.

Picture 3: Functional and technical program in cruise ports



Source: ARCHITECTUURPLATFORM TERWECOREN VERDICKT: Land side development strategies for cruise ports/ Booklet B GUIDELINES WATERFRONT, CRUISE PORT AND LANDSIDE PLANNING AND DEVELOPMENT, p. 11



Guidelines for waterfront, cruise port and landside planning and development might give an orientation for smart planning of waterfront (see Booklet B - GUIDELINES WATERFRONT, CRUISE PORT AND LANDSIDE PLANNING AND DEVELOPMENT). Good practices as displayed in the ANALYSIS OF THE URBAN WATERFRONT AREA IN 6 CITIES AROUND THE SOUTH BALTIC (BOOKLET A) might also serve as source for inspiration. Apart from experts experiences it displays best practice examples experienced during JOHANN study trips to selected cruise destinations in Denmark and Norway.

Picture 4: Guidelines waterfront, cruise port and landside planning and development (extract)

16 **ADDITIONAL PROGRAMS and CONSTRUCTIONS** along the waterfront have to be evaluated on the scale of the CITY (M) and on a long term basis (>100 years), not only on a return of investment.

17 **SUSTAINABILITY standards of SCS and infrastructure** on the quay (energy, waste, materials, circular economy, use of water...) have to be determined in advance.

18 The **MIMIMAL PROGRAM** for facilitating **SMALL CRUISE SHIPS** should be defined and implemented.

B

19 The (temporary) **ISPS-ZONE** has to be designed as not merely a fence, but as a landscape element that must be embedded in the waterfront and the public space.

20 Timely initiated consultations with the competent authorities for the ISPS arrangements is important to build a clear framework around its layout.

21 Permanent infrastructure and program for SCS should be
A) INTEGRATED in the existing/new buildings,
B) need to be MULTIFUNCTIONAL,
c) treated as a MICRO-ARCHITECTURE.

B

Source: ARCHITECTUURPLATFORM TERWECOREN VERDICKT: Land side development strategies for cruise ports/ Booklet B GUIDELINES WATERFRONT, CRUISE PORT AND LANDSIDE PLANNING AND DEVELOPMENT, p. 9-10

WORKSHOPS

Workshop (main part of trains) starts with a short discourse/ presentation regarding local cruise business. The aim is to give the participants a quantitative and qualitative overview of the region's cruise activities (cruise statistics: how many guests, arrivals, regions of origin). What are current and future challenges and strategic goals, are there concrete plans? Based on this, crucial factors should be pointed out. To make presentation on topical subject the speaker is recommended to give some interesting insights into project (best practice cases, experiences from study trip etc.).

In the workshops - preferably in smaller groups (depending on the number of participants) - the aim is to work on relevant issues/topics for the respective destination - these can be the following questions:

MASTER QUESTION:

How to develop historic city ports in the benefit of both- tourists and residents – and make them to vivid and upgraded places (again)?

What are the expectations of (SCS) tourists & residents – and how to bring those (different) expectations together?

IN-DEPTH QUESTIONS depending on location, local challenges, focus

How can we deal with ISPS requirements in the city port?

How can we by choosing the right design of the terminal/" welcome center" and the surroundings be attractive for tourists and residents?

How can we ensure operation and maintenance of a cruise terminal/ "welcome center" or any other form of reception point for cruise guests?

What are appropriate improvement measures in the touristic infrastructure in the reception area and how to finance them?

How to actively include and involve the local population/ local stakeholders, initiatives into development of the area/ to become part of it?

Stress at the quay or "cruise tourist go home": How to deal with dissentients of local population towards cruise business? How can we better take the local population or opponents with us- how to clarify the issue?



Depending on the destination, not every question is equally relevant or urgent. It also depends on cruise destinations position and its perspectives. At the same time, of course, it also depends on which persons/professions are represented. For the training itself it is advisable to work in small groups / workshops and to deal with 2-3 questions depending on the objective of the training/current situation.

