



Livorno Port Center A technical portrait

1. What is the center's mission?

The Livorno Port Center is an instrument for information and training at the same time, organised as an articulated exhibition and educational itinerary aimed at promoting awareness of the port to visitors through direct activities (such as visits) and indirect ones (such as permanent and temporary exhibitions). With this goal, the project uses tools which are both entertaining and educational, in order to promote the port's image, but also informational, with the intent to reclaim the port's space and cultural value.

The Livorno Port Center makes it its primary mission to become a workshop that addresses citizens, schools and tourists passing through the port of Livorno, using exhibition facilities and technology. It is a place for debate and animation, providing information that is accessible and simple enough to develop initiatives aiming to rediscover the port area and create an active bond between the port and its citizens.

2. What are the center's objectives?

Its first aim is to encourage local citizens to participate in the life of the port, to disseminate the port culture starting from an early age and to involve port workers and port operators in an activity that creates a sense of belonging to the port community and promotes a safety and quality culture related to the history of the port-city. Therefore, the Livorno Port Center is a social and cultural laboratory conceived as a non-profit organisation, neutral, with no vested interests. Thanks to its edutainment multimedia equipment, it offers a dynamic image by exploring a multifunctional space that includes the past (the Old Fortress of Livorno; the Historical Vessels Showroom), the present (the activities of the port introduced by the multimedia lab) and the future (the Piattaforma Europa project, as represented on the touch screen table into the media room).

3. What is the center's main objective?

The main goal of Livorno Port Center is to open the door of the Port to the city and to the citizens, with particular attention to students of all types and grades, in order to strengthen and widespread the knowledge of port activities. The Livorno Port Center has been created in the wake of "Porto Aperto",



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a 12-year project started by Livorno Port Authority, in order to improve the social and cultural relations between the territory and the port.

4. Is the center fully compliant with the AIVP Missions Charter (respects the 10 points)?

The Livorno Port Center is fully compliant with the Mission Charter: first of all, its activity matches with all 10 points developed in the Charter and secondly the Port Network Authority of the North Tyrrhenian Sea participated in some AIVP meetings regarding the Charter drafting, developing the Italian translation together with Assoporti (Italian Ports' Association).

5. How is the center managed (as a non-profit organization, a foundation, port-managed, run by another party, or other)?

The Center is managed by Port Network Authority of the North Tyrrhenian Sea. Being a port managed structure, we should say that it is also a non-profit organization, in the sense that the entrance is free.

6. Does the center have its own board of directors?

At the moment, the center hasn't its own board of Directors but only a Manager, which is the Manager of Promotion & Communication Department of Port Network Authority of the North Tyrrhenian Sea. It has also a Technical Director, Mrs Francesca Pichi.

7. What year was it inaugurated?

November 2015

8. How many months/years did it take to complete the center (from initial planning to opening)?

Around 2 years only for the Port Center, but studies started before because Port Authority at the beginning (2011) wanted to set up a Museum regarding port work and only two years after decided to change the tool: not a Museum but a Port Center, something more flexible and more in the line of Edutainment.

9. What is the center's total surface area?

- Surface area of the Port Center Exhibition: 458 m² (179 m² ground floor, with offices and library of 133 m², reception and exhibition 46 m², 223 m² first floor, with toilet, safety scale and stairwell 76 m², exhibition hall 147 m², 56 m², attic with technical spaces)
- Covered surface area of the historical vessels Warehouse: 795 m²
- Courtyard's surface area of historical vessels Warehouse: 883 m²

Total surface: 2136 m²



10. Would you please describe the experience and the services provided: reception, school or family programs, exhibitions, temporary exhibition spaces, infrastructure tours, other offers, etc.?

Situated into the Old Fortress of Livorno, in the area of Passengers Terminal, the Livorno Port Center is attractive, not only for students, but also for cruisers and tourists, considering its fascinating location in the core of one of the more important monument of the city.

