

Future State

**NEW SYDNEY  
WATERFRONT<sup>CO</sup>**

# GREAT WATERFRONTS

**Benchmark Study**

November 2022





## ACKNOWLEDGMENT OF COUNTRY

*Urbis and the New Sydney Waterfront Company acknowledges the Gadigal people of the Eora nation as the Traditional Custodians of the bamal (earth) and badu (waters) on which this project is located. We also acknowledge all Traditional Custodians of the land and waters throughout Australia and pay our respects to them and their cultures, and to Elders past, and present.*

# PURPOSE OF THIS REPORT

Sydney's harbour and waterfront, headlands and bays are the traditional lands and waters of the Gadigal people; collectively they have been the foundation of our culture and identity, shaping our way of life for tens of thousands of years.

Sydney waterfront is of singular and enduring significance to the economic prosperity, cultural vitality and social connectivity of the city. Its environmental qualities and the diversity of experiences it supports are critical platforms for our global competitiveness and appeal. Today the waterfront of Sydney's inner western harbour is a vibrant and well loved part of the city, home to a thriving commercial, residential and cultural community. It is an important place of celebration and of ceremony; somewhere that visitors to our city come to understand who we are and what is important to our community.

The last decade has seen significant urban change across the central precincts of Sydney's waterfront; and this trend will intensify with an expected \$10 billion redevelopment pipeline to leverage major public sector infrastructure investment. As we contemplate this transformation it is critical that we reflect on two threshold questions – that collectively form the foundations for legacy thinking:

- What are the characteristics of a world class waterfront; and how can this investment pipeline be positioned to create the maximum enduring shared value?
- How do we safeguard the essential qualities and experiences of this significant destination whilst the transformation is underway?

This study has been commissioned by the New Sydney Waterfront Company, a new Business Improvement District organisation, to explore the central question of what characterises a world class waterfront. By reference to a series of global case studies it seeks to establish the lessons learned from three generations of waterfront development together with the critical success factors that will amplify and accelerate success.

