La Marina de València is the historic harbor of Valencia, converted into 1 million m² of public space open to innovation and nautical activity.

www.lamarinadevalencia.com
2018 has been a crucial year for La Marina de València, gathering the fruits of an urban transformation process which is an international example. The waterfront of the Valencian people has become a public space open to citizens and at the service of the city. It has become a more accessible, inclusive, comfortable and friendly place with new green areas, bicycle lanes and restored or redesigned buildings for social and innovative uses. As a result, there are millions of people who have come to enjoy its historic dock and the cultural, nautical, sporting and educational activities taking place there.

The citizen takeover of La Marina de València is, therefore, an achievement of the Strategic Plan 2017-2022, pursuing two other key objectives: productive activation and agile, efficient and sustainable management of La Marina. Progress in both fields has been considerable in 2018. On the one hand, the waterfront is consolidating as a district of innovation, allowing Valencia to advance towards an economic model based on knowledge, openness and connection with the exterior, articulated on the principle of environmental, productive and social sustainability. Consorcio Valencia 2007’s commitment to the interrelation between innovation and public space is an example for public institutions, in our aim to lead the transformation of the production model in the Valencian Community.

On the other hand, La Marina de València has already become a paradigm of the port-city integration thanks to the development of several strategic actions described in this report. Today, La Marina de València is leading the reconversion process of historic ports, based on their public and productive value, and calls for its own management model as an integral part of the urban scheme.

During 2018, we have been working at the CV07 in a cohesive way among the different partner administrations to advance in this new model to allow the Consortium to play an active role as a development agent. And, after reading this document, you will see that the horizon is promising.

Joan Ribó i Canut  
President of Consorcio Valencia 2007  
Mayor of Valencia
About a year ago, the report on La Marina de València informed about the beginning of the transformation of a once lifeless space - which had been the result of a series of ephemeral and costly elitist events coming to an end - into a living space shared by all Valencians, and thereby to develop an enormous potential for economic, cultural, social and sporting activities.

2018 has witnessed the consolidation of this trend: for the second consecutive year La Marina de València has achieved operating profits - the only two in its history. Nearly eight million people visited La Marina, showing an average level of satisfaction of 7.7 points out of 10. Thus, La Marina de València has managed to positively change its previous image and be regarded as an exciting opportunity that we, the Valencians, make real every day with our work, as opposed to the growing frustration feeling of wasted opportunities created by the previous situation. A good example of this renewed enthusiasm and commitment is the fact that the number of friends of La Marina de València has risen by 40% in 2018.

The Valencia Marina is therefore progressing in three directions, in accordance with its Strategic Plan 2017-2021, by offering a public space for all citizens, a cultural programme and a framework for creative and innovative activity, and a setting for the implementation of sustainability criteria that will increasingly be the key to any human activity in the future. In short, a space for all Valencians to develop a wide range of activities under the favourable conditions it offers, in order to build a better future for everybody, in economic, cultural and social terms, and improving the quality of life in general.

The proposed action plan considers the space as a future hub of economic development and innovation and a first-class public place, conceived as a district of innovation, having already caught the interest of investors. La Marina de Empresas, an entrepreneurial complex holding the headquarters of the EDEM Business School, as well as the Lanzadera business incubator and its investment company Angels, embarked on a path that will eventually turn Valencia’s waterfront into an international hub of technology, innovation and knowledge. An important factor in consolidating this change in 2018 has been the intensified collaboration between the three administrations involved in the management of La Marina. Nevertheless, some aspects such as the solution to the problem of the historical debt of the managing Consortium had to be postponed due to the impossibility of adopting, at state level, the necessary budgetary legislative measures, such as the approval of the draft General State Budget for 2019.

Therefore, shadows of the past still remain, but while it is necessary to remove them as soon as possible, they cannot hide the radical change of perspective achieved for La Marina de València in the last two years. With regard to 2018 in particular, I invite readers to find out more details in the following pages.

Vicent Soler i Marco
Second Vice-president of Consorcio Valencia 2007
Councillor of Finance and Economic Model
Presentation of the Secretary of State for Finance, in her capacity as First Vice-President of Consorcio Valencia 2007, for the report relating to fiscal year 2018.

During 2018 I had the opportunity to get to know first-hand the new reality of La Marina de València and its potential. At the same time, I was able to see the delicate financial situation it has been in for too long.

In this regard, the State has worked closely with the Consortium and the other territorial administrations involved to clearly identify existing problems and to try to define the strategies to be adopted for solving them.

I would therefore like to refer to the agreements embraced by the Consorcio Valencia 2007 Governing Council, in its session on 18 December 2018.

At that meeting, the State announced to the Consortium the measures that were set out in the draft Law on the General State Budgets for the year 2019. Their purpose was to free the Consortium from the existing enormous financial burden.

Furthermore, in this Governing Council, the representatives of the three Consortium Administrations expressed their commitment to transfer, in accordance with the statutory percentages, the funds necessary for the Consortium to cover the remaining part of the financial debt to be faced.

These actions would free La Marina de València from its unsustainable debt, allowing it to handle, with its activity, the debt with the Valencia Port Authority.

The draft law was rejected by Congress. This circumstance, together with the call for general, regional and local elections, has interrupted the necessary financial reorganisation of La Marina de València. I believe this to be only a temporary parenthesis.

In the meantime, as shown in this Report, the results achieved in 2018 allow us to face 2019 with a certain optimism. And all of us who participate - or will participate - in solving these problems must continue to act responsibly, prioritising the duty to curb the progressive deterioration of the accounts immediately.

I would like to conclude this presentation by highlighting the efforts made by the management team of the Consorcio Valencia 2007 and wishing to underscore the support and involvement of the current Spanish government, which, together with the commitment and dedication of the other consortium administrations, will surely make it possible to successfully face the challenges that lie ahead.

Inés Maria Bardón
First Vice-President of the Consorcio Valencia 2007
Secretary of State for Finance
On 17 September 2017, the Banda Municipal de València, conducted by maestro Fernando Bonete, inaugurated with its interpretation of the Valencian march “Jardíns del Túria” the refurbishment of the modernist-style pergola (now the Pèrgola) located in La Marina de València. What a happy coincidence it was to unite through music two of the most significant public spaces in our city.

After years of abandonment, today the Pèrgola is an epitome of the past and the present management of the Consortium Valencia 2007 (CV07). It was thrilling to hear in the prelude to the concert the comments of the audience, which are well summarized in the statements of Paco Llorca, President of the Ateneo Musical del Puerto, and Milagros Parra, President of the Societat Musical Unió de Pescadors: “At last this cultural space has been recovered for the enjoyment of all neighbouring residents (of the Poblets Marímits) and (...) of citizens visiting La Marina” or “we very much regretted the loss of these concerts as they formed part of our identity”. It is difficult to achieve the economic dynamization of a public space without its social activation.

Residents, citizens, landmarks, identity, music, culture, collective memory, but also gastronomy and leisure, nautical activities and sport, economy of knowledge and management of public services, sustainability and internationalisation, solution to the financial situation and management model, relationship with the Port Authority of Valencia ... and so many other words and phrases like these, summarise the actions carried out by the CV07, by the Valencia City Council, the Generalitat Valenciana and the Government of Spain, which make up its Governing Council and its Delegate Commission, and by the companies and workers striving harder and better every day in La Marina de València.

All of this is based on one of the most important social policies: the recovery of public space, of all public spaces, in every sense of the concept -physical and figurative- for all citizens.

The following report, preceded by these words, is accurate and-allow me to write this- an excellent reflection of everything that has happened here throughout 2018. Congratulations to the writing team. I invite you to have the same pleasure in reading it as we had in making it possible.

Vicent Llorens Martí
General Manager of Consorcio Valencia 2007
Executive summary
The second volume of the impact report on La Marina de València compiles the main data on management and a report of actions carried out by the Consorcio Valencia 2007 during the fiscal year 2018-2019. This exercise in transparency, addressed to La Marina’s stakeholders, institutions and the general public, serves to provide information on the progress achieved and to highlight areas of potential improvement.

**What management indicators will be presented?**

The report measures progress in four strategic axes: nautical focus, economic development hub, public venue, and operational management. At the end of 2018, the indicators show a positive balance and, for the second consecutive year, La Marina de València records **operating profits**. The nautical sector has registered the greatest increase in total income (13% more than in 2017). As for the result from the public space management indicators, it is worth highlighting that **more than 7.7 million people visited La Marina** between January and December 2018, according to the new sensor system installed in the maritime precinct.

**What do the visitor surveys say?**

As in 2017, Consorcio Valencia 2007 conducted surveys to evaluate the progress made during the current fiscal year and to measure the degree of satisfaction among the people visiting La Marina. Thus, 806 surveys were carried out in two key areas: city centre and the maritime district. The results include an **increase in visits by young people (+13%) and groups (+34%)**. Overall **satisfaction** with La Marina remains remarkable, with an average rating of 7.7/10. In addition, when asked if they would recommend visiting La Marina to others, 99% of the interviewees responded favourably, indicating an improvement in the positioning of the waterfront. La Marina de València has changed from an underused space to an attractive and advisable destination for both tourists and residents.

**How has the strategy evolved?**

Two years after drafting the Strategic Plan 2016-2021, **40% of all objectives have been achieved, 40% are in progress and the remaining 20% are pending**. In 2018, the Consorcio Valencia 2007 has continued to drive forward in strategic areas such as nautical activities, economic development and management models. In this third aspect, it is worth highlighting the two face-to-face meetings of the Governing Council, where measures were agreed on that have streamlined the Consortium’s operations, such as the delegation of powers to the Delegate Commission or the coordination of mechanisms to deal with the CV07 debt. Progress has also been made in three key strategies:

- **The public space strategy**, as demonstrated by the restoration of Tinglado 2, the remodelling of its surroundings and the strategic urban planning interventions in several areas of La Marina.
- **The development of a cultural programme** in restored sites such as La Pèrgola (venue for family, daytime, and outdoor activities and free admission concerts) and La Base (former headquarters of the Alinghi team, transformed into a public space open to culture, creativity and innovation).
- **Progress in sustainability** in all dimensions (economic, social and environmental). In this area, the drafting of the first Sustainability Plan for La Marina de València stands out.

**What does the Manifesto define?**

La Marina de València drafted a Manifesto describing the relationship between **public spaces and innovation**. The Manifesto, created in collaboration with more than forty international professionals, defines:
– The concept of public space and innovation and the relationship between both of them;
– The fundamental values and principles underlying the creation of public spaces;
– The set of characteristics guiding the design and evaluation of interventions; and the main actors involved in the process.

