

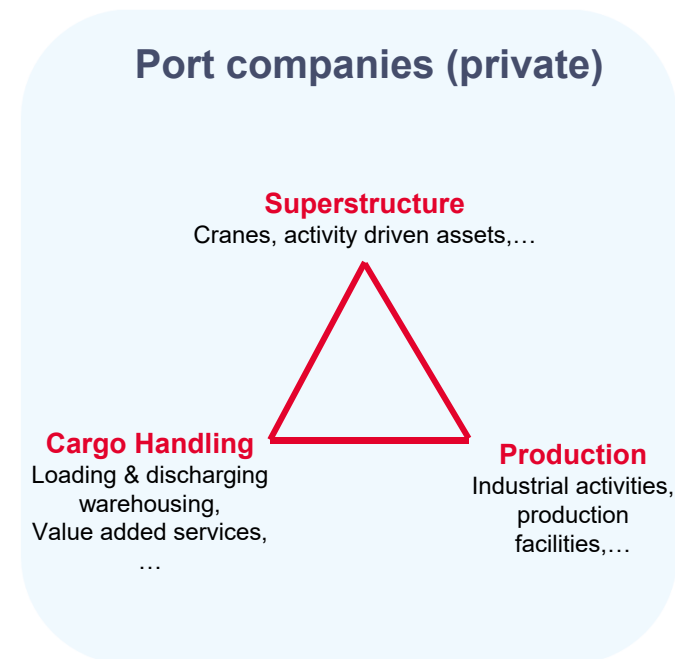
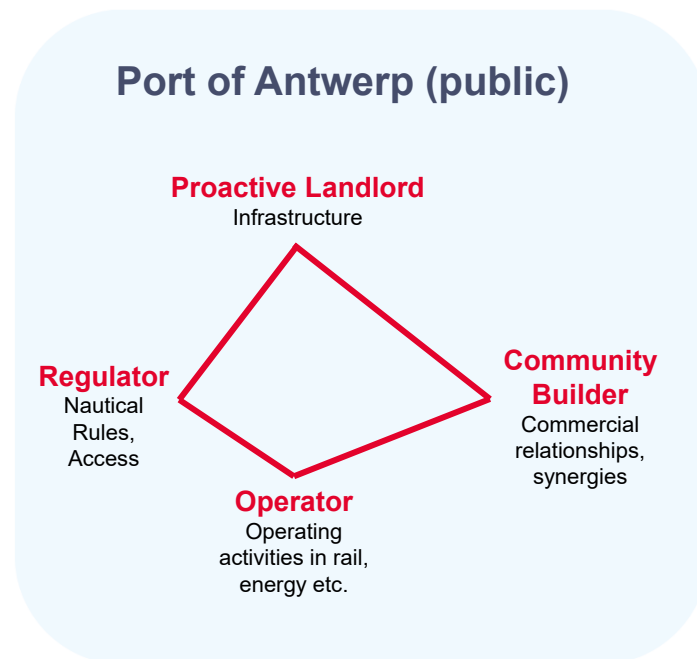
# World Ports Conference IAPH

Luc Arnouts  
Vice President  
International Networks & Relations  
Antwerp Port Authority