# CONTENTS

## Section 1.

### What we can learn from the Great Waterfronts of the world? 6

10 Lessons Learned About Delivering The World's Best Next Generation Waterfronts 12

10 Critical Success Factors That Characterise Great Urban Waterfront Places Of The World 14

## Section 2.

### Lessons from Urban Waterfront Ecosystem 16

London Urban Waterfront Ecosystem 18

New York Urban Waterfront Ecosystem 28

Singapore Urban Waterfront Ecosystem 40



### **Section 3.**

#### **Lessons from Place or Precinct Specific Waterfront 48**

Embarcadero, San Francisco, USA 52

Toronto Waterfront, Ontario, Canada 56

Hafen City, Hamburg Germany 62

Xuhui West Bund, The Bund Shanghai, China 66

Viaduct Harbour, Auckland, New Zealand 70

South Bank, Melbourne, Australia 74

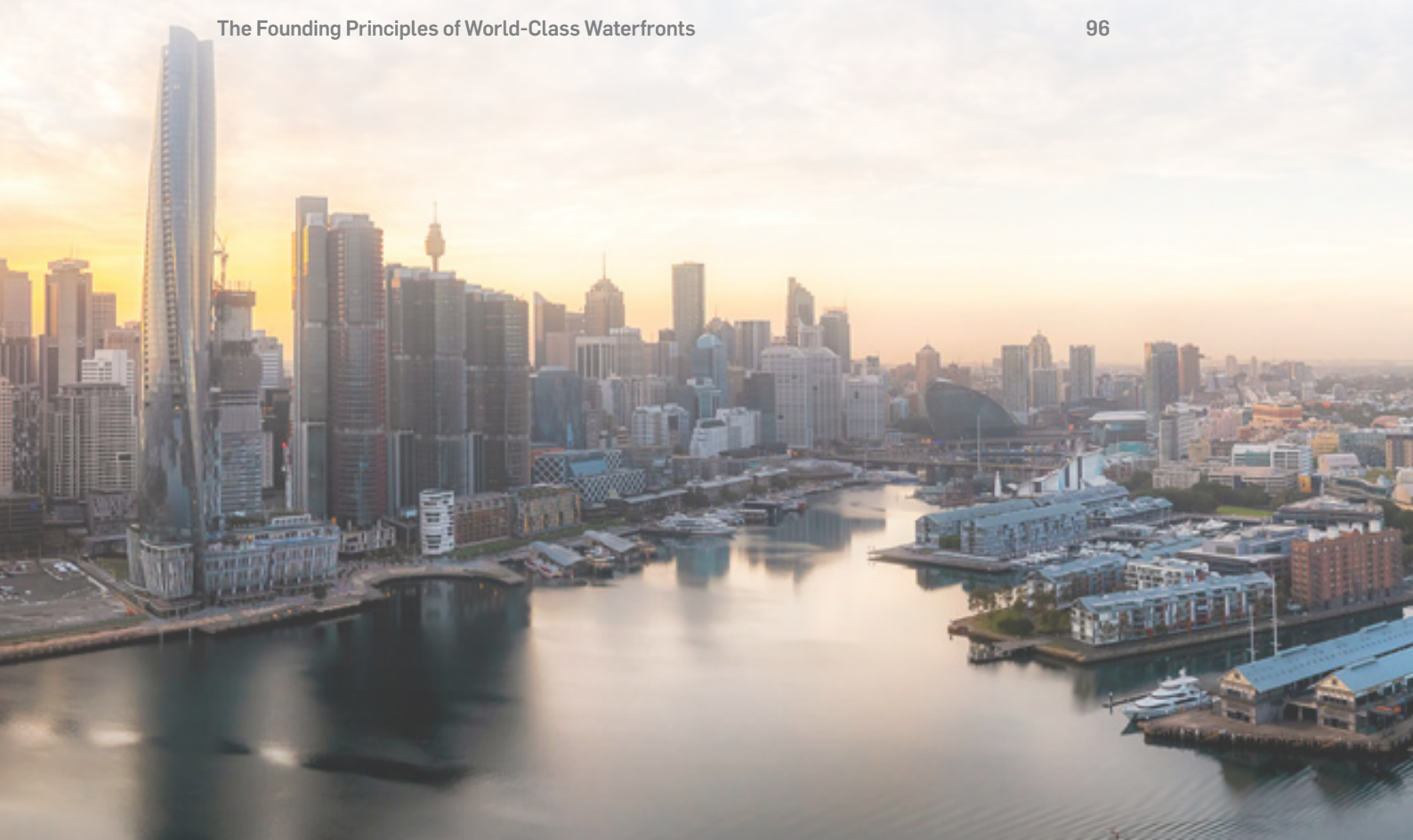