What do the Case Studies represent?
The Report emphasises six initiatives developed in 2018, showing the amplitude and essence of the set of actions carried out in the Valencian dock. The list of case studies includes:

– The Veus de La Marina project, that created the toponymy of the streets and squares in La Marina and the signage of the precinct;
– The co-creation process of the new Skatepark in Plaça de l’Ona;
– The Surem La Marina educational project, involving teenagers in the revitalisation of their city’s waterfront;
– The participatory process Imaginem el 3, to define the shape and uses of a future multi-purpose building;
– The 52 Super Series international regatta, inspiring numerous sustainability actions;
– The international workshop Placemaking 4 Innovation, leading to the joint drafting of the aforementioned Manifesto.

How did people see us in 2018?
This report not only collects internal management data but also an external assessment of the actions taken by Consorcio Valencia 2007, through the lens of the media and an increasing number of subscribers. During 2018, La Marina de València became a space of emerging opportunities and the second most important socio-cultural scenario in the city, after the Turia riverbed parks and gardens. The process of productive activation and public takeover of the historic dock has appeared in hundreds of headlines in the press, and moreover, it has also received several awards, crossed borders and become a reference as an example of urban transformation in various international forums and congresses dedicated to the design of cities, public spaces and waterfronts. In 2018, the image of La Marina de València has definitively changed: while in 2015, 80% of the headlines featuring La Marina were negative; in 2018, 91% of the headlines have been positive and reflect the constructive process of a space that is gaining credibility and appreciation among citizens and stakeholders.

«New winds are blowing in La Marina. The Valencian harbour is reinventing itself». –Joan Garín, journalist. El País

«Now we have a model: that of La Marina de València, with its sustainable and long-term strategic project starting in 2015». –Ricard Pérez Casado, ex alcalde de València

«La Marina is in a process of urban renewal, absolutely avant-garde in the European context». –Pau Rausell, coordinador de EconCult
Management indicators
<table>
<thead>
<tr>
<th>Nautical activities:</th>
<th>Public spaces and uses:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The sporting marina.</td>
<td>Events.</td>
</tr>
<tr>
<td></td>
<td>Parking Veles Vents.</td>
</tr>
<tr>
<td></td>
<td>Monitoring sensors.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pole of economic development:</th>
<th>Operational management:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business activity.</td>
<td>Operating report.</td>
</tr>
</tbody>
</table>
The analysed management indicators show the results of specific strategies and of conscious processes applied daily in the operation of La Marina. Progress is being made at encouraging interaction between the different actors of La Marina and at improving involvement and awareness in the development of its activity. These good management practices are essential to generate economic and social benefits when it comes to reactivating the waterfront.

*La Marina de València*
### Actions implemented in the operational management between the different agents of La Marina de València:

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clients and users</td>
<td>Evaluation surveys of La Marina for a better adaptation to the needs of its users in terms of mobility, facilities, etc. holding periodic meetings, development of innovative projects to measure the flow of visitors.</td>
</tr>
<tr>
<td>Employees</td>
<td>An improvement plan for the working environment and internal communication, adaptation of working methods to the requirements of the Electronic Administration for a more agile and transparent management.</td>
</tr>
<tr>
<td>Concessionaries</td>
<td>Compliance with labour and environmental regulations, evaluation of the degree of satisfaction with regard to the maintenance of facilities, periodic meetings and continuous and direct communication with the entrepreneurs of La Marina.</td>
</tr>
<tr>
<td>Providers</td>
<td>Responsible recruitment with social, environmental and sustainability clauses to promote gender equality, the use of clean energy and own resources.</td>
</tr>
<tr>
<td>Citizens</td>
<td>Opening of public space to citizens with diverse and multiple uses, development of participatory processes in terms of defining projects and future uses.</td>
</tr>
<tr>
<td>Partners</td>
<td>Establishment of lines of dialogue, creation of a technical commission composed of representatives of the three administrations: Government of Spain, Generalitat Valenciana and City Council of Valencia.</td>
</tr>
</tbody>
</table>
### Business activity

The economic activity as a whole is still carried out by the same business entities. This significant change in 2018 does not respond so much to the number of concessions, but rather to the dynamism displayed by the companies present in La Marina, with their ever-increasing activity. The cultural and nautical activities and innovation programmes offered by the concessionaires is further enhanced by the economic activation strategy and citizen takeover of La Marina of València.

### Income evolution

<table>
<thead>
<tr>
<th>Year</th>
<th>Income (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>1,696,724</td>
</tr>
<tr>
<td>2016</td>
<td>2,322,239</td>
</tr>
<tr>
<td>2017</td>
<td>2,766,001</td>
</tr>
<tr>
<td>2018</td>
<td>2,855,120</td>
</tr>
</tbody>
</table>

### Business Categories

- **Gastronomy**: 21% (14 establishments)
- **Cultural and gastronomic space**: 1% (Veles e Vents building)
- **Nautical activities**: 52% (35 businesses)
- **Accelerators/business**: 3% (2 centres: Lanzadera & Insomnia)
- **Training**: 3% (Eden & Global Yachting)
- **Leisure**: 7% (5 businesses)
- **Instalations**: 7% (5 infrastructures)
- **Service to the public**: 4% (3 points)
**Distribution of income**

In 2018, **67 companies** made up the business fabric of La Marina. While the number of concessionaires fell by four compared to the previous year, income rose slightly: seven concessions ended with a small or free levy and three nautical companies launched their activity.

These data include all companies operating in 2018, whether or not they were still located in La Marina at the end of the year.

### Income Distribution

<table>
<thead>
<tr>
<th>Category</th>
<th>Income (€)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gastronomy</td>
<td>1.400.000</td>
<td>48%</td>
</tr>
<tr>
<td>Cultural space</td>
<td>1.600.000</td>
<td>19%</td>
</tr>
<tr>
<td>Nautical activities</td>
<td>1.200.000</td>
<td>13%</td>
</tr>
<tr>
<td>Accelerators/business training</td>
<td>1.000.000</td>
<td>11%</td>
</tr>
<tr>
<td>Leisure, Installations, Service to the public</td>
<td>800.000</td>
<td>8%</td>
</tr>
<tr>
<td>Training</td>
<td>600.000</td>
<td>2%</td>
</tr>
</tbody>
</table>
Events

In 2018, 68% of the total income from events was generated by the numerous big concerts and music festivals (19 compared to 7 in 2017), that doubled their income compared to the previous year.

In terms of business events, La Marina and its immediate surroundings continue to be a very popular location for advertising shootings (21 photo and video sessions in total).

In 2018, the policy of planning socio-cultural events launched the year before, was reinforced. Music, gastronomy and art formed the central core of this programme.

Although they do not generate direct income, these events have consolidated La Marina de València as a dynamic, cultural and diverse public space.
**Socio cultural**
- Arrival of the three Magi, Cristo del Grao, Fallera Week, Día de la Dona Treballadora, Festivity of San Cristobal, Trobadas Maritim, Concert Agrupaciones Corales, Bandas a la Pergola, Concerts a la Pergola, 11th anniversary La Marina, 50th anniversary of the UPV, Festa de la Cirera I Esmorsar del tros al plat, Nit a la mar and pyrotechnic festival, Campaña Hortattack, Exhibition Antonio Miró, Theatre Festival 3ª Setmana, Energy Observer, Astral Proactiva Open Arms, Day of the Police, Open Days Maritime Rescue, Nao Victoria and Galeón Andalucía, Rainbow Warrior...

**Business**
- Filming of advertising spots, photo shootings, exhibition for the promotion of automobiles, fireworks display, space corporate events...

**Leisure and sports**
The sporting Marina

In 2018 there was a **10% surge in the number of moorings** and a **13% increase in income**. South Marina, where smaller boats are located, registers the largest increase in terms of occupation (+14%), reflecting the growth of popular nautical activities.

Seasonal fluctuation is a feature of mooring occupation, where income levels rise in the last four months of the year. During this period, occupation is higher at La Marina in general, especially at the dock for mega yachts.

As far as nautical activity is concerned, a new edition of the *Valencia Boat Show* and the *52 Super Series Valencia Sailing Week* and *M32 Winter Series* regattas were held, among other events.

These national and international nautical events included Valencia in their sailing routes because of the positive resonance of making a stopover in La Marina.

### Income evolution

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>2,137,546</td>
</tr>
<tr>
<td>2016</td>
<td>2,275,475</td>
</tr>
<tr>
<td>2017</td>
<td>3,014,405</td>
</tr>
<tr>
<td>2018</td>
<td>3,419,478</td>
</tr>
</tbody>
</table>

### Mooring occupation

- **North M.**: 80%
- **South M.**: 83%
- **Superyacht**: 63%
- **Others**: 17%
Income marinas
South M. 35%
North M. 38%
Superyacht 24%
Others 2%

Moorings distribution
South M. 55%
North M. 34%
Superyacht 6%
Others 4%

Occupation
South M. 46%
North M. 25%
Superyacht y others 5%

Only income from moorings

2.872.362 €
Parking Spaces Veles e Vents

During the year 2018 there have been no significant changes in the parking space management in La Marina.

The data from visits to the Veles e Vents car park are indicators that provide information on the waterfront activity throughout the year:
- The highest number of visits was recorded during the summer months, with a peak of 33,578 in June.
- Occupation during office hours during the week
- Turnout during the scheduled leisure activities on weekends
- Number of visitors in the low season: approx. 10,000 per month.

The average length of stays, excluding subscribers, is 2 hours and 38 minutes.

At the same time, the monitoring data from La Marina show that 10% of visitors to La Marina make use of the Veles e Vents car park.

Income evolution

<table>
<thead>
<tr>
<th>Year</th>
<th>Income (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>161,842</td>
</tr>
<tr>
<td>2016</td>
<td>294,630</td>
</tr>
<tr>
<td>2017</td>
<td>423,668</td>
</tr>
<tr>
<td>2018</td>
<td>422,964</td>
</tr>
</tbody>
</table>

Hours of use

<table>
<thead>
<tr>
<th>Time</th>
<th>Total</th>
<th>During the week</th>
<th>Weekends</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
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<tr>
<td>1:00</td>
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<td>2:00</td>
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<td>4:00</td>
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<td>5:00</td>
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<td>10:00</td>
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<td></td>
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<tr>
<td>11:00</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Monitoring sensors
La Marina de València covers more than one million square metres at the city’s seaside. In a public space of such dimensions and with growing business activity, it was essential to quantify the number of visits received in order to analyse the impact of the new development and consolidation strategies being implemented.