In its first years of opening to the public, the outcomes in improving the port-city link have been more than satisfactory in terms of numbers and very promising as regards the enthusiastic comments from visitors. The official web site, as well as the Fb page of Livorno Port Center are online only since April 2016, contributing to a strong launch in the international community. From March to June 2016, the Livorno Port Center hosted the Public Debate on the requalification project of the Port of Livorno. Just in order to support this event, our media lab has been enforced with some detailed information and interactive instruments about the matter under discussion. This initiative had a very good response and contributed to the promotion of the Port Center. Moreover the rich program of spring and summer cultural events organized every year in the Old Fortress gives growing visibility to our educational trail. The 11th Edition of "Porto Aperto" (2017-2018) drew about 100 students every week. During winter and spring, we experienced some special opening one Thursday a month, with a successful program of scheduled meetings focused on themes related to port-city integration (*The Port Center's Thursdays*). The Livorno Port Center exhibition itinerary also includes the Warehouse formerly belonging to the National Railway Company, currently hosting three historical vessels. In particular, the navicello "Pilade" (a traditional small Tuscan boat), the tugboat "Marzocco" and the skiff "Teresa"; the guard ship "Bruno Gregoretti", moored near the Old Fortress, will soon be available for visits with advance reservation. With this restoration, the Port Network Authority aims to recover and increase the value of the historical heritage of the port, coherently with the mission of the Port Center, which is the reference structure of the whole itinerary.

11. What percentage of the total space is open to the public?

97%

12. What was the center's construction budget (outer shell)?

- Historical vessels' Warehouse: € 31.024,60
- Port Center in Fortezza Vecchia: € 299.557,60

Total outer shell budget: € 330.582,20

13. Who paid for this construction and according to what breakdown?

Port Network Authority of the North Tyrrhenian Sea

14. What was the center's fit-up budget (exhibition, furniture, equipment, other)?

- Exhibition - Port Center in Fortezza Vecchia: € 272.198
- Exhibition - Historical Vessels' Warehouse (Inclusive of historical vessels restoration): € 405.930
- Equipment - Port Center in Fortezza Vecchia: € 13.874
- Furniture - Port Center in Fortezza Vecchia: € 52.025
- Furniture - Historical Vessels' Warehouse (Inclusive of historical vessels restoration): € 61.883
- Project and studies - (in collaboration whit Pisa University): € 117.564

Total fit-up budget: € 924.474,00

15. Who paid for the fit-ups and according to what breakdown?

Port Network Authority of the North Tyrrhenian Sea (formerly Livorno Port Authority): € 843.474

Provincia di Livorno with an european project (Porti - Italia Francia Marittimo: Cooperation Programme between Italy and France - INTERREG) € 80.000

16. What is the center's annual operating budget (revenues and expenses)?

Starting from 2017, a total budget of € 150.000 has been assigned to the Port Center by the Port Authority Administration. Considering the transformation of Livorno Port Authority in Port Network Authority of the North Tyrrhenian Sea, including the ports of Piombino and Elba Island, the budget will be probably redefined in the next years. Up to now, nearly all expenses have regarded the technological asset, the maintenance of the offices and of the room hosting the media lab. A secondary area of expenditure is the website, as well as the communication and promotional activities.