Port Adelaide Master Plan, Adelaide, Australia 82

### **Section 4.**

#### **Driving The Future of Sydney's World-Class Waterfront 86**

Evolving Sydney Waterfront for a New Generation 88

The Founding Principles of World-Class Waterfronts 96



**01**

# **WHAT WE CAN LEARN FROM THE GREAT WATERFRONTS OF THE WORLD?**

**A NEW SOURCE  
OF SOCIAL AND  
ECONOMIC VALUE.  
EMBLEMATIC OF  
A CITY'S IDENTITY  
AND CULTURE.**

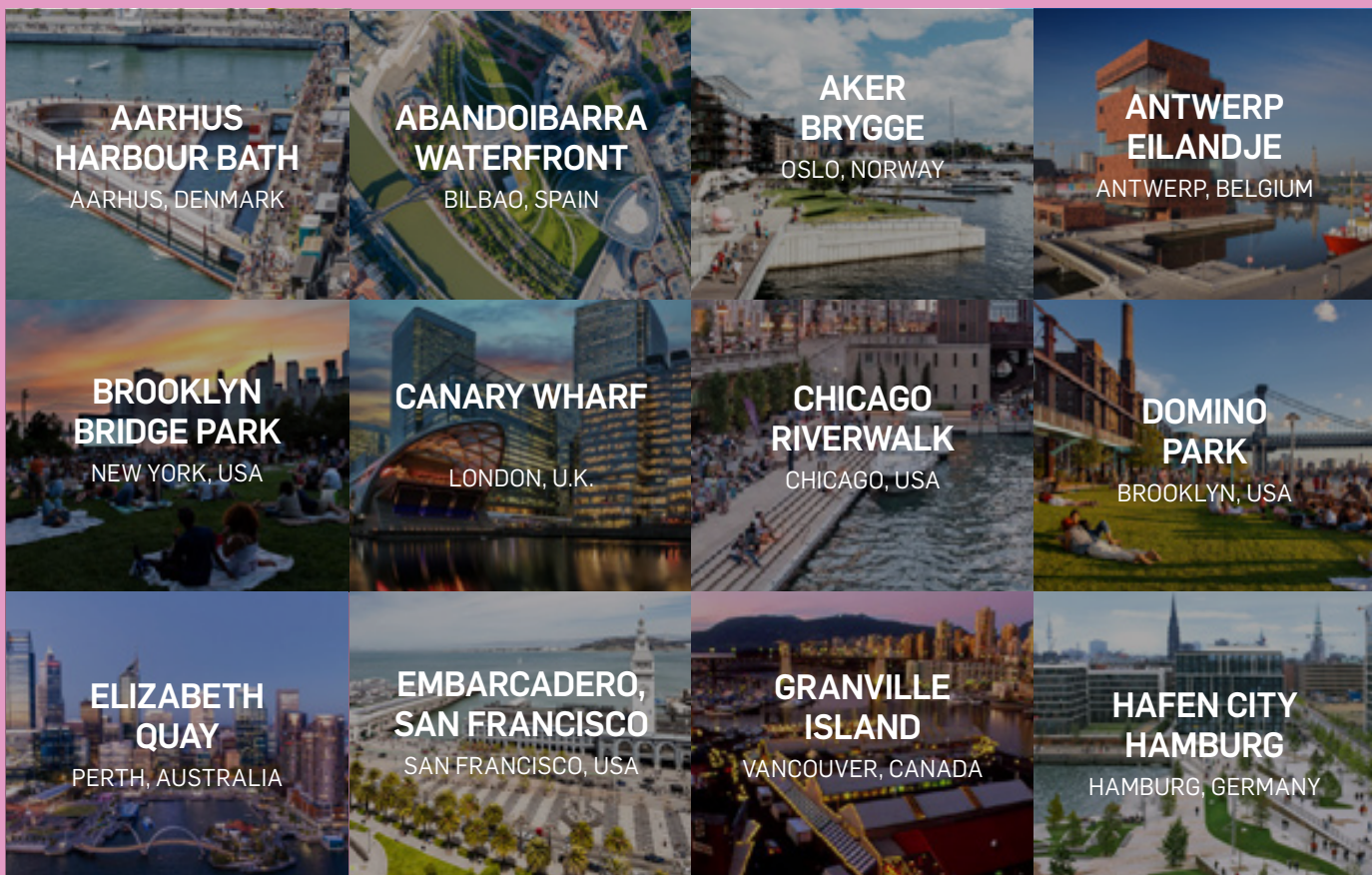
The eighteenth-century economist Adam Smith first popularised the idea that a city's waterfront is a driver of its wealth; positioning it as a gateway to the world and a nexus of trade and industry. Today many of the great industrial waterfronts of the world continue to drive their cities, supporting the development of their social, cultural & natural capitals.