According to the monitoring sensors, from April to December 6,730,919 people visited La Marina. Monthly visits are quite substantial, ranging from 488,473 in December to a peak of 974,168 in July.

At the weekend of 15-16 June, between 49,789 and 56,932 people gathered per day. La Marina de València is a very extensive space that can become saturated with the celebration of large-scale events. The aim of measuring the number of visitors is to improve management in terms of facilities, activities and events, especially when occupation is at its peak (summer season).

Number of visitors/day

+ 50,000

- Operación Aquarius
- Major concerts
- Desafío Bestcycling

+ 40,000

- Fireworks display nit a la mar
- Musical festivals
- XIII Marcha Cicloturista

+ 30,000

- IV edition of the Spanish championship Half Distance Triathlon
- La Nao Victoria visits La Marina
- Big concerts
- During the weekends in spring and summer
- 26 travesía a nado at the Port of Valencia

+ 20,000

- Weekly activity during the spring and summer months
- During the weekends in autumn and winter

+ 10,000

- Sporadic days during spring
- Weekdays in autumn and winter
Total visits

There is an upward trend as the week progresses and a notable rise at weekends.

Number of group visits per day

Sensors installed in April 2018

There is an upward trend as the week progresses and a notable rise at weekends.
Operating report

In 2018, operating profits were obtained for the second consecutive year. Overall, operating income increased 9%. Even though income from events fell by 12%, the trend is upwards, since in the previous year a single communication campaign accounted for 40% of the funds. The level of invoicing in La Marina has also been consolidated (+13%) and sponsorships have been established. Section “Other Income”, includes services that generate expenses to La Marina for hosting events and that are invoiced directly to the organizers. As the number of major events rose, these items increased by 110%.

Expenses have increased in the same proportion as the revenues (9%).

The increased activity in La Marina has a direct impact on the operating costs, such as cleaning, supplies or surveillance.

On the other hand, 309,161 € were allocated to the development and promotion of socio-cultural activities with the corresponding increase in items of communication and freelance professionals. The most significant were the series of Concerts a la Pèrgola de Cervezas Alhambra and Bandes a la Pèrgola, the exhibition “Antoni Miró a La Base”, the 11th anniversary of La Marina and a tourist information stand in the Plaza del Ayuntamiento.

At the same time, La Marina de València has refurbished its facilities with an investment programme: Tinglado 2 has been restored for public use and enjoyment (694,891 €), and La Base has been converted as a reference space for socio-cultural encounters (264,713 €).

Financial situation:
The CV07 has been attending to the daily operational management to achieve a positive balance and has been working in parallel to reach a definitive solution for the debts contracted to finance the infrastructure for the 32nd America’s Cup.

<table>
<thead>
<tr>
<th>Financial summary</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sporting Marina</td>
<td>2.137.546</td>
<td>2.275.475</td>
<td>3.014.405</td>
<td>3.419.478</td>
</tr>
<tr>
<td>Concessionaries</td>
<td>1.696.724</td>
<td>2.322.239</td>
<td>2.766.301</td>
<td>2.855.120</td>
</tr>
<tr>
<td>Parking Space Veles e Vents</td>
<td>161.842</td>
<td>294.630</td>
<td>423.668</td>
<td>422.964</td>
</tr>
<tr>
<td>Events</td>
<td>96.861</td>
<td>83.703</td>
<td>432.640</td>
<td>379.796</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>103.500</td>
</tr>
<tr>
<td>Other income</td>
<td>30.848</td>
<td>250.500</td>
<td>57.688</td>
<td>121.192</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facility maintenance</td>
<td>959.589</td>
<td>990.438</td>
<td>1.432.235</td>
<td>1.258.101</td>
</tr>
<tr>
<td>Supplies</td>
<td>879.473</td>
<td>921.329</td>
<td>1.052.757</td>
<td>1.178.904</td>
</tr>
<tr>
<td>Surveillance</td>
<td>496.445</td>
<td>507.410</td>
<td>534.757</td>
<td>559.805</td>
</tr>
<tr>
<td>Independent professionals</td>
<td>121.159</td>
<td>260.870</td>
<td>419.084</td>
<td>693.488</td>
</tr>
<tr>
<td>Cleaning</td>
<td>219.790</td>
<td>273.160</td>
<td>316.987</td>
<td>422.798</td>
</tr>
<tr>
<td>Insurances</td>
<td>116.442</td>
<td>132.548</td>
<td>305.500</td>
<td>470.335</td>
</tr>
<tr>
<td>Communication</td>
<td>11.840</td>
<td>13.728</td>
<td>87.096</td>
<td>188.437</td>
</tr>
<tr>
<td>Security</td>
<td>94.027</td>
<td>91.373</td>
<td>79.465</td>
<td>83.282</td>
</tr>
<tr>
<td>Balances, salaries, social</td>
<td>1.240.995</td>
<td>1.179.141</td>
<td>1.178.532</td>
<td>1.129.092</td>
</tr>
<tr>
<td>Fees port authority</td>
<td>1.262.267</td>
<td>1.357.857</td>
<td>1.194.363</td>
<td>1.243.339</td>
</tr>
<tr>
<td>Result</td>
<td>-1.278.206</td>
<td>-501.308</td>
<td>93.925</td>
<td>74.470</td>
</tr>
</tbody>
</table>
Strategy development
Today, the old port of the city is a space open to nautical activities, innovation and public uses. The Strategic Plan 2016-2021 aims to turn La Marina de València into an inclusive, innovative, accessible, green and dynamic place. There are three objectives:

- **Productive activation.**
- **Public takeover.**
- **The agile and efficient management** of the Valencia 2007 Consortium.

The process of transformation of La Marina de València is now an international reference based on other key aspects:

- Economic, environmental and social sustainability.
- Interrelation between innovation and public space.
- Public-private collaboration; the involvement of citizens and the different territorial stakeholders in the design, planning and management of the waterfront.

La Marina de València has structured its interventions along six axes: nautical activities, economic development, public space, management models, cultural strategy and sustainability plan. Throughout the year, La Marina de València has especially reinforced its commitment to these three strategies:

- The strategy of **public venue**, highlighting the restoration of the Tinglado 2 and other interventions of strategic urbanism that opened the public space to alternative and innovative social uses.
- The **cultural strategy**, consolidated in 2018 with the creation of a continuous programme of activities in restored spaces such as the Pèrgola, a stage for open-air music, and La Base, an open and flexible centre dedicated to culture, creativity and innovation.
- **Sustainability strategy**: being probably the area in which most progress has been made since 2017 and where the drafting of the Sustainability Plan is highlighted.

On the other hand, La Marina de València has profiled and contextualized its strategy through the creation of a Manifesto, elaborated jointly with more than forty international professionals. The document includes the definition of the concepts of **public space and innovation** and their interaction: how public venues can foster innovation, and vice versa.

**What has been done in 2018**

Two years after drafting the Strategic Plan 2016-2021, **40% of all proposals for the year 2012 have been achieved.** Another 40% are, since 2018, in the process of design, completion or delivery, and the remaining 20% are pending to start.

Innovation, public space and nautical activities were the three main underlying pillars for all actions carried out during the year. The sporting and nautical activities developed in La Marina experienced a significant increase, especially international events such as the 52 Super Series regatta. In terms of improving public space and adapting public spaces, the restoration of Tinglado 2 is noteworthy, and its recovery for social purposes, namely as the Poblets Marítims square, as well as the hangar restoration in the former headquarters of the Alinghi team, host of the 32nd and 33rd America’s Cup, now transformed into La Base, a flexible space open to the public with a continuous programme of activities related to culture, creativity and innovation. Other actions that have contributed to improving the site and, therefore, increasing its appeal to the visitor were the expansion of green areas, the rearrangement of 5,000 pieces of street furniture, an upgraded signposting and other strategic urban planning interventions.

The participation and input of all territorial stakeholders (neighbours, users, entrepreneurs...) in the design of this public space has been continuous, for instance, in the co-design of a skate-plaza in Plaça de l’Ona, and in Imaginem el 3, a participatory process to define the shape and uses of a new multi-purpose building in the dock.

Innovation is another of the cross-disciplinary values present in each initiative, in interrelation with the public space. One good example was the organisation of two international events that brought together in La Marina the world’s leading specialists in innovation and public space: the Smart Cities for Smart Citizens congress and the Placemaking for Innovation conferences. On the other hand, La Marina de València is still growing as an innovation district with the launch of the concession for using the old Maritime Station to locate a technological hub, an innovation centre and pole of leading technology companies to generate, attract and retain employment and investment.
On the other hand, other activities planned for 2018 have not yet been completed, such as the total opening of the southern ledge, the Museum of the Sea, the running circuit or the designing of spaces adapted for children’s use.

**Summary of the Strategy and Objectives**

**Evaluation**

Chart 1 analyses nautical activities, which are considered to be a global phenomenon (education, training, industry, commerce, etc.), including the paradigms of creating employment and businesses, design, the economy of knowledge and innovation, sustainability, the creation of a city brand, etc.

Consorcio Valencia 2007 wishes to turn La Marina de València into a renown nautical marina on the Mediterranean peninsula. With this scope in mind, the following objectives have been set:

- To promote nautical sports among amateurs and young talents.
- To contribute to the development of nautical sports as a basic economic activity resulting in the creation of jobs and businesses.
- To bring the general public closer to nautical activities, opening a door to the sea, from disciplines such as literature, music, photography, cinema, gastronomy, ecology and the environment.

<table>
<thead>
<tr>
<th>Achieved</th>
<th>In progress</th>
<th>To be achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Increased activity in the Nautical Village</td>
<td>- Náutica 4.0. Development of nautical innovation and sustainability</td>
<td></td>
</tr>
<tr>
<td>(jet skis, diving, wind surf, surf, paddle surf)</td>
<td>- Reorientation of the Valencia Boat Show: professionalization and opening</td>
<td></td>
</tr>
<tr>
<td>- Growing number of moorings</td>
<td>- Competition for young innovators in blue economy</td>
<td></td>
</tr>
<tr>
<td>- Nautical activity (sailing schools, rowing, canoeing)</td>
<td>- Improvement of the space for sailing and dingy sailing</td>
<td></td>
</tr>
<tr>
<td>- Regatas Melges 40</td>
<td>- Facilitation of moorings for people with reduced mobility</td>
<td></td>
</tr>
<tr>
<td>- Regatas 52 Super Series</td>
<td>- Recruitment of shipbuilders for the construction and maintenance of boats with a high technological and/or sports component</td>
<td></td>
</tr>
<tr>
<td>- Adaptation of a navigation channel next to the jetty</td>
<td>- The building of an industrial dry dock in the southern Marina by administrative concession</td>
<td></td>
</tr>
<tr>
<td>- Valencia Boat Show</td>
<td>- The creation of a Nautical Innovation Centre: a professional school-workshop and training centre for repairing boats, the innovation programme Nautica 4.0 and a cluster of professionals and companies</td>
<td></td>
</tr>
</tbody>
</table>

Chart 1: Strategic Summary of the Nautical Marina
Chart 2 summarizes the activities and projects implemented in 2018 with the purpose of promoting economic development through the creation of a space for innovation and entrepreneurship, a diverse, intersectional, inclusive, transparent, accountable production environment based on local needs. In this context, La Marina wants to generate sustainable economic growth which will serve local interests.

