

Auckland Regional Holdings

Review of Governance Models for Waterfront Development and the Relationship with Port Precincts and CBDs



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Executive Summary

This paper summarises the results of Auckland Regional Holdings' (ARH) review of 60 international waterfront developments. The key findings, which provide important lessons for Auckland, are that:

- The variety of different governance and delivery models used internationally for waterfront developments is consistent with the fact that there are advantages and disadvantages with each model, depending on the parties involved and the context;
- Forming a special purpose development corporation to implement waterfront development is widely perceived to be a key success factor;
- However, the examples of shortcomings with a number of international waterfront projects implemented by development corporations show that:
 - Governance arrangements should not be considered an 'outcome' or 'objective' of itself. Rather, governance provides a mechanism to ensure delivery of objectives; and
 - It is therefore essential that objectives are made explicit and there is a clear understanding of the outcomes sought and who is accountable for these outcomes;
- This supports Mercer Delta's¹ previous findings in 2004 that there are a range of key success factors that are required, regardless of the governance model;
- Particular success factors highlighted in ARH's research include, amongst others:
 - An overall comprehensive masterplan to ensure integrated planning and design;
 - Coordination amongst public sector stakeholders;
 - Committed funding for public infrastructure to provide the required certainty to secure private sector funding and wider stakeholder support for progress to be made;
 - Phasing and timing of development in line with funding availability;
 - Maintaining the vibrancy of the working waterfront; and
 - Effectively integrating the waterfront and port with the central business district (CBD);
- Of the international waterfront cities researched, 40% had ports located within 3km of the city centre, 80% within 10km and all within 60km. In cases where the port was relocated, the new port was within a maximum of around 50km of the city centre; and
- New Zealand is a remote trading nation, so having a deep water port in the country's largest city, Auckland, is of immense strategic importance for New Zealand's international competitiveness, economic growth and prosperity. It is therefore important that any future plans for the development of the Auckland Waterfront preserve the port's long-term strategic requirements and are well integrated with the port precinct and harbour.

¹ Mercer Delta Consulting, 2004, Toronto Waterfront Revitalization Corporation. Final Report: Review of Alternative Governance Structures and Delivery Models.

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1. Introduction

Internationally many countries investing in their major cities have focused on waterfront developments as a catalyst for urban renewal and enhanced international competitiveness. The Auckland Waterfront² provides a significant opportunity given the major roles that Auckland's CBD and Waterfront play in the region's and New Zealand's economy. "The port, marine and fishing industries have shaped the economic success of Auckland and will continue to be vital to the region's economy in the future."³

Long-term integrated planning is essential to optimise the future development of the Auckland Waterfront and its interface with the port precinct and city centre. Following the successful June 2007 Wynyard Precinct (Tank Farm) framework agreement with Auckland City Council, ARH has built on this collaborative and co-operative approach by seeking an integrated plan for the development of the entire Auckland Waterfront. ARH has had preliminary discussions with stakeholders on the need for this project. However, stakeholders' other priorities including the announcement of the Royal Commission on Auckland Governance in October 2007 has limited progress to date.

In 2008, ARH reviewed the strategic policies relating to Auckland's Waterfront and the potential benefits from the integrated delivery of these policy objectives.⁴ This paper builds on this previous work and summarises ARH's review of international waterfront developments, particularly in relation to the following key questions:

- What lessons should Auckland learn from the successes and shortcomings of international examples of governance and delivery models for waterfront developments?
- How do waterfront developments best interface with adjacent areas including the working waterfront, the port precinct and CBD?

2. Background

In 2004, Mercer Delta conducted a review of 27 international waterfronts and identified 12 critical success factors which are required regardless of the governance model.⁵ It concluded that "the best

² Defined in the Auckland Waterfront Vision 2040 as stretching from the Harbour Bridge in the west to Teal Park in the east.

³ Auckland City Council Draft CBD Waterfront Masterplan, 2007, p5.