Sydney is a world-famous harbour city, its marine estate providing a source of competitive advantage and underpinning both its quality and way of life. Like any well-loved asset, it experiences periods of intense investment and renewal; and at these junctions we are presented with the opportunity to consider once again the hallmarks of a world-class urban waterfront and consider what more we can do to celebrate, protect, and enhance its environment and experience.

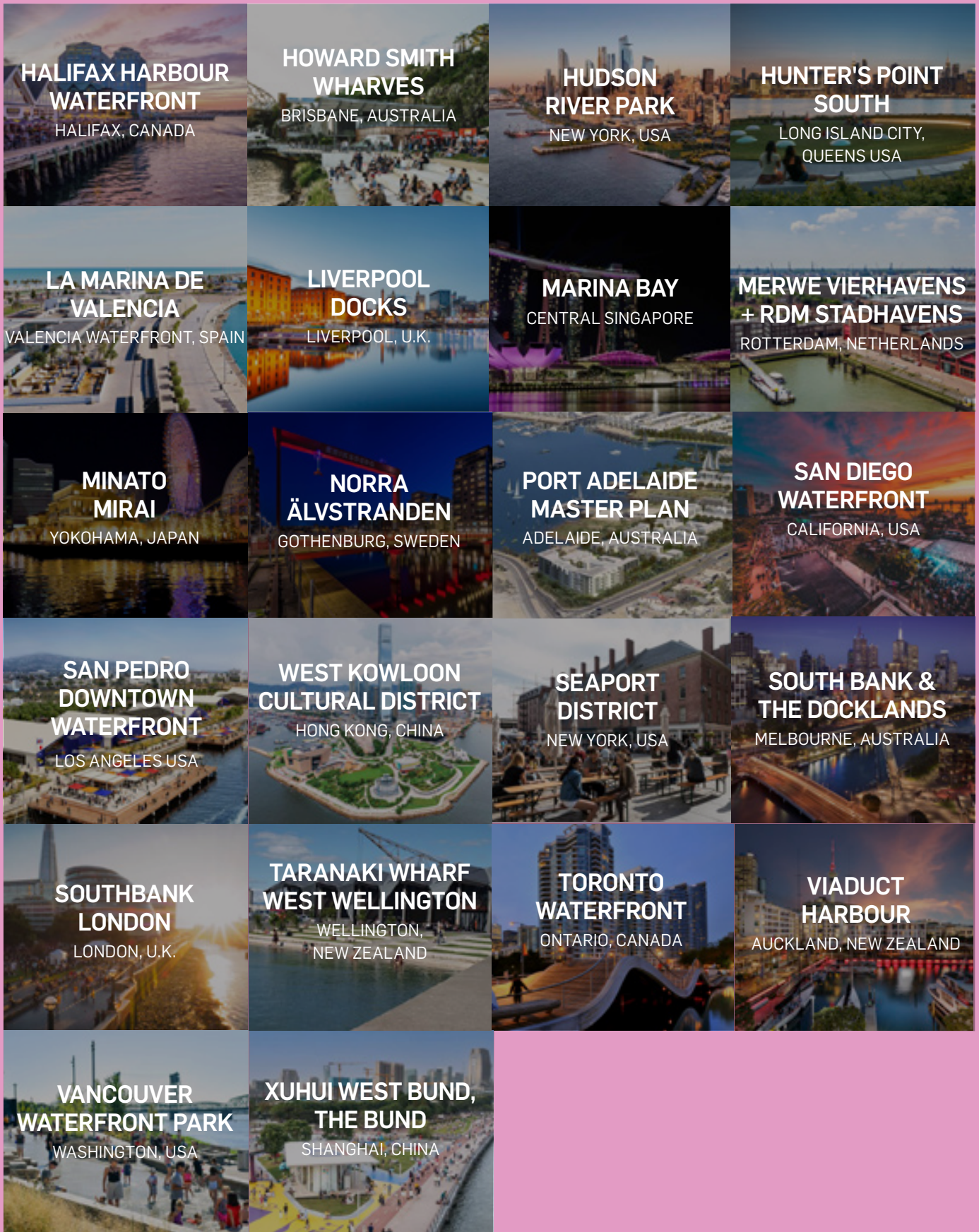
This study explores examples of world class waterfronts, providing guidance about the characteristics that propel their sustained success in social and economic terms, irrespective of geopolitical or social context.