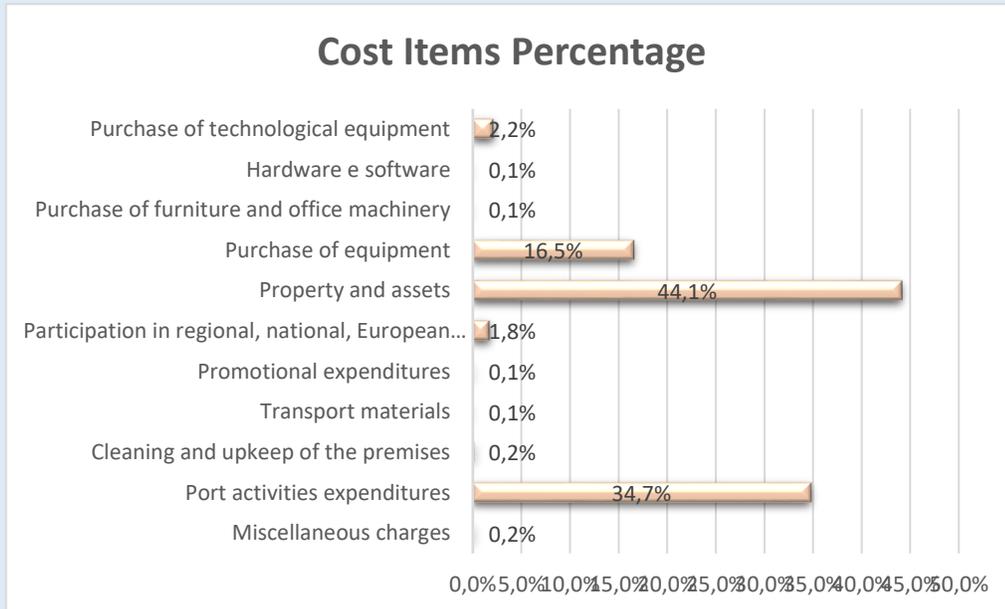
17. What is the source of revenues (revenues from ticket sales, space rentals, municipal grants, grants from governments, foundations, partners, or other)?

There are no ticket sales, nor space rentals to be paid. In order to strengthen the project, new sources of financing will be sought by applying for Regional and Community funding. Up to now, the building of Livorno Port Center has been totally financed by Port Network Authority of the North Tyrrhenian Sea (formerly Livorno Port Authority), with the contribution of Provincia di Livorno and IT-FR Maritime Programme. New resources will be useful to enrich the Port Center Library: a first batch of books have



been given by private and public donors; in the next months, a complete book digitalisation project will include the Port Center Library in the online catalogue of Provincia di Livorno Libraries.

18. What are the main cost items in the operating budget and by what percentage?



19. What are the target groups?

The main target groups are certainly pupils and teachers of primary schools and students of high schools. During the cruise season as well as on special dates (Christmas period; summer events organized in the Old Fortress), ships passengers, tourists and local people are expected to visit the Livorno Port Center.

20. How many visitors does the center receive annually in total and for each target group?

From November to May, during the "Porto Aperto" program, we receive every year more than 2.000 students; totally an average of 15 people every day, 90% school groups).

21. What are the center's admission fees?

No fees to be paid. Free entrance.

22. What is the center's marketing communications budget?

About € 2.000,00 per year (including brochures, posters, basic website maintenance).

23. What are the center's opening hours annually?

About 700 hours annually: besides the ordinary opening times (3,5 hours a day per week), special openings are provided.

24. Who are the partners and what do they contribute?

The same partners of "Porto Aperto" Project: Regione Toscana, Provincia di Livorno, Comune di Livorno e Centro Risorse Educative e Didattiche del Comune, Comune di Collesalveti, Comune di Capraia Isola, Capitaneria di porto di Livorno, Ufficio Scolastico Provinciale di Livorno, Agenzia delle Dogane, Società Porto di Livorno 2000 e Società Livorno Citysightseeing, Interporto Toscano "A. Vespucci", Associazione "Stella Maris" di Livorno. Our Partners contribute giving their official recognition and welcoming general public during the visits to the port and its facilities. Besides, all partners approved the contents of media lab's exhibition, providing document, videos and information.

25. Does your center have a membership or friends program?

Our center hasn't a membership. It has a friends' program connected to the "Open port" project, which this year run its 12th edition.