After short overview on local situation the moderator instructs training group to find out and describe certain aspects about one of those crucial factors (in a 5 - 10 minutes workshop) either in small groups or each for themselves (e.g. design of terminal and surroundings). Master-question and sub questions should help to prepare answers/ solutions. Proposed solutions will be collected on presentation cards and later categorized. Another one or two working group sessions having the same structure follow (e.g. "ISPS requirements & Long-term operation and maintenance cruise terminal)

Afterwards the groups conduct their presentations and collect all the ideas and information on a white board or a flip chart. After all presentations, the results will be discussed and analyzed in the training group/ plenum. Further findings might be added. Its recommended to write down and fix everything on whiteboard or flipchart (the moderator might be supported in this task by an assistant from the group).

WRAP-UP

To close the training, it is recommended to do a wrap up (5 - 10 Minutes). The moderator can either be part of the discussion or moderate it.

The moderator might ask participants to give a summary of the findings, new ideas and perspectives and e.g. ask them for their opinion, most interesting (new) facts ... and subsume the most relevant content. Feedback on the following questions would be interesting:

- ✓ Which ideas/suggestions will you take home and what is the relevance for your work?
- ✓ Do you already first ideas for implementation of ideas/solutions developed?
- ✓ Whats in your eyes the most important thing you`ve learned from this training session?

It is further recommended to agree upon any follow-up activities to proceed working on improvement measures.

A draft programme for a training programme proposal is enclosed to this manual (SEE ANNEX TRAINING PROGRAMME-PROPOSAL FOR JOHANN CRUISE DESTINATIONS & THOSE AIMING TO ATTRACT SMALL CRUISE SHIPS). However, as explained earlier the training programme might differ from city to city. According to local focus or challenges destinations have to develop their own programme.



SOME INSIGHTS INTO JOHANN TRAININGS

Trainings dealing with landside management and planning were carried out in Wismar, Sassnitz, Kalmar (together with Karlskrona) and Szczecin in autumn 2019. Some of the partners have discussed water and landside relevant issues. The two issues are also undoubtedly related.

KALMAR & KARLSKRONA TRAINING (SE)

Karlskrona and Kalmar have long experience in greeting cruise ships. *“It makes more sense to jointly identify upcoming challenges and possibilities”* say the destinations. Thanks to proactive work it is easier to develop both destinations to more attractive cruise destinations. Representatives working for urban development in the city administration and representatives that are involved before or during a cruise call, which include the destination management organisation and the port administration took part at the training. The demand of cruise industry for higher requirements on safety and port infrastructure is the main challenge for Kalmar and Karlskrona besides the challenge to combine the cruise quay area with residential/office/public area in a flexible and sustainable way. It is also crucial to find a sustainable way to greet the cruise ships regarding landside operation.

Leading questions for the trainings:

- ✓ understanding the cruise industry – demands and trends
- ✓ ideas of how to develop the landside area for cruise in combination with residential development and public space
- ✓ how to use simulations to find a safer route
- ✓ how to create a safe and welcoming area on the quay that is sustainable (social, economic, and environmental)

How to address these challenges?

- ✓ all main stakeholders (city, port, destination) must agree why they should attract cruise calls
- ✓ all main stakeholders (city, port, destination) should increase their cruise intelligence – trends on demand, upcoming regulations, knowledge about the prime target market and determine a long-term strategy for cruise, which should be considered during urban development
- ✓ use simulation program to find more efficient and safer routes from the fairway to the cruise quay
- ✓ develop a welcome area that is flexible and might be used for other events



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KALMAR & KARLSKRONA TRAINING (SE)

Lessons learned:

Both state that they need to gather all main stakeholders (city, port, destination) to agree to pursue cruise and define why we should do or not to do that. Kalmar further pointed out the necessity of a “formal” cruise network to secure regional collaboration, commitment, and agreement. Moreover it’s important to determine a cruise strategy with responsibility breakdown, objectives and how to work on long term & to investigate the possibilities to invest in future port infrastructure, to further engage in destination development and gather information on cruise business.