⁴ Refer to ARH's 2008 paper "Auckland's CBD Waterfront: Summary of Linkages to Strategic Policies and Benefits of Implementation." Available at www.arh.co.nz/publications.html

⁵ The 12 critical success factors identified by Mercer Delta were:

- i. Coordination among public sector stakeholders
- ii. Viable funding model
- iii. Control over land
- iv. Comprehensive development plan
- v. Long-term planning horizon
- vi. Visible champion and strong leadership
- vii. Accountability mechanisms
- viii. Authority to act
- ix. Alignment between the City and the implementation agency(s)
- x. Mechanism to involve, but also regulate, private ownership interests
- xi. Time-bounded intervention
- xii. Desire for change

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results are achieved when there are simultaneous and coordinated efforts to achieve all of the success factors”.⁶

Mercer Delta also concluded that an improved governance structure can assist in enabling these critical success factors; however “a governance model, on its own, is not a sufficient condition for success”.⁷ If any of these factors are missing, the project’s risk of failure increases significantly.⁸ “In other words, there is no ‘silver bullet’ that will guarantee a successful outcome”.⁹

An example of this is the Toronto Waterfront Revitalization Corporation, which has been criticised for a general lack of progress in the development of its waterfront. In 2004, Mercer Delta’s assessment was that it “clearly falls short of what is required for success...with a need for improvements in public sector coordination, a viable funding model, direct control over land and authority to act, along with strengthened leadership”.¹⁰

In 2006, as part of the Auckland Waterfront Vision 2040 action plan, ARH reviewed the Auckland institutional framework to assess what the options and implications of the existing arrangements were for the development of the Auckland Waterfront. ARH concluded that:

- “Despite its size, the Auckland Waterfront has a relatively simple ownership structure, with three owners of freehold land”¹¹; and
- There is potentially marginal benefit from a change to enhance the existing institutional arrangements, however the complexity and cost of change needs to be weighed against the marginal benefit.¹²

ARH has updated and expanded the sample of international waterfronts reviewed by Mercer Delta in 2004 in order to further examine the lessons that Auckland can learn from international waterfront developments and their governance and delivery models.

3. ARH’s Review of International Waterfront Developments

ARH has reviewed 60 international waterfront developments to examine the role and merits of the governance models and to investigate the interface between these waterfront developments and adjacent areas. This review had a particular focus on:

- Waterfront development characteristics (see Section 3.1)
 - Prior land use;
 - How many levels of government were involved;
 - How many land owners;
 - The reason/catalyst for redevelopment;
 - The size of the proposed development;

⁶ Mercer Delta Consulting, 2004, Toronto Waterfront Revitalization Corporation. Final Report: Review of Alternative Governance Structures and Delivery Models, p32.

⁷ Ibid, p4.

⁸ Ibid, p32.

⁹ Ibid, p4.

¹⁰ Ibid, p41.

¹¹ Auckland Regional Holdings, 2006, Auckland Waterfront Institutional Framework, p1.

¹² Ibid, p2-3.

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- Governance structures and delivery models (see Section 3.2)
 - Type of governance model;
 - Role (implementation or facilitation);
 - Funding model;
- Success factors for waterfront developments and governance models (see Section 3.3)
 - Is a single entity necessary for success?;
 - Phased development;
 - Assessment of public benefits;
- Examining the interface between these international waterfront developments and the adjacent areas including the working waterfront, port precinct and CBD, where applicable (see Section 4).

ARH has compiled a database of 89 different waterfront developments, from which 60 projects with sufficient available information have been selected. The information has been compiled via desk research utilising a wide range of sources (including previous reports by Mercer Delta¹³ and SGS¹⁴ and case studies prepared by Locum Consulting and Colliers CRE¹⁵). The results are based on information available at the time of research.