With the "Open port" project, since the first edition on 2007, citizens, most of all students, started to be aware of what does it mean to live in a city with a port. Since the beginning of the project, Livorno was there available for the city and revealed its "secrets": not only its inaccessible areas, its protagonists, the mechanisms that regulate it, but also its particular language and life-styles that over time have permeated the whole city. Local and regional students have been so invited to take part in a program consisting of various events (visits of the port, meetings at school, TV programs, exhibitions, performances and concerts during the Maritime day on 20th May, etc.) designed to allow them to become familiar with the port and to participate in the activities of Livorno's most important economic reality. Every year, at the end of the project, students compete for the "Racconta il tuo porto - Tell your port" award, with awards handed out in May 20th, during the traditional ceremony Port Network Authority organizes, since the "European maritime Day" has been established by the EU.

The events generally organised are free tours of the port with a guide from the Port Network Authority, for school children, students and local citizens and special tours for tourists. The educational program for students starts from kindergarten to university and it's devised according to each groups' necessity. Every year, before starting the program, Port Network Authority organises meetings with teachers in order to know their interests and to define together the educational training level. Besides, the student visits are preceded by preparatory meetings held at each school designed to introduce students to the port facilities they will see during the trip.

Livorno Port Center has definitely become the physical container of all the activities mentioned before, in accordance with the "Missions charter of a port center".

26. What are this program's objectives?

The aims of the "Open port" project are:

- To promote a process of orientation for students in order to encourage the best choice of professional experiences.
- To improve the student's skills and their knowledge in the maritime and port field, leading to greater knowledge of the port as a place of development for the city.
- To help students in raising the level of awareness and understanding among maritime jobs opportunities.
- To strength links between education and employment by improving the student's knowledge of employers demand.

As Livorno Port Center became the physical container of all the activities mentioned before and offers a complete presentation of Livorno Port's activities, the "Open port" projects' objectives became also Port Center's objectives dedicated to Port Center's friends and customs.

27. How many people work at the center?

Besides one employee for day-to-day management, the interdepartmental coordination group that projected the Livorno Port Center continues its activity as a management board. Moreover, an external collaboration is running with *Itinera Progetti e Ricerche*, a local company specialized in cultural tours: they provide additional staff (welcome desk, visits to the port and to the Port Center), during peak periods.

28. Would it be possible to provide an organization chart of the center?

Currently the organization of Livorno Port Center is not fully defined. The first years of activity has been a sort of trial period. The "founding" interdepartmental coordination group maintain the role played hitherto under the coordination of the Director of Promotion & Communication Department.

29. Does the center use volunteers?

According to a National Law providing for work-linked training projects, the Livorno Port Center hosts apprentices from high schools during the spring and the summer months. The students welcome the visitors and give them information about the media lab; besides, they accompany visitors to the Warehouse of Historical Vessels.

30. What do the volunteers do compared to the paid employees?

Apprentices do not participate in administrative operations, nor in backstage and coordination activities: their training regards only front office and reception.



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31. What is the profile of the employees (former employees, retirees, or other)?

Port Center's workers are current employees of Port Network Authority of the North Tyrrhenian Sea (formerly Livorno Port Authority): the interdisciplinary group includes members of Promotion & Communication Department, Planning Department and Technical Department. The staff includes, in addition, one temporary employee and, occasionally, external collaborators as welcome desk operators.

32. What are the success factors in creating a center?

Accepting the challenge of disseminating port knowledge and of reducing the distance between the city and the port, a port administration can obtain a new position inside the city and its territory. We believe that nowadays ports need to have a new "license to operate" which involves not only private ports' stakeholders but also local public bodies and general public. Establishing and strengthening innovation partnerships among public bodies, like the Municipality, the local Chamber of Commerce, the Region with dedicated objectives regarding the territory (inside and outside the port) helps to accept port's activities. But having a place dedicated to foster these partnerships, like a Port Center, allows to reach more visibility.

Port Centers are the perfect tool not only to contribute to the challenging aim to make port's presence not an added value for the city but also to spread the message to the public about the port as the driver for economic development.