Picture 5 & 6: Johann Training in Kalmar



Source: Kalmar destination AB

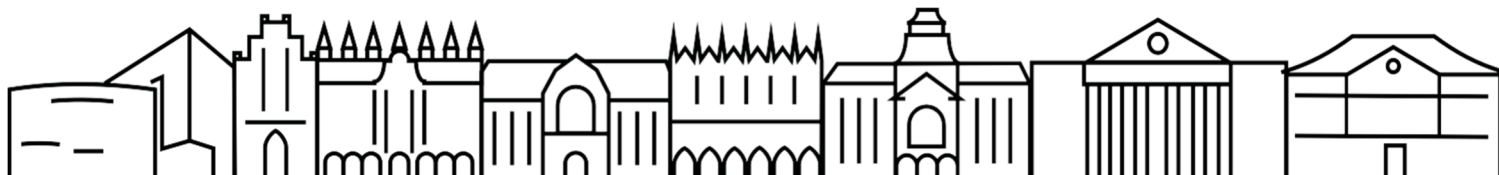
“The most crucial is to know why to invest/involve in the cruise business and to develop a strategy that aligns with general plans for urban development, destination and port management plans.”

Jenny Carreberg, Kalmar Destination AB

Straight ahead! Destinations follow-up activities:

Kalmars 1st success was to bring together port and destination management company to joint workshop to better understand the cruise business and define why to engage or not in this segment. A long-term strategy was meanwhile developed and agreed in 2020.

Karlskrona decided to continue according to the results from the local workshop in Karlskrona (September 23, 2019) focusing on finding a good way of developing a waterfront urban environment, while respecting the Karlskrona world heritage and still



SZCZECIN TRAINING (PL)

moderated by Grzegorz Włoch (Polsteam Shipping Agency)

The workshop was aimed at participants involved in handling of cruise ships (port representatives, stakeholders, guides). Participants were introduced to general development and features of Johann and Johanna project. Grzegorz Włoch gave an overview of the cruise season 2019 and outlook for the Cruise season 2020.

Challenges and areas in need of improvement:

- ✓ maritime related challenges: Long seaway from the Baltic Sea to the harbor (68 km), pilots are compulsory - Limited port size in the city port - Larger cruise vessels are allocated to the industrial port area → Dredging the city port area would provide better conditions for the cruise lines
- ✓ the internal communication between all local stakeholders can be improved
- ✓ Szczecin lacks brand awareness as an ocean cruise destination
- ✓ limited cruise experience from local stakeholders
- ✓ destination development: Lack of guides and languages availability
- ✓ online presence: Lack of dedicated cruise webpage - Limited control over online

Points of discussions:

- ✓ Does Szczecin have the capacities to organize an attractive day for big group of international, multilingual people of all ages (sometimes disabled)
- ✓ Should Szczecin be promoted as a destination for another point (e.g Berlin / Poznań) or as the destination for itself?
- ✓ How to “sell” Szczecin’s attractions to make visit at Szczecin an unforgettable experience?
- ✓ How to increase the awareness of the attractiveness West Pomeranian Region for cruise lines and potential passengers of cruises.

Picture 7: View to Szczecin / Waly Chrobrego pier (source: Zegluga Szczecińska)



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... SZCZECIN TRAINING (PL)

moderated by Grzegorz Włoch (Polsteam Shipping Agency)

Picture 8 & 9 Johann Training in Szczecin (source: Zegluga Szczecińska)



Solutions jointly developed:

- ✓ gather support from local decision makers, chamber of commerce, private investors, and community towards cruise development (dredging harbour area to accommodate vessels with a larger draft)
- ✓ develop new products and tours for cruise in accordance with cruise lines and cruise passengers' expectations
- ✓ guide training programs for cruise as well as other tourism sectors
- ✓ increase online visibility towards both passengers and cruise lines: add cruise to the official tourism website, provide tourism websites in international languages, take control of the position of online content on search engines like Google
- ✓ conduct passenger and crew surveys to provide decision makers with reasons to support cruise
- ✓ carry out cruise line visits country/continent wise (USA, Europe)
- ✓ educate cruise lines how to better sell and operate in Szczecin (study tour/fam trip)
- ✓ use your local cruise network to brainstorm new products, attractions