3.1 Waterfront Development Characteristics

The characteristics of the international waterfront developments researched are summarised below:

- The size of the land area of the waterfront developments researched varied immensely. The range was from 1 hectare (Ferry Building, San Francisco) to 8,468 hectares (Dongtan Eco City, Shanghai, China), with the median area being 42 hectares. This compares to the 70 hectares of Auckland Waterfront land that has been released by Ports of Auckland since 1996 for alternative uses which is being progressively developed over time;
- The prior land use for around 60% of the waterfront developments was for port, shipyard, navy, or dockyard purposes, typically where these areas no longer had sufficient depth or were no longer suited to modern cargo handling methods. Other prior land uses included commercial, industrial, military, art and cultural destination, tourism, land fill, and residential;
- Prior to development, 73% of developments had multiple levels of government involved;
- Prior to development, around three-quarters of developments had multiple land owners. In these multiple landowner cases, 70% continued to have multiple landowners during development while the remaining 30% transferred control of the land to a single organisation;
- Overall, during development 60% of developments had multiple land owners and the remaining 40% had a single landowner; and
- Urban renewal was the primary driver behind 75% of the waterfront developments and a major event, such as an expo or the Olympics, was the catalyst for 20% of the developments.

¹³ Mercer Delta Consulting, 2004, Toronto Waterfront Revitalization Corporation. Final Report: Review of Alternative Governance Structures and Delivery Models.

¹⁴ SGS Economics & Planning, 2006, Review of Overseas Metropolitan Infrastructure Planning, Final Report to Auckland Regional Council.

¹⁵ Locum Consulting & Colliers CRE. International waterfront case studies: Case studies for Belgrade waterfront.

3.2 Governance Structures and Delivery Models

ARH's findings concerning the governance structures and delivery models utilised in the sample of international waterfront developments are set out below.

3.2.1 Governance Models

ARH has classified the waterfront development projects into the following governance models based on the available information¹⁶:

1. Development Corporation

A separate legal entity usually formed by enabling legislation, which is operated by a board and has authority to implement development, control of the land and may have the power to compulsorily acquire land. Typically has a finite life for the duration of the project. Short term funding shortfalls are usually covered by the public sector with longer term projects funded by reinvesting land development revenues.

2. Coordinating Agency

Multiple land owners and/or key stakeholders form an overarching coordinating agency to plan and facilitate development and funding but another entity implements the development. Typically involves voluntary collaboration and funding is limited to covering the coordinating agency's operating costs.

3. Public Independent Action

Individual public entities separately fund and advance the developments for which they own the land in order to achieve their own waterfront plans and priorities, with limited coordination other than land use regulation.

4. Private

Ownership of land is held by private entities which implement development.

5. Contractual Framework

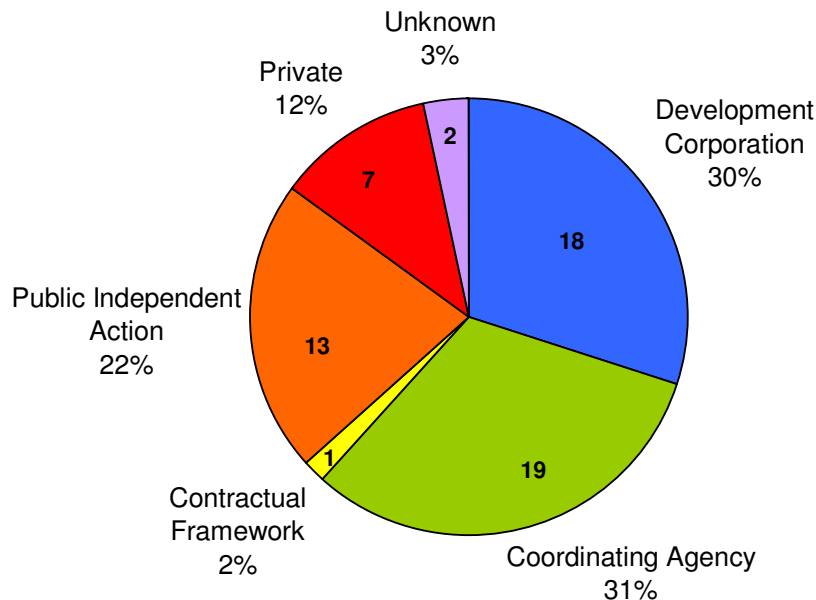
Multiple bodies voluntarily collaborate to collectively fund and implement development with a contractual agreement setting out roles, responsibilities and funding commitments (without the need for legislation).