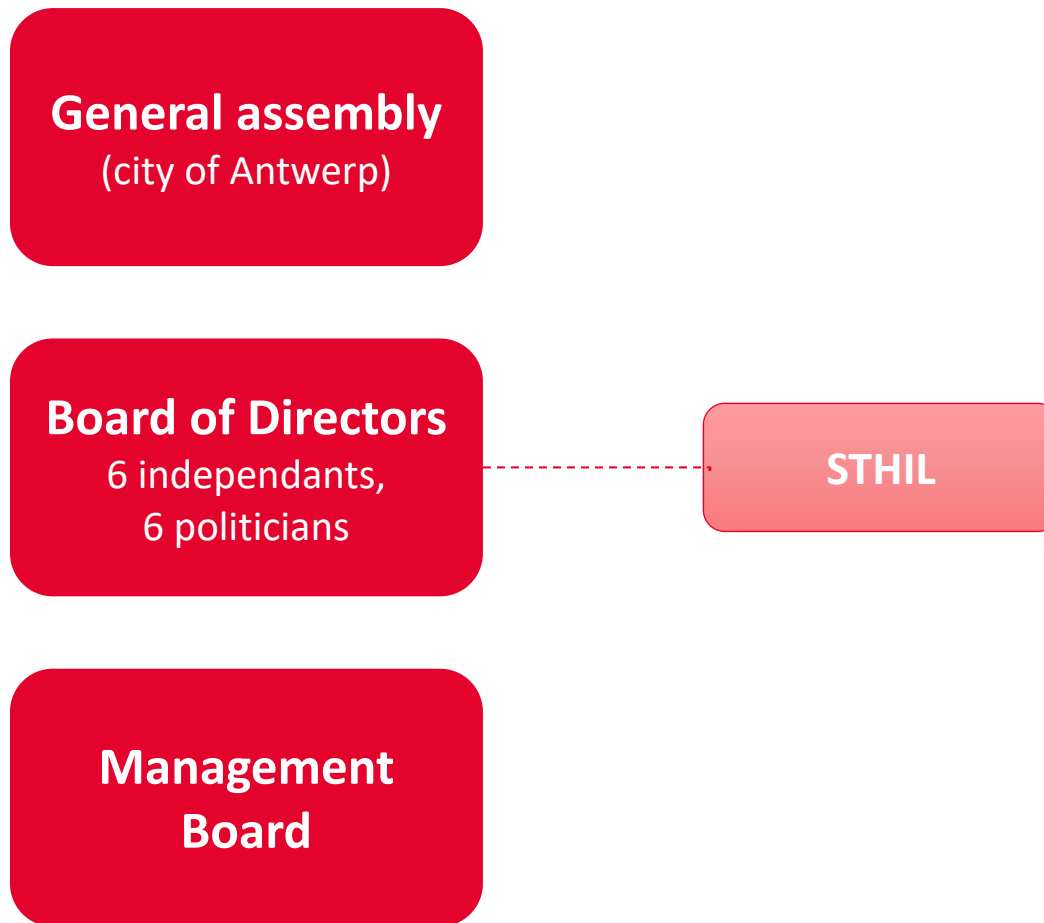
# Role of Antwerp Port Authority

Investing in a working relationship between public and private sector



# Working relationship also in governance

Structure of Port of Antwerp



# Port development in tune with the communities

Port development on the Left Bank - MLSO





# Antwerp Port Authority as community builder

## City to port and Port to City

Visits



Events



Sponsorships



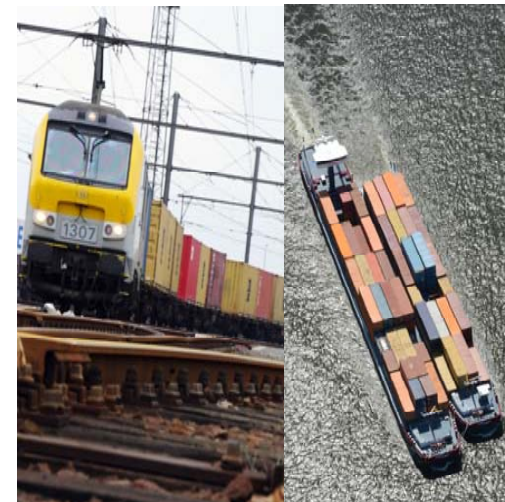
# Antwerp Port Authority as community builder

## City to Port and Port to City

Passenger transport



Modal shift



# Antwerp Port Authority as community builder

## City to Port and Port to City

Urban development of  
old port area



MAS



Heat network from  
intra port to port-city





# Cooperation between seaports in the ARA delta

Competition rather than cooperation

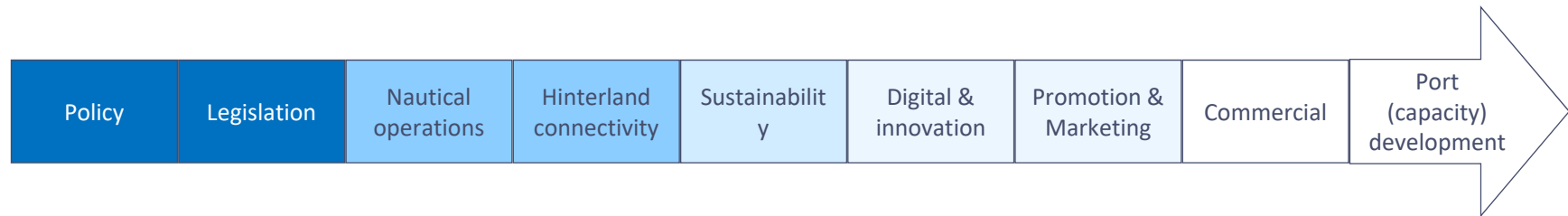
**Example:** how did seaports prepare for the Brexit?