Lessons learned:

- ✓ efforts necessary by the Tourism Board of Szczecin in collaboration with the local Cruise network to find opportunities to cooperate with cruise lines on joint promotion and marketing strategies to attract specific cruise lines and markets to Szczecin.
- ✓ specialized tourism and travel media play an important role in the consumer and travel agent community → it is necessary to share news, press releases, articles and take control over the online presence of Szczecin as destination by optimizing SEOs. This will benefit cruise tourism but also tourism in general.

... See you soon! Follow-up workshop planned for spring 2020.



SASSNITZ TRAINING (DE)

moderated by Kay-Uwe Maroß (Competence in cruise ports)*

The workshop, dealing with issues relevant for water and landside cruise port management and planning issues, was organised together with project partner Economic Development Corporation Vorpommern. The latter was addressed to persons involved in handling of cruise ships (Port Operations, Marketing). As it is planned to develop the new cruise area in Sassnitz, among the participants were representatives of the Administration of City of Sassnitz (the Mayor and Board), the Managing Director of the Port, Economic development and tourism organisation of Sassnitz and employees of the construction company BIG Städtebau.

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Important milestones for the destination Rügen so far- what happened so far?

- ✓ Determination of a cruise coordinator
- ✓ Foundation of "Destination Rügen - Cruise & Ferry Network" in February 2019 (Idea behind is to contribute to raising the profile of Germany's largest island, the neighbouring region and the Hanseatic city of Stralsund, a UNESCO World Heritage Site, and to sharpen the tourist profile vis-à-vis the ferry and cruise shipping companies. To reach this all relevant local actors need to be involved)

The training covered the following topics:

- ✓ *General introduction into „small cruise ships“*
 - Main difference to bigger ships - Average Passenger analysis - expenditures, expectations
 - Overview Baltic Sea 2018
- ✓ *Cruise line expectations on port calls of small cruise ships*
 - Itinerary requirements - Types of port calls - Logistical requirements during calls - aspects for a successful destination
- ✓ *Infrastructure and services for cruise vessels*
 - Planning and approach
- ✓ *Port organisational measures and security*

Picture 10: Johann Training in Sassnitz (source: Mukran Port)



**Kay-Uwe Maroß has 24 years of experience in the cruise sector. He held various positions at AIDA Cruises a company that he joined in 1994 and was closely involved in the project management for the cruise line's first newbuild and itinerary planning. Before taking the Carnival Maritime director position, Maroß was senior manager, destination development for AIDA Cruises.*



KARLSKRONA TRAINING (SE)

The target audience is the representatives from port administration, planning authorities, Municipality technicians, Tourist agency.

Picture 11 &12: Training Karlskrona Lessons (source: Karlskrona Municipality)



Recent challenges for the destination

- ✓ To find a good way of developing a waterfront urban environment, while respecting the Karlskrona world heritage and still provide a quality harbour for both SCS and other ships. Being able to get rid of all the parking that is presently in place at the harbour.

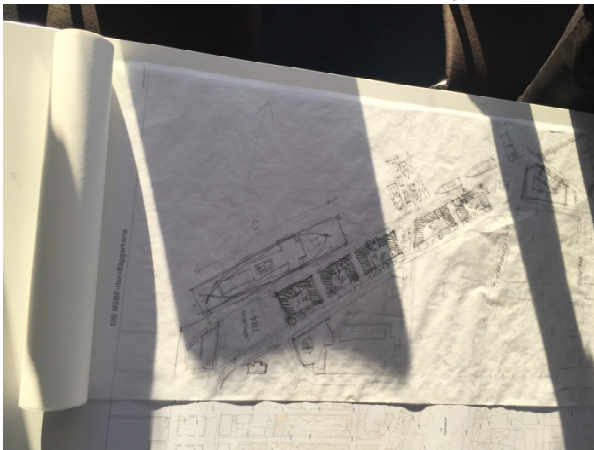
Leading questions for the training to tackle recent challenges

- ✓ How do we handle the ISPS-fence in a populated urban environment, and what are the noise and safety regulations needed for different uses?