It is apparent that a range of different governance and delivery models have been used for international waterfront developments as shown in Figure 1 below. Further details are provided in Appendix A.

¹⁶ Mercer Delta's report acknowledged that categorising developments by their respective governance structures is challenging as they can be very "complex and do not easily lend themselves to 'yes/no' descriptors." This was also found to be the case during ARH's research. The categorisation of governance structures for developments has been made based on ARH's assessment of the available information.

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Figure 1: Governance Models Utilised by International Waterfront Developments



The variety of different governance models used internationally is consistent with the fact that there are advantages and disadvantages with each model, depending on the context. For example:

- In contexts with multiple land owners prior to development, usage of the Coordinating Agency model was higher (38%) than the overall results in Figure 1 and usage of the Private model was much lower (5%);
- Whereas in contexts with a single land owner prior to development, the Development Corporation (36%) and the Private (36%) models were the governance models most commonly utilised; and
- Mercer Delta suggests a Development Corporation is a successful method of governance for delivering outcomes for a major event.¹⁷ However, ARH's research found that in developments for a major event only 27% used a Development Corporation, while 45% used a Coordinating Agency.

One of Mercer Delta's key findings was that "a coordinated multi-jurisdictional effort is needed to realise the vision for large scale waterfront revitalisation. The benefits from working together are documented in a variety of research reports".¹⁸

The contractual framework agreed between ARH, Auckland City Council and Ports of Auckland in June 2007, which governs the funding, roles and terms under which the development of the Wynyard Precinct project will be implemented by ARH and Auckland City Council, appears to be unique internationally as it was achieved without the need for legislative intervention.

This was recognised by the award it received at the 2008 ALB Australasian Law Awards in Sydney. The Australian judges said the "Wynyard Point redevelopment stood apart from most other major-

¹⁷ Mercer Delta, 2004, p40.

¹⁸ Mercer Delta, 2004, p30.

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scale waterfront projects around the world because it has been achieved in a collaborative manner by way of contract, as opposed to the need for special-purpose legislation.”

This approach is consistent with Mercer Delta’s recommendation that the use of agreements between governments and their agencies can be used to ensure alignment and commitment to the comprehensive plan for waterfront revitalisation.

3.2.2 Implementation or Facilitation Role

Within the 5 identified governance models in Section 3.2.1, the entity may either take the role of facilitation or implementation of the waterfront development. The definitions used for the purposes of this research are as follows:

- **Facilitation:**
The collaboration of key stakeholders to coordinate aspects of the development: including planning, funding, and management. Responsibility for implementing the development however, is delegated to another entity.
- **Implementation:**
Responsibility for managing the delivery of the development project in accordance with a definitive plan and budget.

The results show that:

- The role taken by the governance body was split relatively evenly between implementation and facilitation; and
- All of the developments undertaken under the Private governance model naturally took an implementation role and, as shown above, were utilised more frequently in cases where there was only a single land owner.

3.2.3 Funding Model

A combination of public and private funding was utilised by around 80% of the waterfront developments. In these cases, public funding was typically used to leverage private investment, with ratios of up to 100:1 achieved. Entirely public funding was used in 10% of cases, most often by developments using the Public Independent Action model. The remaining developments were entirely privately funded.