## THE LONG LIST OF GREAT WATERFRONTS (A-Z)



## THE LONG LIST OF GREAT WATERFRONTS (A-Z, CONT'D)



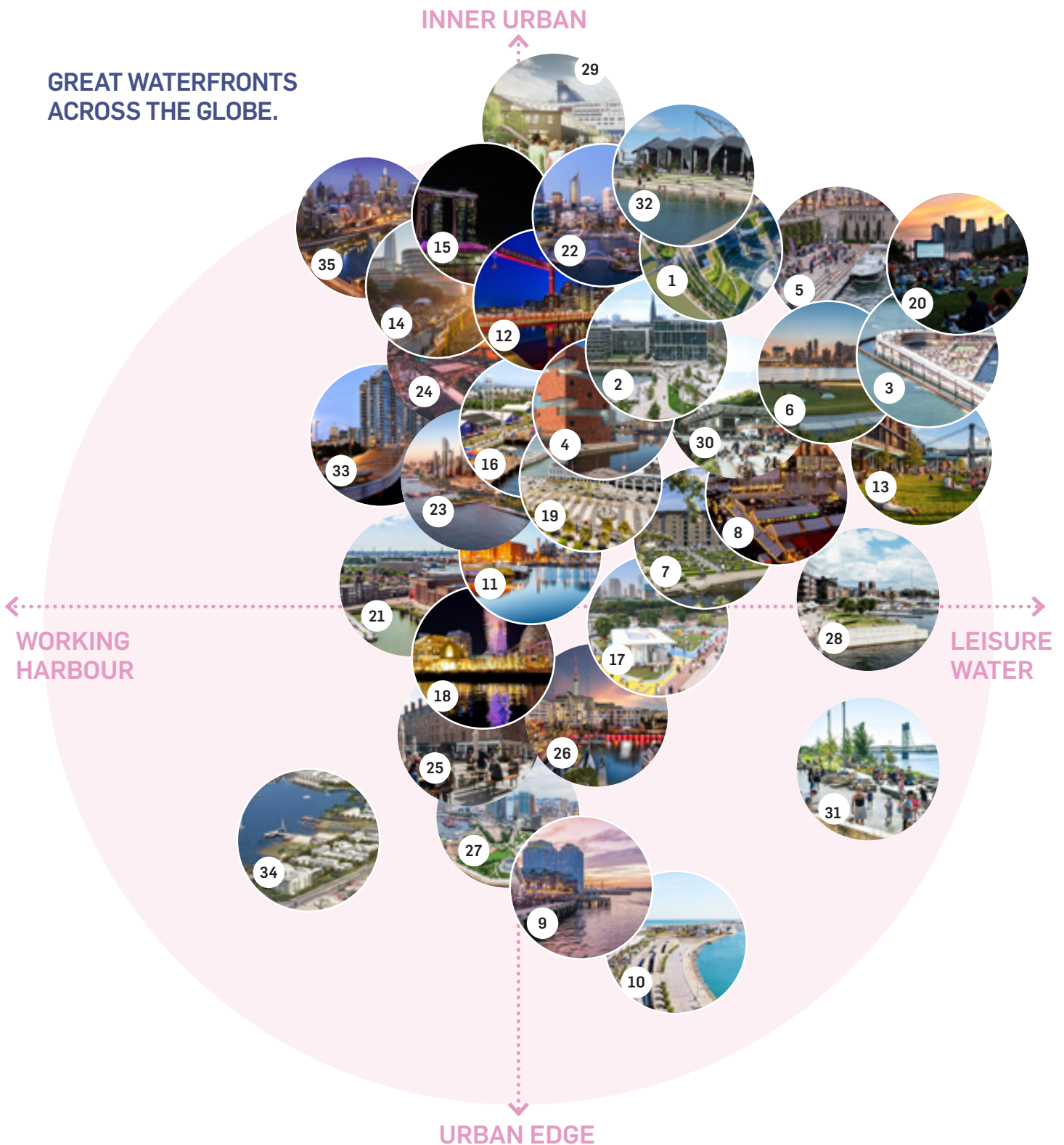


Sydney has an extensive marine estate comprising coastal, riparian and harbourside ecosystems each of which contributes **UNIQUE** environmental, social, and economic value to the city, its community and visitors. The inner harbour is considered by many to be Sydney's most iconic waterfront address, consequently this study will focus on exploring case studies that are relevant to its intense inner urban context. New York-based Project for Public Spaces suggests that there are 200 examples of urban waterfronts to choose from and from these a long list of 35 was developed.

To narrow the selection, these examples were further classified by reference to their inner urban location, working harbour or leisure water orientation, and mixed commercial, cultural, and civic functionality – thereby halving the long-list. The final consideration was the maturity of these exemplars and therefore the extent to which they represented legacy (generations one and two) or future thinking (next generation).

