RIJEKA GATEWAY PROGRAM
Balancing Port-City and City-Port Development
2004 - 2014

by Gerald Ollivier
Main Interests from the City

• Improve city life quality
  - Create new identity
  - Increase waterfront access for citizens
  - Increase public space/parking space
  - Add new civic amenities at no costs
  - Preserve historical sites
  - Reduce truck traffic through city streets

• Increase city revenues
Main Interests - Port Operator/ Port Authority

• Run a business based on market-demand
  - Maximize port use in competitive market
  - Answer to strong demand in container traffic
  - Maintain synergies between cargo types
  - Improve hinterland connection and truck access to port area
  - Widen open space for port use
  - Receive proper compensation for land use

• As citizens, improved city life quality
Lessons from redevelopment in other Port Cities

- Potentially a major element in Urban Revival:
  - Quality of life
  - Port development
  - New urban identity
  - Magnet for people, finance, goods, companies
  - Innovation and global knowledge
  - Intensified international integration

- But some lessons learned
  - Time intense process until all interests are aligned
  - All directions strategies not strategies
The RIJEKA GATEWAY PROGRAM AIMS AT:

- Developing Rijeka into a major regional Container Port, with a flexible capacity of 575,000+TEU (Containers), able to recover its costs, and generating over €17 million of annual revenue by 2014

- Generating annually over €90 million of revenues for the various transport participants in Croatia and over €20 million annually in VAT by 2014

- Enhancing city life in Rijeka by improving sea access to citizen and enabling the transformation of the Delta area, the Port of Baross with a first phase of 7 ha by 2014

- Attracting over €100 million of private investments

- Generating over 1000 jobs in Rijeka and its surroundings in first phase of Delta redevelopment
RIJEKA GATEWAY PROGRAM: an Integrated Approach
THREE COMPONENTS, US$325 million through 5 Loans

<table>
<thead>
<tr>
<th>Components</th>
<th>US$ m eq.</th>
<th>WB</th>
<th>Client</th>
<th>Private (tentative)</th>
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</thead>
<tbody>
<tr>
<td>I. Port Development</td>
<td>220</td>
<td>37</td>
<td>84</td>
<td></td>
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<tr>
<td>II. Corridor Connection</td>
<td>99</td>
<td>99</td>
<td></td>
<td></td>
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<tr>
<td>III. Port City Interface</td>
<td>6</td>
<td>6</td>
<td>100</td>
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<tr>
<td>Total</td>
<td>325</td>
<td>142</td>
<td>184</td>
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## UPDATE ON RIJEKA GATEWAY I

### Rijeka Port

#### Results to Date
- Sharp growth in traffic (container+1000% between 2002-08)
- Solid improvement of Port of Rijeka Authority financial situation (Government support for operations only 3 percent of revenues)
- Increased cargo handling by private sector to 28 percent (ongoing steps for further structural increases)

#### Main Components
- Completed rehabilitation of Becko berth
- Provision of handling equipment
- Implementation of staff retrenchment program
- Upgrade in port information system
- Construction of two terminals expected to be contracted shortly

### Corridor Connection

#### Results to Date
- Opening of the following section of Rijeka Bypass (D8) Orehovica-Sveti Kuzam
- Opening of part of the Eastern Connecting Road D404 (upon completion will provide direct road access to Brajdica container terminal)
- Small arch of Krk Bridge rehabilitated - large arch of Krk Bridge started in 2007

### Port City Interface

#### Results to Date
- New Passenger Terminal close to completion
  
  **Process launched to redevelop: Delta and Port of Baross areas**
- Obsolete warehouses demolished freeing up space
- Detailed Design Guidelines close to approval by City/Port
- Tender documents for a private developer being prepared
COMPONENT I: Port Development
DEVELOP RIJEKA INTO A MAJOR SELF-SUSTAINED CONTAINER PORT

- Increase container traffic and market share to Central Europe through Rijeka
- Bring container capacity of Rijeka to the level of Koper and Trieste (500,000 TEU by 2014) by freeing up space as traffic materializes
- Container related revenues of €17 m for port by 2014
- Use flexible mechanisms to offer additional capacity (up to 800,000 TEU) as market evolves
- Attract investments in superstructure and equipment by private sector to develop Brajdica II, Zagreb I (equipment) and Zagreb II (equipment, infra/ superstructure)
- Create necessary space to handle cargo to compensate for areas where historic warehouses have been preserved
PORT DEVELOPMENT-RESPONDING PROACTIVELY TO MARKET NEEDS

Phase I - Container Capacity (2011): 300,000 TEU

Phase II - Container Capacity (2013): 520,000 TEU

Phase III - Container Capacity (2015): up to 780,000 TEU
RIJEKA GATEWAY PROGRAM: PORT COMPONENT

- Financing through RG and RG II Projects:
  - Bradjica II Container Terminal Extension
  - Construction of Zagreb Terminal 400 meters
  - PPP arrangements for Zagreb II Terminal construction
  - Technical Services (PPP/Masterplan/Supervision)
  - Technical studies for coordination with Corridor Development
  - Information Flow integration/secured port access
  - IT system upgrade
  - Vessel Traffic Management System
  - Environmental Protection Plan

- Financing through Private Sector:
  - Brajdica II Equipment
  - Zagreb Terminal and Equipment
Container Terminal Brajdica Today

* Privately funded expansion of Brajdica I with 328 meters of additional berth, doubling the capacity of the area
Step 1: Identify a "Top 10" priority list of environmental risks in your port area.