Committed funding is required for public infrastructure to provide the required certainty to secure private sector funding and wider stakeholder support for progress to be made. Toronto’s waterfront development was hampered by a lack of commitment by the various governments to provide the necessary funds.¹⁹

¹⁹ <http://www.fbe.unsw.edu.au/exhibits/bplan/waterfront/toronto.asp?id=torontooutcomes>

3.3 Success Factors for Waterfront Developments and Governance Models

3.3.1 Is a Single Entity Necessary for Success?

Forming a single entity to implement a major waterfront development is widely perceived to be a key success factor. For example:

- “The development of successful waterfront projects in other cities such as London, New York and Barcelona, has shown that a separate corporation with a strong mandate to coordinate and oversee an integrated strategy is crucial to making waterfront revitalization a reality”.²⁰

However, there are a number of examples where, despite forming a special purpose corporation, the development was subject to considerable independent criticism for failing to deliver the desired results:

- “The redevelopment of London Docklands was the counterexample of waterfront regeneration, in which planning and design intentions were subverted by concerns of power and capital.”²¹ “The government lost the control on the quality of public realm, failed to provide support of infrastructure and neglected the social impact”²²; and
- “Toronto’s planning process for the revitalization of its waterfront has many shortcomings, particularly in that the involvement of three levels of government has led to much inaction. Although each level of government has some ownership of the waterfront, there has been a lack of commitment to funding revitalization projects, perhaps a result of the absence of a collaborative vision. Furthermore, there appears to be unwillingness on the part of each government to relinquish control of their land to another authority.”²³

Mercer Delta concluded that “the alignment of the governments, their agencies and any other organization that has a mandate on the waterfront, is critical to success of the [development] corporation and ultimately to the revitalization of the waterfront.”²⁴

Consistent with previous research conducted by ARH, this demonstrates that “it is important that governance (or institutional arrangements) should not be considered an ‘outcome’ or ‘objective’ of itself. Rather, governance provides a mechanism or means to ensure delivery of objectives. It is therefore essential that objectives are made explicit and there is a clear understanding of the outcomes that are sought and who is accountable for these outcomes”.²⁵

3.3.2 Phased Development

Ensuring that waterfront developments have a phased development plan is often mentioned as a success factor, for example:

- In Vancouver’s waterfront development it is noted that manageable phasing ensured that day-to-day decisions were aligned with long term planning and goals;

²⁰ <http://www.waterfrontoronto.ca/>

²¹ Wang, C., 2003, Waterfront Regeneration, Cardiff University, p1.

²² Wang, C., 2003, Waterfront Regeneration, Cardiff University, p6.

²³ <http://www.fbe.unsw.edu.au/exhibits/bplan/waterfront/toronto.asp?id=torontooutcomes>

²⁴ Mercer Delta, 2004, p64.

²⁵ ARH, 2006, p4.

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- The South Bank Centre in London used a phased development approach based on the success of previous international examples²⁶; and
- Toronto's waterfront development has been criticised for not having a phased development plan as there were attempts to complete everything at once and only getting parts completed.²⁷

3.3.3 Assessment of Public Benefits

Mercer Delta indicates in their report that there are many examples of waterfront developments where public "investments have been extremely successful from an economic, social and cultural perspective...[including] London, New York, Boston, San Francisco, Barcelona and Sydney, among many others."²⁸

ARH's research found that there is often significant public investment involved, however there appears to be very little information available to assess the results of these public investments in waterfront developments. Generally the returns are considered based on the indirect social and economic benefits that are assumed to accrue to the broader community.

²⁶ Memorandum submitted by the South Bank Centre to the UK House of Commons, Select Committee on Culture, Media and Sport, March 2002.

²⁷ <http://www.fbe.unsw.edu.au/exhibits/bplan/waterfront/toronto.asp?id=torontooutcomes>

²⁸ Mercer Delta, 2004, p10.