## GREAT WATERFRONTS ACROSS THE GLOBE.

INNER URBAN

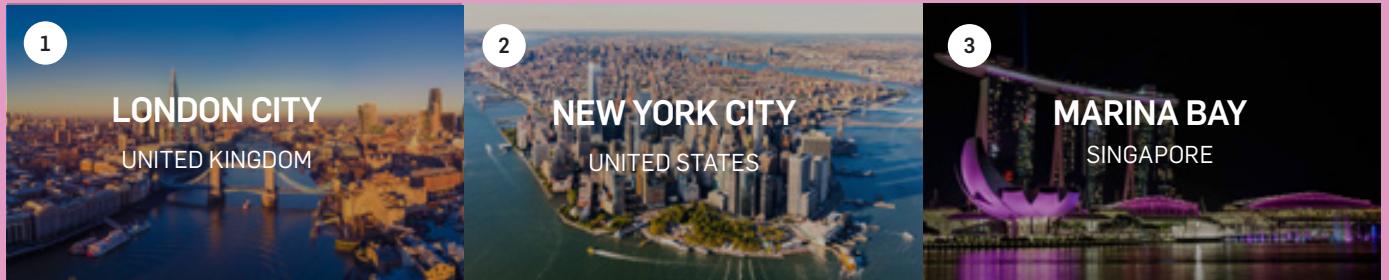


# SHORTLISTED GREAT WATERFRONTS

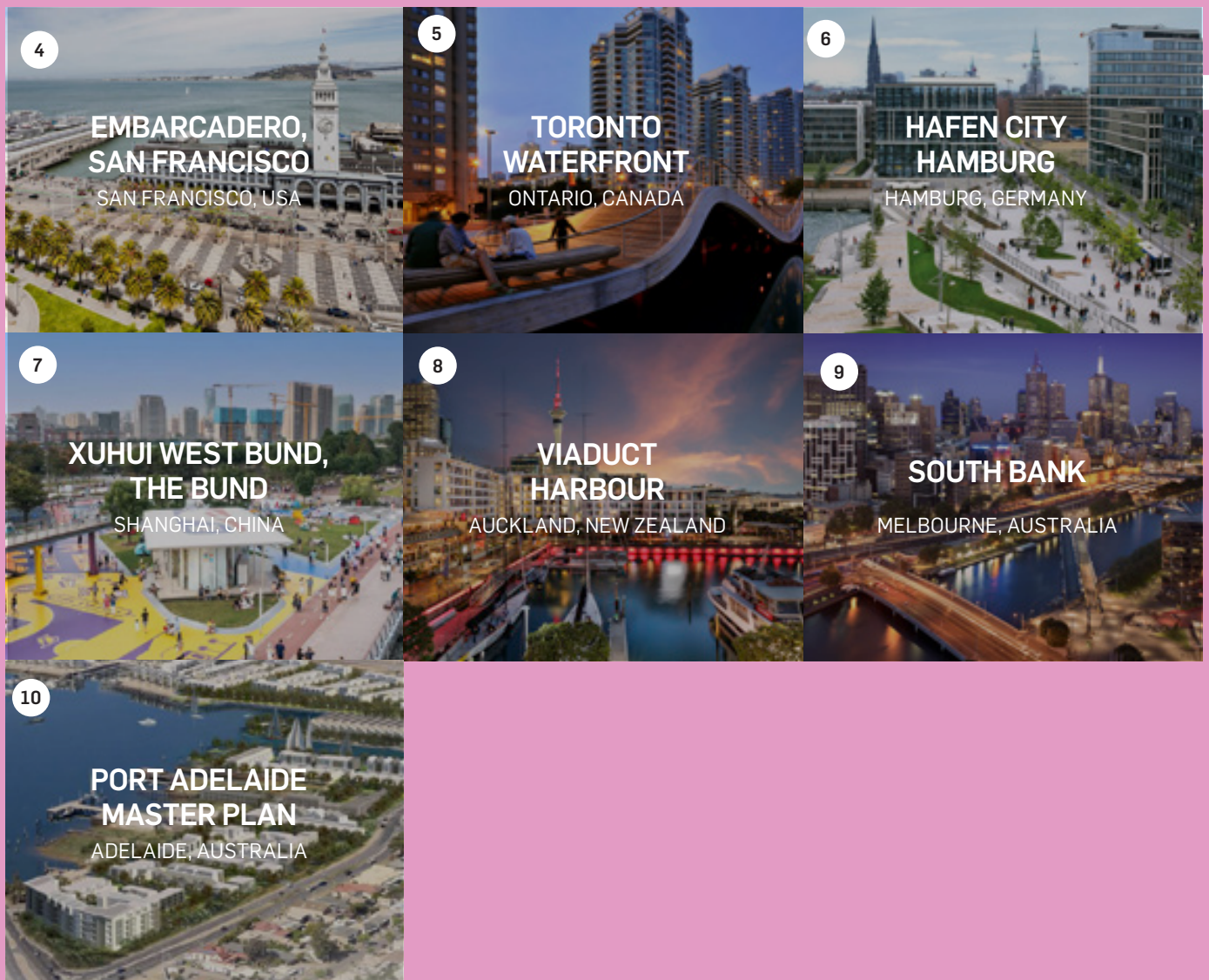
EMBARCADERO,  
SAN FRANCISCO

4

## STRATEGIC SIGNIFICANCE: URBAN WATERFRONT ECOSYSTEMS



## PRECINCT-SPECIFIC CASE STUDIES





# A CITY THAT INVESTS IN THE DYNAMIC REINVENTION OF ITS WATERFRONT IS CONSCIOUSLY CREATING SOCIAL AND ECONOMIC VALUE FOR ITS FUTURE.

**An overview of literature reveals that in broad terms there have been three generations of urban waterfront renewal, sometimes co-existing or layered, within a single city. The early examples focused on the remediation of industrial waterfront land together with its commercial repurposing, which in some cases led to a degree of privatisation. Learning from these vanguard projects, the next wave of projects focused on social and civic reclamation of the waterfront and built public benefit through the inclusion of cultural experiences and public realm assets that underpinned an increased community lifestyle proposition.**

The emerging third wave, places an increased emphasis on digital placemaking and regenerative design – whereby the green and blue infrastructure systems are positioned to provide both ecological and social value. For some waterfronts this third wave implies a second round of renewal – reflecting the on-going cycle of capital investment.

Three case studies explore the waterfront ecosystem at a whole of city level, six more focus at a precinct scale, with one considering the staged delivery of a major waterfront and the importance of dynamic renewal.

# 10 LESSONS LEARNED ABOUT DELIVERING THE WORLD'S BEST NEXT GENERATION WATERFRONTS

## 01 DEEPLY INTENTIONAL & POSITIONED AS A CORE VALUE CREATOR

Creating benefits for their community and enhancing the competitive positioning of the city. Every decision is consciously made to drive value.

## 02 UNDERTAKEN COLLECTIVELY, SEEKING SHARED WINS

All levels of Government, the private sector, community and lead institutions work together within a common change agenda over time.

## 06 PROGRESSIVE FUTURE THINKING: LEADERSHIP IN ACTION

Responds to the BIG challenges of our time, like climate and carbon, and embeds elements of cultural change and thought leadership into its approach.

## 07 FIT FOR PURPOSE AND PUBLICLY ACCOUNTABLE

The governance is best fit for the context, the challenge and the community. It is place based and reports progress against KPIs transparently.

**03 SEEK BALANCED AND INCLUSIVE OUTCOMES**

---

Economic, environmental and social or cultural outcomes are of equal significance and are developed to deliver shared material benefit.

**04 DEVELOPED PURSUANT TO A POWERFUL UNIFIED VISION**

---

The desired outcomes are clearly defined and show a direct connection to the future place vision and purpose.

**05 DELIVERY IS A LIFE-LONG LOVE AFFAIR**

---

This is an enduring commitment that transcends political and capital cycles and relies on deep relationships.