How to address these challenges?

- ✓ Hire local artists to design a fence. Make sure it's very easily put up and taken down. Make thorough environmental investigations.

Picture 13: Lessons learned from training- sketch of the area (source: Karlskrona Municipality)



WISMAR TRAINING (DE)

moderated by Helge Grammerstorf (Cruise Lines International Association CLIA)

There is hardly a day that goes by without critical media coverage of cruise tourism. Since Wismar is still far away from being overrun by cruise tourists but still occasionally encounter critical headwinds, the JOHANN training carried out in autumn 2019 had two goals:

1. technical clarification of drive systems and pollutant emissions
2. developing a common strategy for dealing with this criticism

The training was organised by local tourism center in cooperation with Columbus Cruise Center Wismar in the framework of local interest group cruise meeting. Among participants were staff from port, city administration and tourism center but also private tourism actors. Training participants received valuable knowledge about cruise business in general and basic information about drive systems and pollutant emissions. Welcome culture and good service in general play an important role in successful management of a cruise port. If there is resistance from the public or even if cruise guests are stopped by environmental activists, it is time to adopt a strategy for dealing with criticism. Therefore, the results should be highlighted at this point.

Solutions in dealing with criticism (results of the group work):

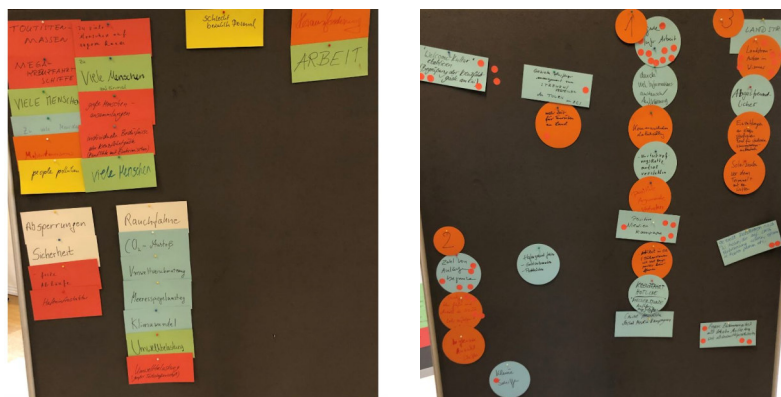
a) Continuous reporting on the good aspects of cruise tourism

(Exchange, communication about value creation and environmentally friendly technologies, "grumbling hotline", use of social media, communication with cruise opponents)

(b) Limitations both in the number of calls and in the size of vessels

(c) environmental sustainability measures, for example shore power connection, solar pillars in front of the cruise pier, installation of an environmental fund into which money is paid for environmental measures, selection of ships with environmentally friendly drive companies. To reach this all relevant local actors need to be involved)

Picture 14 &15: Johann Training in Wismar (source: City of Wismar)



The trainings are neither the beginning of the dialogue, nor should they be the end of it. Rather, they should be the beginning of improvements and implementation of many ideas that the trainings have brought forward (which were further elaborated in subsequent meetings). In any case, the exchange should continue. Fortunately, the same happens in the partner destinations.