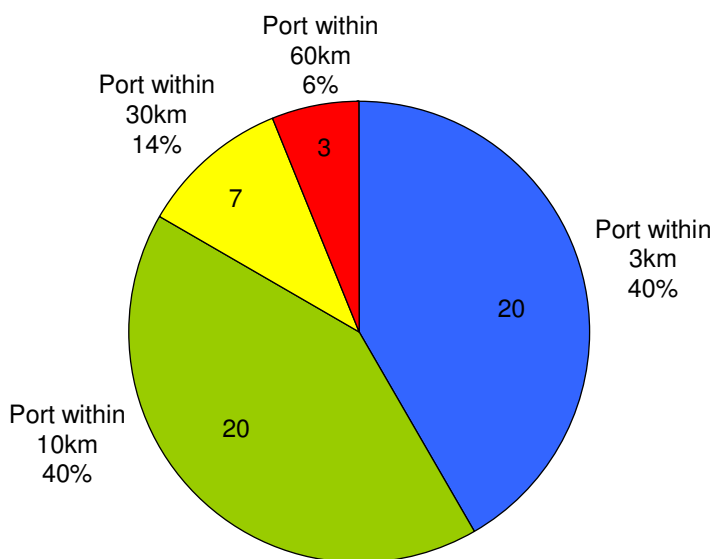
4. Interface between Waterfront Developments, Port Precincts and CBDs

The key findings of ARH’s current research into the interface of the 60 waterfront developments (in 50 different cities) with the adjacent working waterfront, the port precinct and CBD (where applicable) are summarised below.

4.1 Importance of Deep Water Ports

Of the 50 waterfront cities researched, 40% had a deep water port within 3km of the city centre and 80% within 10km of the city centre.²⁹ All of the waterfront cities had deep water ports located within 60km of the city centre. These results are summarised in Figure 2 below.

Figure 2: Location of Port in Relation to City Centre



It should also be noted that:

- In instances where a CBD port had been relocated or a new port established outside the CBD, the distance of the new port from the CBD was typically only 5 – 20km;
- The greatest distance of relocation was Ports of London at around 50km from the CBD;
- The overarching reason for port relocation or the establishment of new facilities outside the CBD, particularly within Europe, was the increase in volume of container trade leading to significantly larger container ships requiring deeper channel depths, wharf space being insufficient or older facilities no longer being suited to modern container handling methods. Over time this typically resulted in the major port being located closer to the sea (e.g. downriver) where deeper water and land for port expansion was possible³⁰; and

²⁹ A deep water port is defined for the purpose of this research as having a depth of at least 10 metres.

³⁰ Examples of this include Port of Amsterdam, Bremen/Bremerhaven Port, Ports of London, Port of Dublin and Port of Manchester/Port of Liverpool.

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- In cases where new container terminals were established in deeper water, sometimes certain port activity remained in the CBD (typically cruise and ferry terminals and in some instances existing ports).

New Zealand is a remote trading nation, so having a deep water port in the country's largest city, Auckland, is of immense strategic importance for New Zealand's international competitiveness, economic growth and prosperity. This is because:

- Seaports handle 99% of New Zealand's trade by weight and around 83% by value;
- Ports of Auckland handled 50% of New Zealand's seaborne imports and 24% of exports by value in 2007. Overall, this represents 37% of New Zealand's total seaborne trade by value and nearly 13% of national GDP;
- Ports of Auckland has invested heavily in the most advanced port infrastructure in the country and its channel deepening programme completed in 2007 means that it can now accommodate large ships up to 13.9m draft (including 6,000-7,000 TEU³¹ vessels);
- There are no feasible alternative sites, particularly from a cost and environmental perspective, for a deep water port in Auckland;
- The closest other ports, Port of Tauranga and Northport, are located around 150 – 250 km away³², significantly greater distance from the major city than any of the international examples researched and they do not have the infrastructure in place to handle Auckland's freight requirements; and
- Auckland has a wide range of supporting infrastructure, including road and rail transport, an international airport, hotels, schools, hospitals and other public amenities and facilities to support its population base and industry. Given that "Auckland, with by far New Zealand's largest population and economic base, is this country's only realistic candidate for becoming a world-class city-region"³³, it does not make sense to unnecessarily duplicate this significant existing infrastructure investment at an alternative North Island port location.