<table>
<thead>
<tr>
<th>Achieved</th>
<th>In progress</th>
<th>To be achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Workshop Placemaking for Innovation</td>
<td>- Preparation of the conference Placemaking Week Europe 2019</td>
<td>- Converting Tinglado 5 into a Tinglado for innovation</td>
</tr>
<tr>
<td>- Participatory process for the co-designing of El 3</td>
<td>- Study on the impacts of the strategy of La Marina de Valencia on the neighbourhoods of Poblats Marítims</td>
<td>- Converting Tinglado 4 into a flexible cultural space</td>
</tr>
<tr>
<td>- Smart Cities for Smart Citizens Congress</td>
<td>- Concession of the old maritime station as a hub of innovation</td>
<td>- Restoration and use of the Docks building</td>
</tr>
<tr>
<td>- Sponsorship Plan</td>
<td>- Concession of Base 5 as a center for biotechnology companies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Assessment of the economic impact of La Marina</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Restoration of Tinglados 4 and 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Use plan of the Docks building</td>
<td></td>
</tr>
</tbody>
</table>

Chart 2: Strategic Summary of Economic Development of La Marina
Table 3 summarizes the interventions in the public venue of La Marina aimed at turning the waterfront into an open, inclusive, comfortable and accessible place for people. The public space strategy underscored its interest in creating mixed, flexible and versatile spaces that adapt easily to changes in the environment. This goal has been mainly achieved through the assessment of the uses and permeability of spaces in public concessions, allowing multipurpose spaces to be planned and easily re-adapted to future needs.

Achieved
- Strategic urban planning interventions
- Improvements in the accessibility of bikes and pedestrians
- Restoration of Tinglado 2
- Participatory processes for co-designing a Skatepark
- Upgraded signposting

In progress
- Construction of a sanitary area
- Construction of a Skatepark
- Recovering the old ramp of the shipyard (“Varadero”)
- Rearrangement of traffic and surface parking
- Maintenance and painting on the raised walkway
- Construction of a multi-purpose building (The 3)

To be achieved
- Improved access to the beach
- Renovation of the surroundings of Tinglado 2 as a public square
- Installation of outdoor sports fields
- Running circuit
- New facilities for children
- Demolition of the America’s Cup Base 3 at the intersection of Tinglados 4 and 5
- El Museo del Mar
- Relocating the Tourist Info booth

Chart 4 focuses on the management model and internal development. The Valencia Consortium 2007 has launched a forum of ideas to promote an agile and efficient model, based on sustainability and transparency.

In the interests of transparency, the Consortium has developed the following measures:
- Dissemination of a weekly management report to the partner administrations, members of the Executive Committee and CV07 staff. The document includes institutional and organisational information of legal relevance, economic, budgetary and statistical information, a calendar of events, and communication plans.
- The CV07 keeps publishing on its website www.lamarinadevalencia.com institutional information (Delegate Commission agreements, statutes and regulations), economic information (annual statements and minor contracts), the Contractor’s Profile, job offers, and calls for concessions and contracts.

In the area of internal management, two aspects stand out:
- The improvement of the working environment, thanks to the development of a specific programme aimed at all CV07 staff.
- Collaborative management. During 2018, opportunities and channels for dialogue and collaboration between citizens, the public administration, the university and the private sector were opened. These local stakeholders have participated in the urban regeneration strategy through innovative dynamics turning La Marina de València into an international referenca point.

Another important question in this matter was the holding of two face-to-face meetings of the CV07 Governing Council during 2018. It is worth highlighting the climate of understanding between the consortia and the main decisions taken:
- The delegation of powers to the Delegate Commission to streamline the ordinary management of the Consortium.
- The implementation of mechanisms to assume the debt: the commitment to cancel the ICO’s debt by the Administración General del Estado and the three partner administrations to assume, proportionally according to the statutes, the debt derived from Banco Santander and the pending obligations with the Autoridad Portuaria de València.

<table>
<thead>
<tr>
<th>Achieved</th>
<th>In progress</th>
<th>To be achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Work climate improvement plan and surveys</td>
<td>- White book for the management of La Marina de València</td>
<td>- The new RPT</td>
</tr>
<tr>
<td>- Establishment of a technical commission</td>
<td>- Declaration of general interest</td>
<td>- Creation of a participation council</td>
</tr>
<tr>
<td>- Drafting of a Sustainability Plan for La Marina de València</td>
<td>- Implementation of e-administration and legislation on data protection</td>
<td></td>
</tr>
<tr>
<td>- Annual survey on the uses and general satisfaction of the area</td>
<td>- Website of La Marina Living Lab</td>
<td></td>
</tr>
<tr>
<td>- Evaluation of the level of use by means of sensors</td>
<td>- Modification of the 2013 Special Plan.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Training workshops for the employees of Consorcio Valencia 2007</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Planning of the Jornadas Nuevos Viejos Puertos and declaration of Valencia: the public and productive value of historic ports</td>
<td></td>
</tr>
</tbody>
</table>

Chart 4: Strategic Summary of the Management Model of La Marina

Chart 5 talks about the cultural plan. La Marina de València has turned into an emerging cultural space in the city through its very own cultural programme of varied activities for all audiences: concerts, cycles, conferences, exhibitions and other cultural events, promoting the diversity of styles and languages. In addition, the Consorcio Valencia 2007 supported gender equality and respect for the environment through the introduction of specific clauses in the concession of spaces for events that require, for example, the inclusion of women in festivals and the dutiful management of venues. Culture has contributed to the transformation of the waterfront, displaying now a more open, accessible and inclusive character.
Chart 5: Strategic Summary of the Cultural Place of La Marina

<table>
<thead>
<tr>
<th>Achieved</th>
<th>In progress</th>
<th>To be achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Transforming the Alinghi Building into La Base for culture, creativity and innovation</td>
<td>– Publication of Dársena, the magazine of La Marina de Valencia</td>
<td>– Exhibition of Vicent Madramany in La Base</td>
</tr>
<tr>
<td>– 2nd season of Concerts de La Marina and the Bandas de Música en La Pèrgola</td>
<td>– Summer campaign</td>
<td>– Residency programme</td>
</tr>
<tr>
<td>– Participation in the Festival “3ª Setmana”</td>
<td>– Creation of a permanent concert venue</td>
<td></td>
</tr>
<tr>
<td>– Collaborations for the culture calendar</td>
<td>– Exhibition of José Sanleón in La Base</td>
<td></td>
</tr>
<tr>
<td>– Anniversary Party and Open Days in La Marina de València</td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Annual photography contest</td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Blog memoria València marítima, by the City Chronicler, Francisco Pérez Puche</td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Participation in the candidature Valencia, Capital Mundial del Disseny</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Chart 6 focuses on actions related to sustainability, in its environmental, social and economic aspects. La Marina is committed to working on sustainability from a triple perspective, by listening, collaborating, generating knowledge, and to task coordination by an agile and efficient management.

In 2018, the Consorcio Valencia 2007 drafted its first Sustainability Plan, depicting the progress made so far and defining specific objectives for 2020. These are some of the key points of the action plan:

– Continued promotion of environmental awareness activities open to the public, such as the cleaning sessions at La Marina organised by the organization Bioagradables and the reception of boats that promote sustainability, such as the Rainbow Warrior, Greenpeace’s flagship, and the Energy Observer, the first boat powered 100% by renewable energy.

– The promotion of sustainable transport in La Marina, the second most visited bicycle area in Valencia. Bicycles are also used by employees of the company Centre Verd, in charge of providing gardening services for the dock. This company is very conscious of preventing pollution caused by its own activity and, among other measures, uses electric vehicles to reduce their carbon footprint.

– The use of eco-friendly materials, sustainable practices and renewable energies in the construction and restoration processes envisaged in the public space strategy of La Marina de València.
### Achieved
- Drafting of the Sustainability Plan for La Marina
- Promoting sustainable transport among cleaning and maintenance staff
- Second edition of the Mercat Nàutic
- III ECOMOV, event dedicated to the promotion of eco-mobility
- Cleaning sessions of La Marina, organized by the organization Bioagradables
- Visit of vessels promoting sustainability: Rainbow Warrior and Energy Observer
- Sustainability workshop ISA Lab Challenge in collaboration with UPV
- Introduction of recycling containers inside the CV07 building

### In progress
- Use of pruning material as a natural fertilizer (mulching)
- Co-operation with the Fundació Oceanogràfic for the creation of a sea turtle recovery area.
- Installation of the first intelligent pedestrian crossing combining sensors and LED panels
- Assessment of energy efficiency in public tenders
- Circular economy plan: recycling systems, waste management and gardening
- Project headquarters of CEMAS (Valencia World Centre for Sustainable Urban Food)

### To be achieved
- More green and shaded spaces
- Sensors in street lighting to reduce electricity consumption
- Allocation of a space in La Marina for the generation of renewable energies
- Implementation of technologies that contribute to the collection of plastics at sea.
- Measuring of water consumption in buildings and in the irrigation of green areas
- Sustainable purchasing policy: Ask our suppliers for eco-friendly solutions, materials and products

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**Chart 6: Strategic summary of sustainability**
Manifesto. Innovation in public space
Preamble

1. La Marina de València is the historic harbor of Valencia. It is managed by Consorcio València 2007 - a public institution established as an alliance between the Government of Spain, the Regional Government of València and València City Council. Its strategic Plan 2016-2021 outlines a new vision for the future whereby both tradition and inventiveness drive the transformation of the economy, the urban and cultural environment of La Marina. With this vision in mind, we set ourselves two main goals: convert La Marina into the city’s engine for economic development and create sustainable, inclusive and dynamic public spaces.