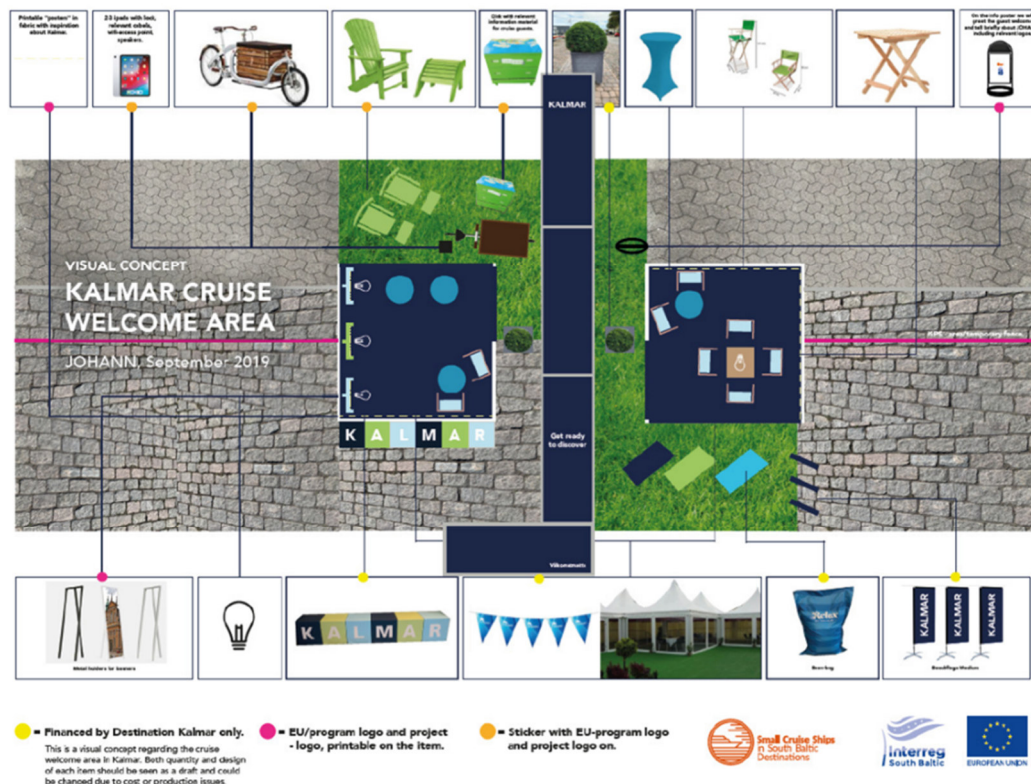
OUTLOOK AND SOME BEST PRACTICES

Partners get inspired from other successful cruise destinations, partner destinations and through dialogue involved in JOHANN. Below some examples should be mentioned standing for welcome mentality and foresighted SCS planning.

ROSTOCK developed multifunctional mobile ISPS fence solution (serving as benchmark for other South Baltic cruise destinations). ISPS is one important issue to deal in context of cruise port planning and management- however but it is interpreted and implemented differently: “A worldwide safety law with a wide range of interpretations: A brief look at the current discussion on the development of city harbours with ISPS needs (for more information, please see [here](#).)

KALMAR has developed very appealing attractive welcome area (part-financed by JOHANN) which put much attention on sustainability issues.

Picture 16: Kalmar cruise welcome area



Source: Kalmar Destination AB



WELCOME MENTALITY & WELCOME PROCEDURE – Looking to successful cruise destinations

During JOHANN study visits to Kristiansand and Arendal in Norway and later to Aalborg and Fredericia in Denmark we had the pleasure to learn or even experience their specific welcome procedure. “Destinations should be authentic” according to cruise expert Luis de Carbalho (BA Europe). Authenticity is very important when it comes to receiving cruise guests. Arendal for example welcomes its guests with dancing ELSA (Arendelle in the film "Frozen" got its name from the Norwegian town Arendal, see [here](#)). In Kristiansand cruise guests are greeted by a (stuffed) moose - the destination is the gateway to the Norwegian wilderness. Aalborg welcomes guests the Danish way - with a hot dog/pølse.

Welcome culture like this remains in mind. It is important that the destination is convincing in other respects as well - with good service and top infrastructure for guests, crew, and ships.