It is therefore important that any future plans for the development of the Auckland waterfront preserve the long-term strategic requirements of the port (including capacity and logistics functionality) and are well integrated with the port and harbour.

4.2 Development of Land Previously Used by Ports

In the waterfront developments researched, port land that has been made available following instances of partial or full port relocation has typically been used for waterfront and city developments to provide urban renewal, with uses including marine, residential, business premises, cafes, public recreational areas and walkways.

There are many examples where waterfront land was relatively dormant for extended periods of time before redevelopment became a priority. An extreme example of this is the port facility of Buenos Aires. The port relocated over time to a new container terminal around 7km away from the city and the redundant port land remained unused for over a century before revitalisation efforts occurred.

³¹ Twenty-foot equivalent units (of containers).

³² The distance varies depending on whether the mode of transport is rail, road, or sea.

³³ Metro Action Plan, p15.

4.3 Waterfront Integration with Port Precincts and CBDs

In the waterfront developments researched, efforts to enhance the integration of the port and CBD included improved public transport links, rail and motorway network access, separate waterfront pedestrian and cycling lanes, shuttle services linking piers, viewing platforms, the restoration of beach and boat access, new parks and green areas, new car parking facilities, entertainment sites, public markets and restaurants.

ARH's review of the strategic policies relating to the Auckland Waterfront concluded that there were significant potential benefits from key stakeholders preparing an overall masterplan for the integrated delivery of outcomes for the Waterfront.³⁴

The V & A Waterfront in Cape Town, South Africa, has become a model for waterfront developments worldwide which has been widely praised for its revitalisation and redevelopment of redundant port land while still "retain[ing] the project area's unique working waterfront ambience."³⁵ Cape Town's success can be attributed among many reasons to "learning from pioneering waterfront developments around the world."³⁶

There are many examples where there was the development of residential apartments and housing nearby to the port, which raised reverse sensitivity issues. A key principle identified in the Auckland Waterfront Vision 2040 is the notion of maintaining a 'working waterfront'. "Auckland's working waterfront plays a key economic role and it also reflects our maritime history."³⁷ In order to maintain this status the Vision seeks to "ensure future adjacent land uses do not compromise marine and fishing activities."³⁸

5. Conclusions

The variety of different governance and delivery models used internationally for waterfront developments is consistent with the fact that there are advantages and disadvantages with each model, depending on the context.

Forming a single entity to implement a major waterfront development is widely perceived to be a key success factor. For example, an enhanced governance model can assist with removing barriers to progress such as fragmented ownership and can provide an organisation with the mandate and tools required to achieve the desired outcomes in its unique context.

However, consistent with previous research conducted by ARH, the examples of shortcomings with a number of international waterfront developments conducted by special purpose corporations, demonstrates that it is important that governance (or institutional arrangements) should not be considered an 'outcome' or 'objective' of itself. Rather, governance provides a mechanism or means to ensure delivery of objectives. It is therefore essential that objectives are made explicit and there is a clear understanding of the outcomes that are sought and who is accountable for these outcomes.

³⁴ Refer to ARH's 2008 paper "Auckland's CBD Waterfront: Summary of Linkages to Strategic Policies and Benefits of Implementation." Available at www.arh.co.nz/publications.html

³⁵ <http://publications.ksu.edu.sa/Conferences/>

³⁶ Ibid.

³⁷ Auckland Waterfront Vision 2040, p9.

³⁸ Ibid, p9.

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ARH's research supports Mercer Delta's previous findings that there are a range of key success factors that are required, regardless of the governance model.

Particular success factors highlighted in ARH's research findings include, amongst others:

- An overall comprehensive masterplan to ensure integrated planning and design;
- Coordination amongst public sector stakeholders;
- Committed funding for public infrastructure to provide the required certainty to secure private sector funding and wider stakeholder support for progress to be maintained;
- Phasing and timing of development in line with funding availability;
- Maintaining the vibrancy of the working waterfront, e.g. this was a clear positive of the V&A Waterfront development in Cape Town; and
- Effectively integrating the waterfront and port with the CBD, e.g. this is a clear shortcoming of the Cape Town and Toronto waterfronts.