2. In La Marina we understand the value of co-creation and the importance of including different actors in the design and improvement of our urban environment. This is why we collaborated with Western Sydney University in the process of consolidating La Marina Living Lab, an experimental ecosystem in which systematic practices of participatory design are applied to reimagine inclusive and innovative public spaces. We do this by collaborating with community members, professionals, researchers, and businesses to explore, create and evaluate transformations in public space that promote civic engagement and economic productivity. The Living Lab represents our approach to realizing La Marina’s 2 key objectives outlined in part 1.

3. This manifesto was born out of the need to define clearly (a) the concept of public space, innovation and the relationship between the two (b) the core values and principles that should guide the creation of public spaces and (c) the key stakeholders that must be involved in the process. We believe that when public space is designed with these values and principles in mind, it becomes a catalyst for civic engagement and economic activation. The manifesto draws upon our experience and has been further elaborated during a co-creation workshop with 40 experts, practitioners and researchers from 15 countries, which took place in November of 2018.

4. While the principles, framework and stakeholders outlined in this document have been inspired by the specific context of La Marina, they are meant to serve a greater audience of policy-makers, urban planners, architects and community members who face similar challenges in diverse contexts. It has been our intention to create a manifesto rooted in the local, yet useful for the global. We believe that the values and principles we defined collectively can help guide and inspire the creation and proliferation of many diverse and inclusive public spaces around the world which boost economic productivity and embrace innovation.

5. At La Marina we commit to using the framework developed in this manifesto as a guidebook for improving our public space strategy and assessing its robustness. We will also include it in the evaluation of incoming tender proposals. Assessing received proposals against the characteristics of the four domains enables us to make objective and informed decisions about the quality, applicability, and completeness of a given proposal. We encourage communities and policy-makers to consider the value of this document in their specific contexts and in light of their local challenges. We will only see lasting change in our urban environments when the values upheld on paper are internalized and backed by concrete and context-specific actions.

6. This is not an exhaustive or fully comprehensive document. Rather, it is one that is in progress and which requires continuous improvement from both citizens and policy-makers. We believe in the power of co-creation because it instills a sense of shared ownership and shared responsibility. We hope that, by making this Manifesto accessible to a broader public of placemakers, we can continue to collectively rethink and redefine the importance of public space and its role in fostering economic productivity and innovative practices.
What is public space
Regardless of the authority in charge of its management, a public space is accessible to everyone. Its use is not for profit and it respects the surrounding social and natural environment. A public space is filled with memories and emotions, inspiring a sense of belonging in its users.

What is innovation
It is an open, place-based process that generates new ideas, products and services that are relevant to their social, economic and cultural context. Innovation starts with freedom of thinking, creating, experimenting and questioning. It means being open to failure and learning from your missteps. It is human-oriented, allowing every citizen to become an expert, tester, and evaluator.

Public space x innovation
Public space and innovation meet when citizens gather together – in either structured or spontaneous ways – to exchange, share, argue and experiment with imagining new realities. When public space and innovation meet, they produce the unexpected, they dismantle material and imagined fences, they tap into local resources and potential to address broader challenges. The encounter between the two produces not only new ‘products and services’ but also new ‘publics’ - people brought together by a shared set of concerns and interests in addressing them.

«The waterfronts provide a unique opportunity to try new things. La Marina de València is a great example». – Jose Manuel Pagés, advisor to the worldwide network of port cities AIVP
Framework

Public space leads to innovation when it is understood as an ecosystem of different actors, processes and affects (how we feel and are moved by a place). The concept of ecosystem suggests a holistic strategy in which various components of public space interact with each other spontaneously and unexpectedly without necessarily following a rigid or predetermined structure. The following framework looks at four power domains that are instrumental in (re)shaping our common spaces, design, production, use and governance, and defines the key characteristics of each domain that can maximize the potential of public space to serve as a catalyst for innovation. Here, design is understood as the process of reshaping a public space by integrating new components that enhance its existing physical conditions; use refers to the desired social uses of a common space; production is the outcome of economic and cultural practices, be they for-profit or non-profit; and governance is the process of defining and leading implementation of a public space strategy. In addition, we define a set of overarching preconditions—the pillars of our strategy—which are characteristic of all four domains.

«The energy in La Marina and the connection of the emerging economy with public space creates an opportunity to offer a new facet of the city». –Ethan Kent, Vice president. Project for Public Spaces

«The level of study that has been developed to create the La Marina skatepark is impressive. No skatepark in Spain has had such a rigorous and meticulous method and process». –Berni Magraner, President Tinglados Skateboarding Valencia
Preconditions
To foster innovation, public space should be sustainable and resilient in cultural, ecological, political and economic terms; accessible, creating the conditions that facilitate access for a diverse group of stakeholders; inclusive, actively challenging inequalities and violence related to gender, age, race, ethnicity and socioeconomic disparities; designed and governed by multiple actors using transparent, inclusive and participatory processes; embracing technological connectivity as a platform for new ideas and visions; designed by considering its broader social impact on both neighbouring and city-wide areas.

**Design.** Comfortable, Functional, Interactive, Easy-to-navigate, Secure, Permeable, Sensitive

**Production.** Anchored, Creative, Contextualized, Valuable, Need-driven, Prosperous, Diverse

**Use.** Balanced, Agile, Experimental, Convivial, Diverse, Continuous, Spontaneous

**Governance.** Reflexive, Flexible, Collaborative & empowered, Connected, Accountable, Responsive, Effective & efficient,
DESIGN should be:

Sensitive. To the needs of the broadest spectrum of users. Functional. Producing an outcome that performs its intended or assigned tasks. Interactive. Facilitating the encounter between users, between users and the built environment and between users and the natural environment of a public space. Easy-to-navigate. Fostering wayfinding by helping people orient themselves in the public space. Comfortable. Evoking a feeling of ease among users. Permeable. accommodating urban fluidity and continuity, facilitating spontaneous user appropriation and experimentation in the public realm. Secure. Ensuring the safety of users.

USE should be:

Spontaneous. Emerging from unconventional and unexpected practices adopted by users in the public space. Agile. Evolving and adapting to transformations, while ensuring durability. Experimental. Encouraging the conceptualization and application of new visions for the future of the public space. Convivial. Facilitating social encounters and interactions, making the use of public space a learning experience. Diverse. Fostering a broad range of activities that target different groups. Balanced. Between short-term and long-term activity. Continuous. Promoting day and night time economy, in order to fully optimise the space available and increase safety.

GOVERNANCE should be:

Accountable. Able to explain and justify its line of action and take responsibility for it. Reflexive. Thinking deeply and critically about unforeseen impacts when implementing public space strategies in light of local context and of globalization dynamics. Responsive. Listening to the needs of stakeholders and responding promptly and appropriately. Flexible. Being able to adapt to local and global political, social and economic transformations. Connected. Facilitating communication and the sharing of responsibilities among decision-making actors. Effective & efficient. Successfully producing desired outcomes without wasting excessive resources or expenses. Collaborative & empowered. Representing stakeholders without a voice (children, future generations, non-human stakeholders, etc.), encouraging PPP partnerships while governing with a clear strategy that can be independently implemented.

PRODUCTION should be:

Anchored. Prioritizing those activities that maximize the benefit for the local economy and increase the overall well-being of the community. Creative. Emerging from innovative uses of existing resources. Diverse. Involving companies of different type, size and sector and producing a variety of activities, services and products that respond to the needs and interests of a wide range of users. Contextualized. Respectful and aligned with the values and identity of the place and its users. Valuable. Generating real long-term value for the community through non-speculative practices. Need-driven. Delivering relevant services by addressing in a meaningful way the needs of customers and users. Prosperous. Generating economic revenue which is not contained or amassed but can be redistributed to increase community welfare.
Stakeholders

When implementing a public space strategy, city officials and urban designers should first recognize the key stakeholders that must be involved in the process and understand their own role as well as that of others. The Public space management authority should ensure the safety, accessibility and attractivity of public space. It should not merely seek occasional consultation from citizens, but strive to work alongside them in managing the public space in a collaborative fashion. Government institutions, local, regional, national and international, should listen to their constituents and respond accordingly by allocating appropriate resources and respecting the interests of all relevant stakeholders. Non-governmental and community organizations should provide an accessible channel of participation for residents who may not otherwise engage in the transformation of the public space. They should educate and provide information about participatory processes while also mobilizing grassroots activity.

Academic practitioners and institutions should generate new knowledge and ideas for improving the quality of public spaces. Residents should use, re-shape and improve the public space, by taking ownership of it, enjoying it, and protecting it, while tourists should use the public space in a way that respects, protects and promotes the local values and culture. Stakeholders with commercial interest should provide products and services that respond to the needs and desires of public space users. The users themselves should detect issues, advocating for change and opposing unwanted developments, intervening directly in the space through grassroots initiatives, providing feedback, innovating and constantly improving our shared spaces.

Aside from the commonly recognized stakeholder groups, city planners should also consider those without a voice. For example - people who are not yet aware of the existence of a certain public space or have never visited it before, but can be turned into potential users. They do not have a direct role to play so it is important to examine closely their interests and introduce changes which appeal to them as well. Similarly, we have to account for future generations – these are the generations that have not yet been born and the generations that are too young to participate in the management of our public spaces. They may not have a spot on the table now, but it is our responsibility to consider and protect their interests. Another important yet frequently overlooked stakeholder is the biophysical environment, which includes all living things that inhabit our common spaces. Nature does not have a seat on the table so it is on us is to protect the habitat and well-being of other living beings which make use of our common spaces. And finally – the unexpected – or those stakeholders who have not been previously identified. We should leave space for the unexpected and remain open to the possibility of incorporating new stakeholders in our management practices.

«Living labs like the one in La Marina must be the driving forces, the conductors, the meeting points in the innovation processes». –Fernando Vilariño, president of the European Network of Living Labs

«Appreciating the space we live in is the most powerful instrument for transforming it». –SURA Association (Surem La Marina)
Visitors’ surveys
For the second consecutive year, Consorcio València 2007 has used surveys to evaluate the progress made during the year, as well as to measure the satisfaction of visitors in La Marina. The surveys were carried out by the consultancy CULTURALINK in January and February 2019. A total of 806 surveys were conducted (603 more than last year), 405 of them in the city centre and the remaining 401 in the area of La Marina de València.

Visitors’ profile

Surveys have shown little change in the demographic profile of visitors in La Marina de València between 2017 and 2018. Of the 401 people surveyed this year on the waterfront, 78% were residents and 22% were tourists, 9% less than in 2017. This difference is probably due to the fact that this year’s surveys were conducted in January and February, when there is less tourist traffic than October and November (when the 2017 surveys took place).

Regarding the gender profile of visitors, it has remained unchanged, with 48% women and 52% men (exactly the same as in 2017).