# Cooperation between seaports in Belgium

Today cooperation is largely limited to governance



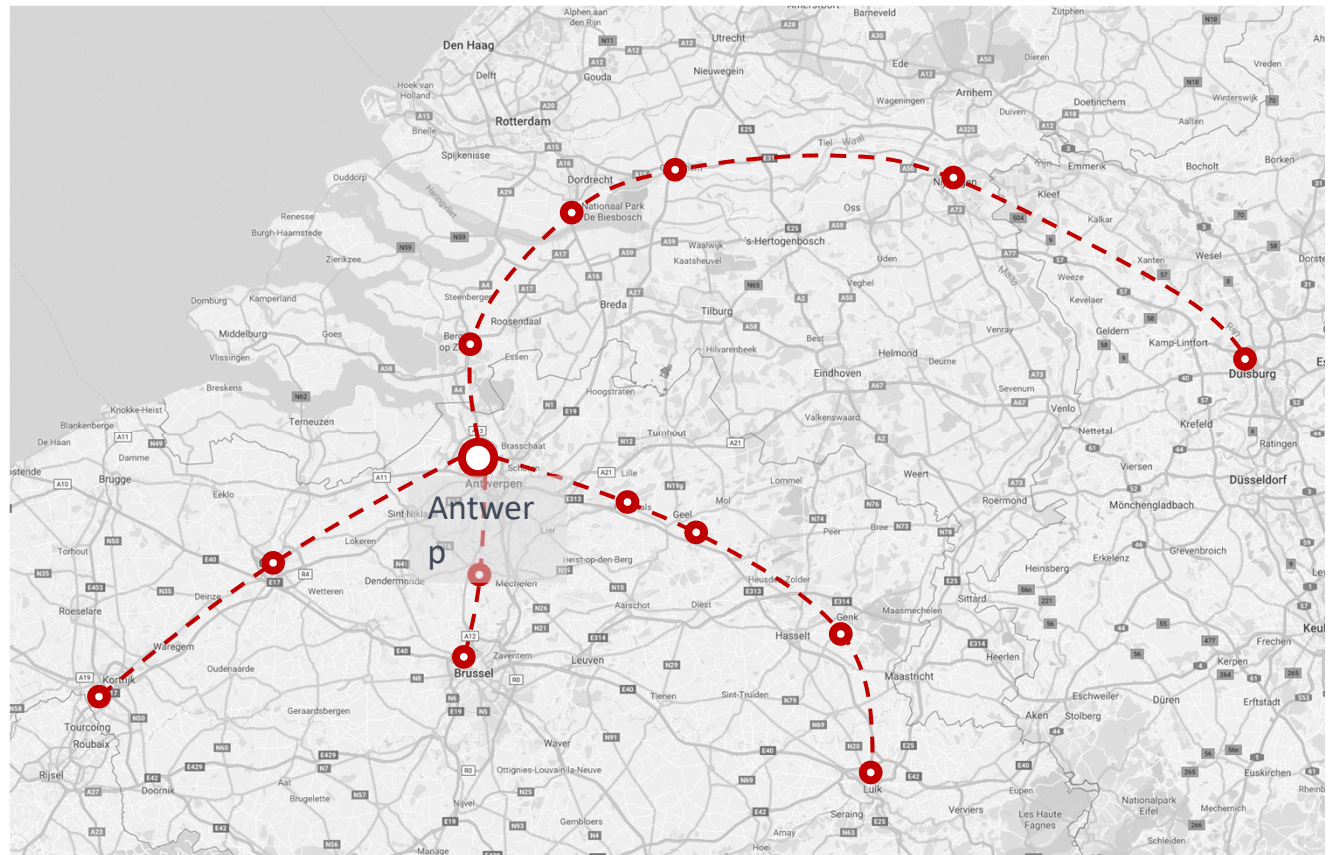
- More intensified cooperation requires integration
- Integration is driven by economic added value
- Top-down forced cooperation seems less succesful

# Cooperation between seaports & inland ports

Hinterland cooperation: easier business case

## Development of (X-border) corridors:

- Hub & spoke
- Bundling & consolidation
- Extended gate



# Thank you



**Port of  
Antwerp**