The international examples of waterfront cities we researched show that 40% had deep water ports located within 3km of the city centre, 80% within 10km and all within 60km. In cases where the port was relocated, the new port was within a maximum of around 50km of the city centre.

New Zealand is a remote trading nation, so having a deep water port in the country's largest city, Auckland, is of immense strategic importance for New Zealand's international competitiveness, economic growth and prosperity. Any future plans for the development of the Auckland waterfront need to preserve the port's long-term strategic requirements and be well integrated with the port precinct and harbour.

Appendix A: The 60 International Waterfront Developments Categorised by Governance Models and Role

Role of Governance	Governance Model Type						
	Development Corporation	Co-ordinating Agency	Public Independent Action	Contractual Framework	Private	Unknown	
Implementation	Cardiff Bay (Cardiff, Wales)		The Britomart Precinct (Auckland)	Wynyard Precinct (Auckland, New Zealand)	Glasgow Harbour (Scotland)	Media Harbor (Dusseldorf, Germany)	
	Melbourne Docklands (Melbourne, Australia)		Duna City (Budapest, Hungary)		Victoria & Alfred Waterfront (Cape Town, South Africa)	Lisbon Waterfront (Lisbon, Portugal)	
	Darling Harbour (Sydney, Australia)		Bo01 (Malmö, Sweden)		Gunwharf Quays (Portsmouth, England)		
	Cardiff International Sports Village (Cardiff, Wales)		Gateshead Quays (Newcastle, UK)		Donau City (Vienna, Austria)		
	Northshore Hamilton (Brisbane, Australia)				Canary Wharf (London, UK)		
	The Seaport Public Realm Plan (Boston, USA)				Wirral Waters (Merseyside, England)		
	Chicago Waterfront (Illinois, USA)				Bremen Waterfront (Bremen, Germany)		
	Battery Park City (New York, USA)						
	Baltimore Inner Harbour (Baltimore, USA)						
	Port Vell (Barcelona, Spain)						
	Putrajaya Waterfront Development (Kuala Lumpur, Malaysia)						
	Leith Docks (Edinburgh)						
	London Docklands (London, England)						
	Andrejsala (Riga, Latvia)						
	Kobe Harbourland (Kobe, Japan)						
	Puerto Madero Project (Buenos Aires, Argentina)						
	Inner Harbor (Duisburg, Germany)						
	Wellington Waterfront (Wellington, New Zealand)						
	Facilitation		Greenwich Millennium Village (London, England)	HafenCity (Hamburg)			
			Naples Port (Italy)	Tigné Point (Sliema, Malta)			
		Toronto Waterfront (Toronto, Canada)	Overhoeks (Amsterdam, Netherlands)				
		Edinburgh Granton Waterfront (Edinburgh, Scotland)	City of Vancouver (Canada)				
		Manchester-Salford Quays (Manchester, England)	Riverside Square (Bedford, UK)				
		Brindisi Waterfront (Brindisi, Italy)	Ferry Building (San Francisco, USA)				
		Dublin Dockyards (Ireland)	Dongtan Eco City (Shanghai, China)				
		Abandoibarra (Bilbao, Spain)	Perth Waterfront (Perth, Australia)				
		South Bank (Brisbane, Australia)	Hobart Waterfront (Hobart, Tasmania)				
		Liverpool Vision (England)					
		South Bank Centre (London, England)					
		Bari Waterfront (Bari, Italy)					
		Hong Kong Harbour (Hong Kong)					
		Valencia Renewal (Valencia, Spain)					
		Eurovea (Bratislava Slovakia)					
		Titanic Quarter (Belfast, Northern Ireland)					
		Young City (Gdansk, Poland)					
		VEGA Venice Waterfront (Italy)					
		Governors Island Project (New York, USA)					