There is also a positive balance between the different age groups. This year’s survey data show that 27% of visitors are 25 years old or younger (11% more than in 2017), while 13% are 60 years old or older. These data show that La Marina de València is a destination attracting people of different ages.

As for the relevance of visitor groups, in 2018 a significant proportion of those surveyed (45%) stated that they had visited the waterfront as part of a larger group (3, 4 or more people). These data contrast with 14% in 2017. The increase in visiting groups and the boost in the number of young people in La Marina can be attributed to the consolidation of the weekly concert cycle in La Pérgola, an increase in activities for families, young people and children (Surem La Marina), and to the restoration of Tinglado 2 for the skating community, among other factors.

Reasons to visit and means of transport

As in 2017, in 2018 the main reasons for visiting to La Marina were:

- To stroll and relax (54%)
- To eat and drink in a bar or restaurant (17%)
- To practice sports (6%)

«La Marina is so much more than innovation. It’s leisure, it’s gastronomy, it’s nautical activity...».
– Julián Giménez, journalist. La SER

Visitors’ profile of La Marina

<table>
<thead>
<tr>
<th>Tourists</th>
<th>Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>22%</td>
<td>78%</td>
</tr>
</tbody>
</table>

Distribution by age

<table>
<thead>
<tr>
<th>+ 60 years</th>
<th>0-25 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>13%</td>
<td>60%</td>
</tr>
</tbody>
</table>

Size of visitor group

<table>
<thead>
<tr>
<th>1 person</th>
<th>2 persons</th>
<th>3 persons</th>
<th>4 persons</th>
<th>5 persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>39%</td>
<td>16%</td>
<td>12%</td>
<td>14%</td>
<td>19%</td>
</tr>
</tbody>
</table>
Regarding means of transport, for the second consecutive year surveys show that most visitors coming to theatre Marina frequently come on foot. In this sense, 47% of visitors coming to the waterfront more than 10 times a year do so walking.

The appeal of La Marina. Visiting frequency

To increase La Marina’s appeal as a visiting destination, the CV07 has invested time, money and effort in offering a diverse cultural program, of low cost or free for the public. With the growing number of events taking place in La Marina, the CV07 has also increased its presence on social networks to try to reach a wider audience, especially young people. The surveys showed that 34% of the people interviewed were aware of these events through Facebook, Twitter or Instagram. These data are an excellent indicator of the successful communication strategy implemented in La Marina.

In this year’s surveys, the attractiveness of La Marina de València as a destination for residents and tourists was measured for the first time. This was carried out on a city scale by comparing the waterfront with thirteen other popular destinations in Valencia. Among the destinations included in the list are some of long-lasting tradition, such as the Albufera lagoon and the Turia riverbed parks and gardens, but also more modern places such as the Convent Carmen or the Bombas Gens cultural centre. Among the fourteen sites appearing on the list and after analysing all data, La Marina de València ranks as the second most popular site, with more than 300 people surveyed claiming to visit the waterfront quite frequently. The only place with more visits than La Marina were the Turia riverbed parks and gardens.

The average duration of a visit in 2018 was 2 hours and 5 minutes, approximately the same as in 2017. When asked how many times a year they visited La Marina, 73% of people answered “twice or more”, 75% of residents said they would visit La Marina again in the next 3 months, and 50% of tourists confirmed they would probably return to La Marina on their next visit to Valencia. The desire of the people surveyed to return to La Marina more times and even extend their stay to more than 2 hours on average, is an indicator of the quality and diversity of activities offered at the waterfront.

More data

“During a regular visit to La Marina, 31% of visitors say they speak to or interact with someone they did not previously know.”

One of CV07’s strategic goals is to transform Valencia’s once underused harbor into a vibrant hub where visitors feel comfortable interacting with each other, meeting new people, exchanging ideas and gaining knowledge, because we understand that increasing the capacity of public space to facilitate spontaneous encounters is a necessary precondition to fostering innovation.

Preferred ways to follow the events of La Marina

Facebook, Twitter or Instagram
Friends and acquaintances
Digital Media
Traditional media

«After the big events, at last the possibility of recovering this essential space for citizenship has been reconsidered».  
—Felip Bens, writer.

«La Marina must connect with the natural systems surrounding it».  
—Josep Gavaldà, activist Per l’Horta.
Visitor Satisfaction

The results of this year’s survey confirm that the overall satisfaction of visitors with La Marina remained high in 2018. The average evaluation of their experience was 7.7 out of 10 (0.1 more than in 2017). There is also a notable increase in the positive rating of the space by locals. Their satisfaction with this space went up from 7.2 out of 10 in 2017 to 7.6 out of 10 in 2018. This growing approval may be due to the favourable opinion of local people about the changes carried out in La Marina during the year. When asked about these changes, more than 50% agreed that the site had improved its services, activities and facilities, while only 8% said otherwise.

Which of these places in the city of Valencia do you visit with certain frequency?

In addition, visitor satisfaction was measured for the first time in this year’s surveys using the universal Net Promoter Score (NPS) indicator. When asked if they would recommend La Marina to a friend, family member or colleague, 99% of those surveyed said yes (16% said they would force the conversation to recommend La Marina; 76% said they would recommend it if the topic came up in the conversation; and 7% said they would recommend La Marina with some reservation when asked).

The 2018 surveys also sought to measure visitor satisfaction with the specific services offered by La Marina. Like in 2017, the two most highly rated aspects of La Marina by both residents and tourists were “the landscape, the view and the general aesthetics of the venue, as well as “the spaces for practicing sports”. The people surveyed were also satisfied with the overall cleanliness and security of the site, parking spaces, signposting, street furniture and lighting, as well as accessibility to the site from the rest of the city. Another popular issue among residents in the 2018 surveys was the musical programme of La Marina, with concerts on Saturdays and Sundays in La Pérgola.

### Frequency of visits to La Marina in the last year

- **73%** have visited La Marina at least twice in the last year
- **34%** have visited La Marina more than 10 times
- **13%** have visited La Marina between 6 and 10 times
- **13%** have visited La Marina between 2 and 5 times
- **10%** have visited La Marina for the first time
- **10%** have never visited La Marina

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### Net Promoter Score

- **16%** would force the conversation to recommend La Marina
- **76%** would recommend it if the topic came up in the conversation
- **7%** would recommend La Marina with some reservation when asked
- **1%** would not recommend it

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### Spending Profile of Visitors

One of the purposes of this year’s surveys was to collect information on the visitors’ spending profile. The aim was to gather strategic information of interest for decision making and to support La Marina’s stakeholders in achieving their business projects. Here are some of the most relevant data:

- **Half of the 806 people interviewed** stated that they had spent some money during their visit to La Marina.
- **Of these people,** the average amount spent on transport to and from La Marina, parking, bars and restaurants, and on nautical and cultural activities was on average 32 € per person per visit.
- **68%** spent something in a bar or restaurant, while **7%** spent it on a cultural activity, such as a concert or an exhibition. This is because La Marina offers many cultural activities at low cost or totally free for users.

Further analysing the 403 answers claiming to have spent some money during their visit, it was found that residents and tourists spent approximately 33 € per person in restaurants and bars on a single visit to La Marina. Tourists say they spend more money on cultural
activities, such as concerts and exhibitions, while residents spend more on nautical activities, such as water sports.

When looking at the spending profiles among the different age groups, you can see that, on average, visitors between 55 and 64 years old spend more on gastronomy. The results also indicate that greater visitor satisfaction with La Marina leads to greater spending on food and beverages.

In general, the results of the surveys during the year 2018 reveal a positive trend confirming that La Marina de València is experiencing a period of regeneration. In 2018, the waterfront was visited by more young people than the year before. People arrived in larger groups and stayed in La Marina for more than 2 hours on average. Visitor satisfaction with the space remains high, and more than 50% of the people approve of the changes made. As we expanded our social networking presence in 2018, the number of people joining our Facebook, Twitter and Instagram profiles increased. 75% of residents said they would return to the waterfront in the next 3 months, and 99% of those surveyed would recommend La Marina de València to a friend, family member or colleague. To summarise, La Marina de València is recovering its popularity, turning into one of the city’s most popular places for both residents and tourists.

**Spending profiles: residents vs tourists**

![Graph showing spending profiles for residents and tourists]

- **Nautical activities**
  - Tourists: 50 €
  - Residents: 10 €
- **Cultural events**
  - Tourists: 40 €
  - Residents: 5 €
- **Bars and restaurants**
  - Tourists: 30 €
  - Residents: 8 €
- **Parking spaces**
  - Tourists: 20 €
  - Residents: 3 €
- **Public transport to access La Marina**
  - Tourists: 10 €
  - Residents: 2 €

**Average spending on bars and restaurants by age group**

![Graph showing average spending by age group]

- **16-24**
  - Tourists: 10 €
  - Residents: 5 €
- **25-34**
  - Tourists: 20 €
  - Residents: 6 €
- **35-44**
  - Tourists: 30 €
  - Residents: 7 €
- **45-54**
  - Tourists: 40 €
  - Residents: 8 €
- **55-64**
  - Tourists: 50 €
  - Residents: 9 €
- **65-74**
  - Tourists: 60 €
  - Residents: 10 €

**Overall satisfaction vs. average spending in bars and restaurants**

![Graph showing overall satisfaction vs. average spending]

- **Level of satisfaction with La Marina de València**
  - The graph does not include data for satisfaction levels of 4 or less, as there are not enough answers to allow a precise approximation.
Communication
La Marina de València is a brand consolidated in 2018 thanks to a communication plan (among other aspects) which is fully at the service of the Strategic Plan and its two main objectives: productive activation and citizen takeover of the Valencian dock. La Marina de València has made public its proposals, projects, services and works on the waterfront with honesty, pedagogy and equality for all media, using its website and social network profiles.

The following are some of the achievements in external communication:

- The image of La Marina de València has changed: while in 2015, 82% of the headlines featuring La Marina were negative (debt and uncertainty after the decline of the America’s Cup and Formula 1), in 2018, **91% of the headlines are positive or neutral** and reflect the constructive process of a waterfront that has become as a space of emerging opportunities, a district of innovation and a socio-cultural benchmark scenario for the city. The distribution of media appearances according to strategic categories is as follows:
  - Public takeover: 17.6%
  - Nautical activities: 19.3%
  - Public space and recovery of heritage: 21.8%.
  - Innovation: 12.6%
  - Management: 3.3%
  - Culture and creativity: 26%

- The online community of La Marina de València has practically doubled in the last year. In February 2019, there were 11,175 followers on Facebook (a **45% increase** over February 2018); 5,028 followers on Twitter (41% more than last year); and last but not least Instagram, with more than 11,000 followers, is the network with the highest audience growth and the best results in terms of communication. In a week, La Marina has an estimated outreach of 40 accounts a month and an average of 200 “likes” per post. In addition, Stories are becoming the most responsive and interactive tool for online audiences. In Instagram, La Marina has a very active and participative community and the most popular topics are photos of the dock and concerts.