Even if Livorno Port Center's activities started only three years ago, we can say that this structure is allowing the port to have a new relationship with the city, inviting people to see the port as a relevant part of the city redevelopment and a liveable place. Becoming the physical container "Open Port" project activities, it gave to this project a new visibility and, at the same time, it helped in focusing the city's attention on the port. But one of the successful factors in this year is the fact that not only it carries out activities aimed at promoting awareness of the port to visitors through direct activities (such as visits) and indirect ones (such as the permanent and temporary exhibitions), but also that he organized some presentations regarding port's issues (the new Italian ports' law, "Port Innovation Day", trainings in the port-logistics sector dedicated to secondary schools.

33. What should be avoided in creating a center?

We think that for the success of the initiative to create a center, first of all it is important to have a driver of the initiative: a body (most of all represented by one person inside the body) which is able to maintain the attention on the project and to have the force to support it in front of different publics (public bodies, private stakeholders, inhabitants, etc.). In that sense, if it can be interesting to have a "Pilotage Committee", like for instance in Le Havre, at the beginning of the project, but it should be avoided having two or more subjects leading the process. One thing is to share the devising phase; another one, to lead the creation of the center, the material aspects. Of course, it depends on how the national organisation of the place in which the center will be created. But from our point of view, an unique driver for the material working part of the project, should be useful. On the other hand, we



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recommend not to work alone, without involving other public bodies or private stakeholders. When it is possible, it could be interesting also to ask to general public its idea about the project, even if it is always difficult to select the right persons to listen.
We also think that it could be of great interest to visit one or more port centers before starting to work on the project.

We add to this outline a table in which we present the 9 exhibits of Livorno Port Center. We think it can be useful to have a more detailed idea regarding Livorno Port Center's multimedia tour.

| Exhibit | Name | Devices | Exhibit total duration (minutes) | Video number | Split video duration (minutes) |
|---------|---|-----------------------------|----------------------------------|--------------|--------------------------------|
| 1 | The port | Multivision | 02:55:00 | | -- |
| 2 | The port of times past (7 videos in sequence) | Video projection + Kinect | 14:42:00 | 1 | 01:27:00 |
| | | | | 2 | 01:08:00 |
| | | | | 3 | 02:00:00 |
| | | | | 4 | 02:30:00 |
| | | | | 5 | 01:15:00 |
| | | | | 6 | 00:58:00 |
| | | | | 7 | 02:29:00 |
| 3 | The port today | Touchscreen table | free | | -- |
| 4 | Marine traffic | Video projection + mousepad | free | | -- |
| 5 | The main actors of the port (8 videos) | Sliding Monitor | 19:00:00 | 1 | 01:56:00 |
| | | | | 2 | 07:32:00 |
| | | | | 3 | 01:29:00 |
| | | | | 4 | 01:53:00 |
| | | | | 5 | 01:21:00 |
| | | | | 6 | 01:41:00 |
| | | | | 7 | 01:29:00 |
| | | | | 8 | 01:39:00 |



| | | | | | |
|------------------------|--|---|----------|---|-----------------|
| 6 | Categories of cargo (6 videos) | Video projection + tag recognition system | 15:00:00 | 1 | 02:30:00 |
| | | | | 2 | 02:30:00 |
| | | | | 3 | 02:30:00 |
| | | | | 4 | 02:30:00 |
| | | | | 5 | 02:30:00 |
| | | | | 6 | 02:30:00 |
| 7 | The main port operations: Container (3 videos) | Video projection + Kinect | 03:50:00 | 1 | 02:09:00 |
| | | | | 2 | 00:34:00 |
| | | | | 3 | 01:07:00 |
| 8 | Custom and procedure | Video projection + interactive pushbuttons | 06:00:00 | 1 | 03:00:00 |
| | | | | 2 | 03:00:00 |
| 9 | The port, the city and the surrounding area | Video projection + Kinect | 06:04:00 | 1 | 02:05:00 |
| | | | | 2 | 02:11:00 |
| | | | | 3 | 01:48:00 |
| Total duration: | | | | | 64:36:00 |