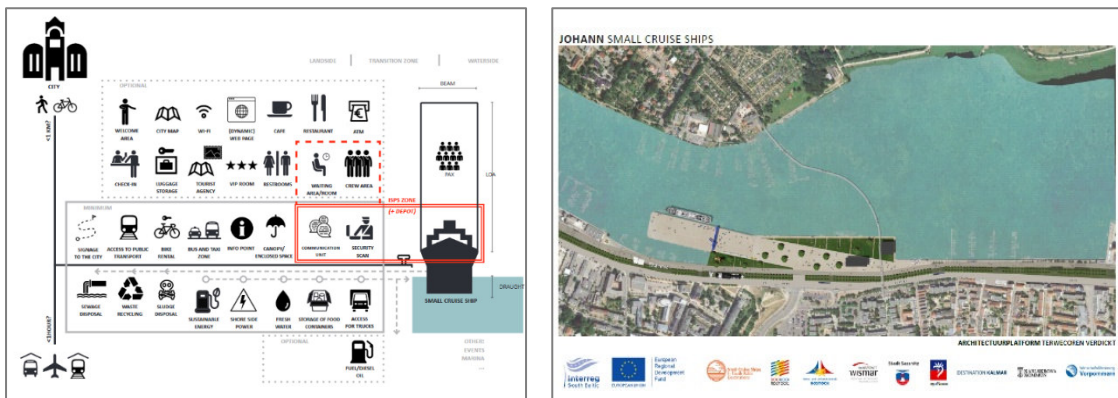
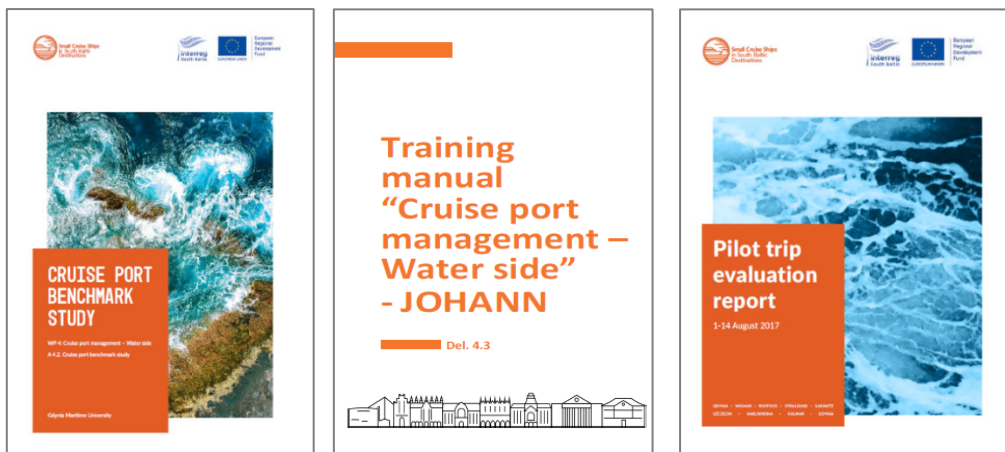
Depreciations

- SB** - South Baltic
- SCS** - Small Cruise Ships
- ISPS** - International Ship and Port Facility Security Code
- DE** - Germany
- SE** - Sweden
- PL** - Poland



FURTHER READING

For further reading we recommend reading the project publications available at Johann project website (see http://www.smallships.eu/#section_5). In addition, project partners and “care takers” will be available to give advice.



JOHANN SMALL CRUISE SHIPS

A Analysis of the urban waterfront area in 6 cities around the South Baltic
B Guidelines waterfront, cruise port and landside planning and development
C Project for the Haedgelhalbinsel in Rostock