**08 HUMAN CENTRED DECISION-MAKING + ENGAGEMENT**

---

Creating closer relationships between people and water. Driving outcomes that are responsive to their changing, priorities and aspirations.

**09 EMBEDDED CYBER PHYSICAL SYSTEMS TO DELIVER REAL TIME INFORMATION**

---

Real time information about all aspects of performance drive good decisions.

**10 PROVIDE DYNAMIC LONG-TERM ACTIVE MANAGEMENT**

---

Entrepreneurial curation of the place and the programme, maintaining relevance and desirability to maximise value.

.....**DEDICATED GOVERNANCE & STEWARDSHIP ARE AN ESSENTIAL CORNERSTONE FOR SUSTAINED SUCCESS**.....

# 10 CRITICAL SUCCESS FACTORS THAT CHARACTERISE GREAT URBAN WATERFRONT PLACES OF THE WORLD?

**01**

## AUTHENTIC AND LOCALLY LOVED

A place that tells its story and offers local experiences that cannot be replicated anywhere else. They are quintessentially of and yet quite unlike the rest of the city. These are places with personality that successfully blend a local identity with the global brand.

**02**

## INTENTIONAL AND INNOVATIVE

Purposeful places increase the competitive positioning of the city, enhancing its appeal.

**05**

## ECLECTIC + PROGRESSIVE MIX OF USES AND USERS

The range of economic, social, cultural and recreational activators.

**06**

## A DESTINATION OF MANY DESTINATIONS

'A string of pearl' - creating a sense of discovery around every corner: there is always something more to explore.

**07**

## CULTURE IS THE CATALYST

Inimitable: a place with strong creative vibe. Using art and culture to develop a powerful place narrative and experience.

.....AND DON'T FORGET THE SPECIAL SOURCE .....

**03**

**RESPECTFUL,  
REGENERATIVE + RESILIENT**

Design to respond and adapt to the changing climate and landscape that the place operates within. Green and blue infrastructure 'with benefits' delivers a double dividend.

**04**

**IMAGINE AND PLAY**

The seamless inter-twining of land and water, built and natural environments ; soft and hard edges to create the space for imagination and play – that everyone can share. Sensory engagement and memory-making are important drivers of success over time.

**08**

**EASE OF ACCESS  
AND WAYFINDING**

They are easy to get to and intuitive to move around; the interface between precincts is seamless and way-finding is part of an experiential journey.

**09**

**MOODS AND  
MOMENTS**

Infusing their city with a spectrum of personalities and experiences. These are places of deep emotional attachment for their community.

**10**

**CONSTANT REINVENTION**

A holistic place curation, actively monitor and manage the different precincts (and its programmes) to sustain whole-of-precinct success.

# 02

# LESSONS FROM URBAN WATERFRONT ECOSYSTEM

## THE WATERFRONT AS A UNIFYING THREAD FOR VALUE CREATION ACROSS A WHOLE CITY

**Globally, some of the mature and enlightened waterfront cities, recognising the intrinsic environmental benefit and lifestyle value of their waterfront locations, have invested in both base-line mapping and holistic master planning of their waterfront ecosystems. Their future-focused and systems based plans have different degrees of statutory significance and reflect priorities that are specific to their strategic context and community aspirations.**

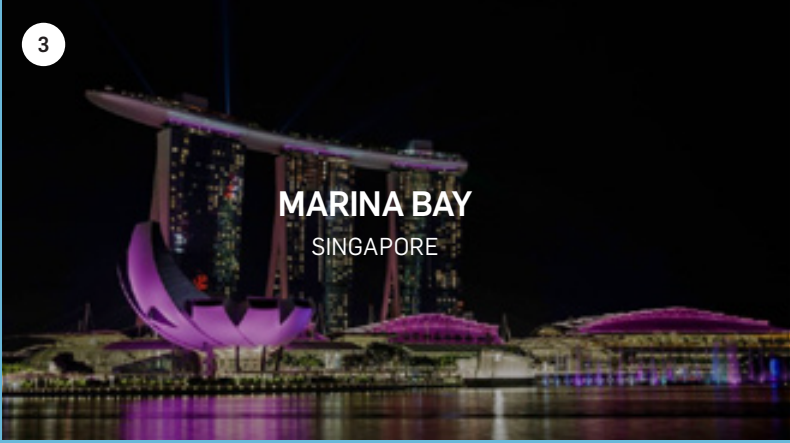
**Three such waterfront cities have been selected for closer investigation: London, New York and Singapore. The evolution of a whole of waterfront approach enables the regeneration, redevelopment, renewal and repositioning of individual precincts to be inspired by an overarching vision, and supported by principles that provide guidance for public and private sector organisations – as well as setting community expectation. These plans are most often the outcome of significant and prolonged collaboration between stakeholders with diverse agendas.**

The challenge of collectively managing the waterfront for the benefit of the entire metro area is significant. It often requires geopolitical differences to be mediated and acknowledges that the intrinsic latent value of the waterfront real estate differs across the city. Some local government areas will retain working water assets, with their associated challenges, whilst others will have the opportunity to transform through waterfront redevelopment.