- We comply with our commitment to transparency, required as a public administration. The website www.lamarinadevalencia.com contains both economic information (minor contracts and annual statements) and institutional information (agreements of the Delegate Commission and Governing Council of Consorcio València 2007), regulations (statutes and internal operating system), job offers and all the monitoring of concessions and contracts.

In 2018, an internal communication plan has also been worked on, aimed at improving the flow of information both between departments within the Consortium, and with consortium public administrations and concession companies. In this area, it is worth highlighting:

- Weekly management report (for CV07 staff and partners).
- Weekly coordination meetings (general and departmental).
- Dynamisation and communication plan “Viu La Marina de València” by the entrepreneurs of La Marina in collaboration with the Consortium.

The national and international projection of La Marina de València during 2018 is also a remarkable and unprecedented reality, since La Marina was for the first time the protagonist and quoted as exemplary for its activating process of this public venue in various forums and congresses dedicated to city design and waterfronts. In the last year, Ramon Marrades, Strategic Director, has participated as a speaker in numerous meetings to explain the project of La Marina de València:

- **Mobile Week.** Barcelona. February 2018.
- **Cities for All.** Stockholm. April 2018.
- **International Academic Meeting Cultura territorial, innovación social y reorientación del modelo urbano en el sur de Europa.** València. May 2018.

Last but not least, there is another aspect which shows that both the management and the history of La Marina de València are recognised in society: the different acknowledgements for the work carried out in La Marina in 2018, such as:


– Red Cross Award for the work of La Marina de València in the Operación Esperanza Mediterránea. July 2018.

– Intelligent Bank developed by AIDIMME and tested in La Marina Living Lab, Tourism Research and Innovation Award 2017. September 2018.
Selection of headlines 2018

January
- Valencia to become the winter headquarters of the m32 circuit. Expansión- 7 Jan. 2018
- The replica of the Russian ship Shtandart, commissioned by the tsar “Peter the Great”, takes refuge in Valencia. ABC- 10 Jan. 2018
- More than 40 proposals will “revolutionize” daytime leisure on Saturdays in the Pèrgola de Alhambra in La Marina. La Vanguardia 28 ene. 2018

February
- El Tinglado of La Marina, the second most visited bicycle area in Valencia. La Vanguardia- 6 Feb. 2018
- La Marina’s already wearing the Pamela. Levante EMV- 9 Feb. 2018
- The Oceanográfic releases sharks at La Marina in Valencia. Publico.es- 9 Feb. 2018
- Valencia finishes off the F1 circuit and will build a tree-lined square on part of the track. El Mundo- 13 Feb. 2018
- Consorcio Valencia 2007 plans a tree-lined square with shade, sports and leisure areas next to Tinglado 2. Europa Press. 13 Feb. 2018
- A vertical mascletà ten times more powerful than those of the Ayuntamiento fills La Marina de Valencia. ABC- 25 Feb. 2018

March
- The transforming potential of Art, debated in La Marina. Noticias CV- 1 Mar. 2018
- La Marina organizes a beach cleaning session next Sunday. Economía 3- 7 mar. 2018
- The Governing Council validates the strategy to consolidate La Marina de València as a public space and innovation district. Elperiodic.com- 5 Mar. 2018
- La Marina de València to host a congress on “intelligent cities”. Finanzas.com- 14 Mar. 2018
- The Mobility Committee calls for more sustainable transport between Valencia and its waterfront. Economy 2- 20 Mar.2018
- La Marina de València will name its spaces in a participatory process. Valencia Plaza- 23 Mar. 2018
- The 2007 Consortium involves 50 teens in the redesign of La Marina. La Vanguardia- 27 Mar. 2018

April
- A prototype of intelligent street furniture is installed in La Marina in Valencia. Tele7Valencia- 16 Apr. 2018
- La Marina of Valencia installs a solar bank with free wifi. Las Provincias- 16 Apr. 2018
- Valencia rescues the Docks building and gives it to La Marina to create a cultural space - Eldiario.es- 18 Apr. 2018
- La Marina of Valencia Living Lab hosts a debate on urban communication and a TEDx event. Elperiodic.com- 23 Apr. 2018

May
- The new lecture Living Lab of La Marina will address small projects that are changing València. Noticias CV- 7 May 2018
- La Marina de València celebrates the II Mercado Náutico. Viuvalencia.com- 10 May 2018
- The Technical Commission begins to define the assumable debt horizon of Consorcio València 2007. Eleconomista.es- 16 May 2018
- Marina de València will host the Ill Trobada d’Escoles de Música del Marítim. Las Provincias- 31 May 2018
- La Marina de València, venue for the congress ‘Smart Cities for Smart Citizens’. Levante EMV- 30 May 2018

June
- La Marina de València will bring nautical sports closer to children this summer. Economía 3- 1 Jun. 2018
- The sound of Ara Malikian’s violin illuminates La Marina. El Mundo- 4 Jun. 2018
- The aquatic circus MétamOrph?O inaugurates Festival Tercera Setmana de València. La Vanguardia. 7 Jun- 2018
- The FAO international centre for sustainable food will be located in La Marina de València. Eldiario.es- 7 Jun. 2018
- The Alinghi base will be the centre of operations to receive the ‘Aquarius’. Levante EMV- 13 Jun. 2018
- The New Yorkers Luna will perform in La Marina de Valencia on 1 September. Levante EMV- 19 Jun. 2018
- A proposal for sustainable architecture to revitalize the base of Alinghi. Levante EMV. 26 Jun. 2018
July
- **Tinglado 2 of the port of Valencia will be restored and opened as a space for citizen use at the end of October.** Eldiario.es- 24 Jul. 2018
- **More than 1,000 swimmers take part in the 26th Travesía a Nado València.** Tele7 Valencia- 28 Jul. 2018

August
- **International experts will tackle innovation in public spaces in Valencia.** La Vanguardia- 9 August 2018
- **La Marina de València rearranges 5,000 pieces of street furniture to create a more accessible and pleasant area.** Europa Press- 13 August 2018
- **La Marina de València inaugurates the new signposting.** Levante EMV- 13 August 2018
- **Consorcio valencia joins the organization of the Valencia boat show 2018.** Expansión. 16 August 2018
- **La Marina will have three tourist guides to promote this public space.** Las Provincias- 17 August 2018
- **Concerts, sailing exhibitions or gastronomic regattas at the Festa Aniversari de la Marina.** 20 minutos- 27 August 2018
- **La Marina celebrates its 11th anniversary with theatre, music and traditional games.** Levante- EMV- 28 August 2018
- **The former Alinghi headquarters transformed into the “La Base” of culture, creativity and innovation.** Valencia Plaza- 31 August 2018

September
- **The chronicler of Valencia collaborates with La Marina to disseminate the historical relationship between the city and the sea.** Capital Radio CV- 1 Sept 2018
- **Bands once again the protagonists in La Marina with the concerts in the Pérgola.** El Mundo- 6 Sept.2018
- **Twelve women who have undergone surgery for breast cancer are sailing La Marina de València in a ‘dragon’ canoe this Saturday.** La Vanguardia- 12 Sept. 2018
- **The 52 SUPER SERIES regatta continues with the release of a manta rey recovered at the Oceanogràfic Foundation.** Elperiodic.com- 20 Sept. 2018
- **The “agitator” Antoni Miró opens ‘La Base’ as a space to exhibit the riskiest cultural proposal.** Europa Press- 25 Sept. 2018

October
- **Astral disembarks in La Marina de València.** Levante EMV- 16 Oct. 2018
- **The Poblados Marítimos and La Marina filled with free activities and a street circus.** Valenciabonita.es- 22 Oct. 2018
- **La Marina de València recovers the sea industry with a new slipway.** Valencia Plaza. 22 Oct. 2018
- **A popular survey will decide the height of La Marina hotel in Valencia.** Las Provincias- 23 Oct. 2018

November
- **La Marina’s skating rink will have green areas, a viewpoint, a kiosk and an auditorium.** Levante EMV- 5 Nov. 2018
- **250 musicians will inaugurate on Saturday the renovated Tinglado 2 of La Marina.** Economía 3- 8 Nov. 2018
- **La Marina de València convenes 45 international experts to study the relationship between public space and innovation.** Viu Valencia- 14 Nov. 2018
- **La Marina will turn into a space for international innovation.** Tele7- 27 Nov. 2018
- **La Marina, a rich cultural offer for all audiences this weekend.** Valencia Extra- 30 Nov. 2018
- **La Marina will display the first intelligent pedestrian crossing in Valencia.** Europa Press- 30 Nov. 2018

December
- **The La Marina skatepark project incorporates improvements proposed by users.** Las Provincias- 5 Dec. 2018
- **Viu La Marina is born, the new gastronomic and nautical brand of La Marina de València.** Valenciacity.es- 16 Dec. 2018
- **Consorcio La Marina released from the debt of the America’s Cup.** Levante EMV- 30 Dec. 2018
- **La Marina of Valencia welcomes New Year with a pyrotechnic show by Ricardo Caballer.** Cadena SER- 31 Dec. 2018
Case studies
Veus de La Marina

A process of re-appropriation of La Marina’s identity, involving residents in the creation of a new toponymy for the public spaces of the waterfront.

Organization
Crearqció (community participation and generation of the new toponymic structure), CV07 (installation of the new signposting).

Goals
1. Generating a new legible and recognisable toponymic structure for the users of the public space of La Marina de València.
2. Installing an own signposting system which reinforces the toponymic structure and helps users to identify the space.
3. Achieving these goals through a process of co-construction of identity and stakeholder participation.

Methodology
Interviews, workshops, collective mapping, web questionnaire, work meetings...