Nr.	Phase	Targets	Information / text	Helpful questions	Method / equipment	Time minutes
1	Introduction (5 – 15 minutes)	Introduction of the trainer	The trainer should introduce him or herself including his or her professional qualifications (trainer's biography). Knowledge from the areas of planning and cruising is an advantage	What qualifies the trainer to hold that training?	Self introduction	3
2		Short description (presentation) of your JOHANN activities	Short introduction with 2-3 slides		Discourse	3
3		Introduction to the issues and the targets of your training session	City ports aiming to attract SCS & their passengers also have to develop & plan their land side services (welcoming passengers) & infrastructure (cruise terminals as part of urban waterfront). The workshops shall bring together relevant local actors (and if possible, international experts) and transfer the experience and lessons learned in JOHANN to other stakeholders in JOHANN destinations and beyond. The questions are how to plan a cruise terminal and the surrounding waterfront sites to be prepared for later investments and attractive for tourists and the local population. This will help to revitalize city ports and preserve their maritime functions through foresighted SCS attraction & planning.		Discourse	3
4	Training (60 minutes)	Present your topical subject (3-5 minutes) and describe it to the participants / or some of the crucial factors. Maybe you can give some interesting insights into your project to make it more lively.	Local situation, cruise development, planning, problems		Discourse	3
5		Instruct your training group (2-3 minutes) to find out and describe certain aspects about one of those crucial factors (in a 5-10 minutes workshop) either in small groups or each for themselves.	Roadmap / Agenda Training 1. WS: Design of terminal and surroundings - several groups work with the same question (Time limit 5-7 Min.) - Proposed solutions collected on presentation cards - Proposed solutions shall be categorised Presentation of each group (5 Min per group), followed by discussions in the plenary	Master-question: << How can we by choosing the right design of the terminal/"welcome center" and the surroundings be attractive for tourists and residents? How to make city port a vivid and upgraded place ? << What are the expectations of (SCS) tourists & local population – and how to bring those (different) expectations together? << How to actively include and involve the local population/ local stakeholders, initiatives... into development of the area/ to be- become part of it?	Instruction	3
6	Workshop 1 (10 - 20 Minutes)	Groups arrange and work as they were told ...	<i>maybe you'll have to help or answer questions within the groups</i>		Tell the remaining time after 15 minutes and again 2 minutes before they should be ready to present	15
7	Presentation (15 – 20 Minutes)	Ask your training group to conduct their presentations and collect all the ideas and information on a white board or a flip chart.	<i>Control time and help if needed</i>		Presentation in groups	15
8		Instruct your training group (2-3 minutes) to find out and describe certain aspects about one of those crucial factors (in a 5-10 minutes workshop) either in small groups or each for themselves.	Roadmap / Agenda Training 2. WS: Splitted group work a. Group 1: ISPS requirements b. Group 2: Long term operation and maintenance Presentation of both groups and discussion	Master-question: << How can we deal with ISPS requirements? << How can we ensure operation and maintenance of the terminal/ "welcome center"? What might be appropriate (multifunctional) solutions ?	Instruction	3
9	Workshop 2 (10 - 20 Minutes)	Groups arrange and work as they were told ...	<i>maybe you'll have to help or answer questions within the groups</i>		Tell the remaining time after 10 minutes and again 2 minutes before they should be ready to present	15
10	Presentation (15 – 20 Minutes)	Ask your training group to conduct their presentations and collect all the ideas and information on a white board or a flip chart.	<i>Control time and help if needed</i>		Presentation in groups	15
11	Discussion (15 – 20 Minutes)	After all presentations are held you can discuss and analyze the results in your training group and add some extra findings. Please write down and fix everything on the white board / flip chart.	<i>You can either be part of the discussion or moderate it.</i> 3. Discussion (15 – 20 Minutes) Summary of most relevant ideas? Critical issues? How to measure success and added value for the city/region?		Discussion or debate	15
12	Wrap up - 10 Minutes)	Ask your group for a brief summary of the findings, new ideas and perspectives and e.g. ask them for their opinion, most interesting (new) facts ... and subsume the most relevant content.	Feedback: * Which ideas/suggestions will you take home and what is the relevance for your work? * Do you have already first ideas for implementation of ideas/solutions developed?	Whats in your eyes the most important thing you've learned from this training session?	Résumé	7
					Total time:	100

* Training programme might differ from city to city, focus of training according to local needs . For more detailed information please see "Training manual landside cruise port planning and management"