Tool 1 - SDM: Self Diagnosis Method = checklist to assemble facts and figures of the port area.

Step 2: Develop and exchange know-how and experience to improve the environment in your port area.

Tool 2 - CO-OPERATION: Exchange solutions
- Database with good-practices
- Collaborative R&D projects
- Conferences and workshops

Step 3: Monitor progress of the quality of the environment in your port area.

Tool 3 - EPI: Environmental Performance Indicators = set of variables that allows comparison with EU benchmark.

Step 4: Demonstrate basic environmental competence of the port organisation (PERS Certificate).

Tool 4 - PERS: Port Environmental Review System = guidelines to implement a basic Environmental Management System.

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Environmental Management and Information System (EMIS) = All ECOPORTS tools integrated into one single tool.

EMIS assists EU ports in developing an organisation and a structured approach for cost-effective environmental management in the port area. EMIS includes the basic EMS guidelines: a handbook leading to a structural approach.
3D model – Port of Rijeka
## Component II - Corridor Development

**CONNECT TERMINALS AND CITY TO MAIN CORRIDORS**

### MATCH PLANNED CORRIDOR INVESTMENTS TO UPGRADED PORT CAPACITY

#### Roads

- Completion of Rijeka Bypass (in part under the project)

- Construction of connecting road between bypass and Brajdica Terminal under the Rijeka Gateway project (D404)

- Construction of connecting road between the Zagreb Terminal and the Rijeka bypass (funding by Government outside the project)

- Construction of the motorway (Zagreb-Rijeka) (funding by Government outside the project)

#### Rail

- Integrate rail yard in terminal operation (role of the concessionaire) (in part under the project)

- Upgrade rail connection to Hungary (outside the project)

- Consider relocation of Rail Marshalling Yard (outside the project)

- Connecting the alternative space for wood handling by rail (outside the project)
CORRIDOR CONNECTIONS

- East and West Connecting Roads
- Bypass: Expansion to four lanes
D8 and D404-Connecting East of Rijeka to Corridor Vb
Component III - Port City Interface
ENHANCING CITY LIFE QUALITY
RIJEKA GATEWAY PROGRAM: PORT CITY INTERFACE COMPONENT

- New passenger terminal and opening of breakwater to the public
- Preparation for redevelopment of part of the old port (Delta/Port of Barros) by private investor
  - Design guidelines
  - Required technical studies
  - Demolition of obsolete warehouses
  - Support in selection of a private developer
DELTA/PORT OF BAROSS: FROM WOOD STORAGE AND WATER TREATMENT PLANT TO A NEW NEIGHBORHOOD
ENHANCING CITY LIFE Through Delta/port Of Baross (2014+)

Connect the green and the blue qualities
Link to the City
Create a main link along the canal
Create a recreational loop

Place spaces, culture destinations and activities along the loop
Create main public destinations related to park, the city, and the water
Create three districts related to the park, the urban and the maritime
Create a pedestrian network between the destinations

Source: Gehl Architect
... AN AREA RECONNECTED WITH THE CITY
WITH POTENTIAL PRIVATE DEVELOPMENT OF 220,000 M2 OF BUILDING SPACE (2014+)

Approximate Port Urban Area Redevelopment
Source: Gehl Architect

<\^ an architect ‘s view
## Centers of Interest in conversion of Delta

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<thead>
<tr>
<th>Rijeka Port Authority</th>
<th>City/Citizens</th>
<th>Developers</th>
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<tbody>
<tr>
<td>- A modern approach to port city integration</td>
<td>- Strategic regeneration</td>
<td>- Good return on investment (commercial space, activities increasing value)</td>
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<tr>
<td>- Enhanced public perception through open access and job creation</td>
<td>- Vibrant cultural/urban life</td>
<td>- Reputation enhancer:</td>
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<tr>
<td>- Improved use of land</td>
<td>- Magnet for companies</td>
<td>- Opportunity to demonstrate skills and competence in integrated development and multifunctional urban projects</td>
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<tr>
<td>- Revenues offsetting loss of land and facilitating further port modernization</td>
<td>- International role</td>
<td>- Landmark and reference for future assignments</td>
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<tr>
<td>- Transfer to modern facilities</td>
<td>- Increased overnight stays</td>
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<tr>
<td>- Alignment with new European Ports Policy (10/2007)</td>
<td>- Availability of land for commercial and public purposes (square)</td>
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<td></td>
<td>- Additional parking space</td>
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<td></td>
<td>- Increased job opportunities</td>
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<td></td>
<td>- More open space</td>
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Challenges

- Political dimension

- Legal
  - General Urbanistic plan vs Detailed Urbanistic Plan
  - Concession agreement
  - Tendering process and architectural inputs
  - Maritime domain constraints

- Technical: wastewater treatment plant relocation, provision of roads and utilities, traffic management, environmental aspects

- Institutional

Prior to Mid Term Review: over 30 points of unresolved differences...Today about 5.
RIJEKA GATEWAY II: an Integrated Approach

^Zagreb Terminal^  

^Connecting Rijeka East to Corridor Vb^  

<<New Passenger Terminal>>
... AN AREA RECONNECTED WITH THE CITY
WITH POTENTIAL PRIVATE DEVELOPMENT OF 220,000 M2 OF BUILDING SPACE (2009-2015)

Source: Gehl Architect