Period of time
March 2017 – September 2018

Budget
15 800,00 € (generate a new toponymic structure)
67 840,00 € (installation of new signposting)

Participating stakeholders
Neighbours of Poblats Marítims, workers of La Marina, workers of Consorcio Valencia 2007, tourists and residents

Summary
Veus de La Marina was a participatory process created to bring La Marina closer to the citizenry through the understanding of the identity of its public space. For this purpose, Veus de La Marina worked to identify the toponymic needs of the venue. The main results obtained were (1) the study and understanding of the area and its historical evolution; (2) the detection of keys for the generation of toponymy and signposting, as well as its lines of continuity; (3) the creation of a new toponymic structure based on 4 types of spaces: general areas, structural routes, commercial precincts and squares + public space; (4) the creation of an idiosyncratic signposting system, mainly proposed by the concessionaires of La Marina and workers of CV07. This project managed to give a name to those streets and squares that did not have one and therefore did not appear on the city map. This process was accompanied by the creation of 15 new signs for pedestrians and cyclists, 5 general plans of the site and 46 general informative signs that solved the problems of disorientation while improving accessibility to the space of La Marina.

Sectors involved

Public
Private
Civil society
Academic
Plaça de l’Ona
Skatepark of La Marina

Creating spaces for monitoring and participation throughout the entire development of a public administration project.

Organization
 CV07 (Community participation and joint work); Straddle3 (Co-design and project writing sessions); Carpe Via - Civic Wise (Assistance and dynamisation).

Goals
1. Promoting uses and activities related to youth, sport, health, urban culture and social interaction.
2. Giving content to empty spaces by creating dynamic and inclusive public spaces.
3. Promoting the participation of the local skating community guaranteeing openness and plurality.

Methodology
 Follow-up committee, participatory drafting of the terms of a public competition, open co-design sessions, other actions to promote community participation.

Period of time
 March 2017 - up until now

Budget
 350 000,00 €

Participating stakeholders
 Representatives of the local skating community (clubs, schools, skaters of all ages and all levels, parents, etc.); Fundación Deportiva Municipal; Federación de Patinaje de la Comunidad Valenciana.

Summary
The road to the creation of a skatepark in La Marina has been fuelled by the interest and proactivity of the local skating community. Based on a series of uncoordinated requests, it was decided to set up a Monitoring Commission to ensure a balanced and representative dialogue. Throughout several work sessions, the Commission agreed on the premises, which subsequently served as the basis for the Competition of Ideas in which the design project was selected. During the development of the project, and with a view to its execution and its future use, participatory activities continue to be carried out with a double aim: to ensure the high quality of the project and to build a sense of shared space.

Sectors involved
**Surem La Marina**

Incorporate the perspective of young people in the development of a new vision for La Marina.

**Organization**

Association SURA E2O (Project development, community participation, work sessions with young people), CV07 (Technical assistance).

**Goals**

1. Involving young people from the nearby neighbourhoods and the city in general in the proposals to activate La Marina.
2. Identifying their vision of well-being in the area and defining clear and specific proposals that respond to the detected needs demanded by young people and neighbours of the maritime neighbourhood.
3. Training young people in personal empowerment strategies.

**Methodology**

Service-learning, surveys, interviews, APP Invisible Cities, Re-rights digital platform.

**Period of time**

April - September 2018

**Budget**

14 038,00 €

**Participating stakeholders**

46 young people between 12 and 15 years old (IES of Poblets Maríttims and open call); relatives and friends of the 46 participants; 100+ neighbours of Poblets Maríttims.

**Summary**

The project *Surem La Marina* was developed in 8 weekly 2-hour sessions. In these workshops, educators specialised in service-learning methodology worked on active and responsible participation, empowerment and the promotion of identity and belonging of the youngsters involved in the project. During the sessions, participants expressed their vision about La Marina and what it meant to them. Through these results and as a second part of the project, CV07 will be able to incorporate this information into its future strategy of activities for younger people. The importance of this process was to involve the younger population, a group that had rarely been invited to participate in the creation of our public spaces. To sum up, the success of the project lay in the competency training of young people in skills that reinforced their personal empowerment strategies. The outcomes of the process highlighted the need to include more spaces and cultural events in La Marina, and to provide free leisure activities open to residents.

**Sectors involved**

- Public
- Civil society
- Academic
Imaginem el 3

Involving the local community in the design and use of the new “El 3” building.

Organization
Crearqció, CV07 (Technical assistance).

Goals
The definition of:
1. The different uses of El 3, the new building that will be located in the former plot of Tinglado 3.
2. The architectural and functional shape and distribution of both the plot and the building.
3. Values of the project.

Methodology
Three-scale participatory process: online survey; meetings with key stakeholders in the immediate environment; participatory workshops open to the public.

Period of time
July 2018 - now.

Budget
14 800,00 €

 Participating stakeholders
Music bands of Poblats Marítims, IES Baleares, Asociación de vecinos Grau-Port, entrepreneurs and concessionaires of La Marina, citizens.

Summary
The participatory process Imaginem El 3 studied three topics: (1) the need for the new building to be defined as being of public interest (2) the will to adapt the use and construction to the parameters of sustainability and innovation of La Marina (3) to allow for debate and argumentation expressed by some sectors of the community about the development of this project. Before starting the four participatory workshops, a survey was conducted to identify a variety of options regarding the desired uses of the new building. The most demanded were cultural activities and learning and training activities with innovative and technological uses. In addition, the desire to incorporate green areas and to offer local products in the catering establishments in the building was highlighted. Regarding the participatory process, a multiplicity of visions was identified, making it difficult to reach a broad consensus. Nevertheless, the various contributions have been positively assessed in terms of the diversity of uses that the building must reconcile, the need for integration into the environment and the positive and committed return to the community.

Sectors involved

- Public
- Civil society
- Academic
52 Super Series (TP52)
An international sustainable regatta

CV07; team of the circuit 52 Super Series; Fundació Oceanogràfic; Asociación Bioagradables.

Organization
CV07; equipo del circuito 52 Super Series; Fundació Oceanogràfic; Asociación Bioagradables.

Goals
Promoting initiatives recognising the importance of environmental protection and the acknowledgement of the social and cultural values of the environment in which international events such as the 52 Super Series regatta take place.

Methodology
Waste collection activities, exhibition of products made from plastic waste, meetings with suppliers of the regatta, among others.

Period of time
September 2018.

Budget
2,340,00 €

Participating stakeholders
Sailors and CV07 team, researchers from the Oceanogràfic; members of the regatta team; participants in the regatta; 40 people who took part in the waste collection at La Marina jetty.

Summary
52 Super Series was an opportunity for La Marina de València to move forward in its sustainability agenda through cooperation with other associations. More than 10 sustainable initiatives were carried out during the event. Some of the most important were: the measuring of the carbon footprint associated with the regatta and the estimation of the number of trees that should be planted in La Marina to compensate for the emission of CO2; the elimination of plastic cups, bottles and cutlery and the incorporation of local, 0 km and ecological products in the meals of participants in the regatta; the provision of 20 bicycles for members of the teams and other participants to facilitate their mobility in La Marina area; the installation of recycling containers in the boat maintenance area; the establishment of cleaning and waste collection days in the inner jetty and the installation of two water tanks in the Sailing Lounge, one with jellyfish and the other with plastics, to demonstrate how easy it is for marine animals to confuse the two. In conclusion, the activities performed during the event reinforced La Marina's environmental commitment and made visitors aware of the importance of protecting the waterfronts.

Sectors involved

- Public
- Private
- Civil society
- Academic
Placemaking 4 Innovation

Co-defining the pre-conditions for public space to foster innovation: general learning for local action.

Organization
CV07, Western Sydney University (academic assistance for the development of the theoretical framework).

Goals
1. Sharing the placemaking perspective of La Marina with the international community for the exchange of knowledge and ideas.
2. Expanding the network of collaborators of La Marina with experience in placemaking and innovation.
3. Creating a Manifesto that summarizes the workshop conclusions and describes the pre-conditions necessary for the creation of a public space fostering innovation.

Methodology
Fishbowl, world café, group work, brainstorming sessions.

Period of time
14-17 November 2018.

Budget
€ 25 614,50

Participating stakeholders
International placemakers, town planners, architects, public sector employees, researchers, representatives of the creative industry.

Summary
Placemaking 4 Innovation was a four-day workshop joined by more than 40 placemaking professionals and researchers from 16 different countries. The central question that the workshop sought to answer was: “How can public space foster innovation?” Based on this question and their professional experience, participants reflected on the definition of “public space” and “innovation” in order to determine the interaction between the two. The workshop was based on a theoretical framework made up of four elements to guide the transformation of public space: Design, Production, Uses and Governance. Based on this framework, participants were asked to state the main characteristics of each of these four elements, to ensure the creation of inclusive public spaces that encourage innovation and empower users. Once this process was completed, the theoretical framework was embodied in a Manifesto that Consorcio València 2007 will use as a guide for the evaluation of its future proposals for tenders and other offers from investors and stakeholders.

Sectors involved
Conclusion
The transformation process of La Marina de València is a reality reflected in the results of this report. More than 40% of the objectives for 2021 have already been met and the Strategic Plan aimed at **productive activation and public takeover** of the historic dock is bearing fruit. As an example, two figures: for the second consecutive year, the Consorcio Valencia 2007 recorded **operating profits** (+9% of management income) and more than **7.7 million people visited La Marina**, which has turned into the most visited popular space in Valencia, after the Turia riverbed parks and gardens. A unique and continuous programme of activities, the improvement of public space, and the creation of venues for culture, creativity and innovation has generated new reasons for citizens and tourism to come and enjoy their waterfront.

**Innovation, public space and nautical activities** were the three main axes of the urban transformation project of La Marina de València, that has achieved international prestige and legitimacy as a model of the **integration of port and city**. The management of an inclusive and open space in collaboration with people, in public-private partnerships and through innovative dynamics, has been the key to recovering the old port for the Valencian people, promoting civic commitment and boosting the economic development of the waterfront from the knowledge economy and at the service of the city.

Transforming La Marina de València into one of the most nautical marinas on the Mediterranean peninsula has also been a goal that will further be advanced in 2019, understanding nautical activity as a door to the sea and in all its facets: sport, training, industry, commerce and, with special emphasis, la Náutica 4.0.

La Marina de València is a consolidated, sustainable project with an important social and economic impact, and in 2019, it shall continue to build partnerships and be a leader in the reconversion process of historic ports based on their public and productive value.

**«La Marina is a space of opportunity to recover an area full of symbolism in the city, because of the magic of being an urban space linked to water».** – **Julia Pineda**, architect

**«Valencia could be the California of Europe. In other words, a territory for technological pioneers, with a free and bohemian spirit, next to the beach and renowned for its gastronomy. This and much more is what La Marina de València proposes».** – **MªJesús Espinosa**, journalist. Deficimagazine.com

**«We want to bring together businessmen, share and boost La Marina in a “countercyclical” way, because this is a marina to be enjoyed all year round».** – **Javier de Andrés**, president of the Businessmen Association in La Marina
La Marina de València

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