The Singapore Marina Bay case study reflects what is achieved when these geopolitical tensions are not in play; while the New York Comprehensive Waterfront Plan provides examples of cross borough co-operation through a statutory framework which clearly delineates roles and responsibilities. The emerging suite of plans for London's River Thames delivers a powerful view of what success in the future can achieve for the city and its community – but without a clear governance mechanism for achieving it.



FEATURED URBAN WATERFRONT ECOSYSTEM



## 2.1

# LONDON URBAN WATERFRONT ECOSYSTEM

London's genesis as a river city and its five-hundred-year history as a centre of industry and world trade, left a legacy of degraded waterfront real estate which has been undergoing systematic renewal for almost seventy years. Collectively the network of dockland, riverside and canal regeneration projects has created a network of commercial, creative, cultural places, and communities that have reimagined historic assets and reframed the city's relationship with the water as a lifestyle asset.

**Three discrete and yet intersecting plans inform the future of the River Thames and its regenerating river bank. Of these, two have statutory influence and one remains a draft capturing long-term community aspiration – whose progress was interrupted by COVID-19.**

The London Plan reflects guidance with respect to the Thames as an iconic feature of strategic significance to the city, and a lifestyle asset for Londoners. The planning and management of the river and river's-edge is co-ordinated between the Greater London Authority (GLA), the Port of London Authority (PLA), and the London Boroughs with boundaries adjacent to the Thames. Guided by the plan they work in partnership to address:

- preserving the local character;
- development and regeneration;
- movement and freight;
- buildings and views;
- sites of special interest; and
- focal points and public access.

Area specific strategies have also been developed for key stretches of the river, including the Kew to Hampton, Kew to Chelsea and East Thames precincts.

The 2019 River Thames Cultural Vision was drafted by the GLA and PLA in response to the latent potential of the river to achieve greater international recognition and leverage from the cultural regeneration it drives. The draft vision seeks to "place the river at the heart of our cultural life", and "make the most of it as a destination and a movement corridor". This positioning, and the associated desired outcomes, are well aligned with the Mayor's priorities for Londoners that are given force in the London Plan.



An intersecting plan for the Estuary was prepared in a similar timeframe; the 2050 vision for the Tidal Thames explored three themes - Trading Thames, Natural Thames, and Destination Thames. It positioned London's eastern Boroughs and the Legacy Development Corporation area within its 'City Ribbon', with priority change areas including Canary Wharf and the Greenwich Peninsular. Each of these areas is undergoing a profound long-term programme of urban change.

The fragmented geopolitical narrative of London with its thirty-two boroughs has made the importance of developing a statutory framework for the River Thames increasingly urgent.

## KEY LESSONS THAT WE CAN LEARN FROM LONDON'S WATERFRONT ECOSYSTEM

**The River Thames is recognised as the culture, creative and entertainment thread that connects the communities of the city, past, present and emerging.**

**The three mini case studies highlight three experiences of waterfront development and redevelopment in London and span nearly seventy years. Through exploring their stories a series of lessons have emerged that may have application to the development of Sydney Waterfront.**

- Great waterfronts take an intentional approach comprising many conscious decisions over time;
- Realising the future economic and socio-cultural value of waterfront precincts requires a collaborative approach and shared vision for success;
- Reconnecting the people to the waterfront emotionally and physically is a primary driver; and people should always be prioritised;
- The role of culture in waterfront regeneration should not be under-estimated, and wherever possible include celebration of industrial heritage;
- Co-ordination of effort and investment within precincts is critical to success;
- The deep integration of multiple waterfront locations is a function of a powerful master strategy and a coalition of the willing;
- Environmental resilience can be an activation and a sustainability strategy; green blue infrastructure can also be a recreational or aesthetic asset; and
- Large-scale waterfront regeneration is both an enterprise and a constant endeavour.

**Canary Wharf,  
Isle of Dogs, London**

**The O2 Arena -  
Greenwich Peninsula**

	SOUTHBANK, LONDON	CANARY WHARFS, ISLE OF DOGS, LONDON	THE O2 ARENA, GREENWICH PENINSULA, LONDON
<p><b>PRECINCT GENESIS: MANAGED</b></p>	<p>In 1951, the festival of Britain was held on the South Bank of the River Thames, igniting what is now one of the largest integrated cultural and entertainment precincts in the world.</p>	<p>Canary Wharf is a showpiece for the regeneration of the former docklands and transport-led transformation of East London. It emerged from the need for decentralised expansion space for the City of London financial services centre.</p>	<p>Initially the location of the Millennium Dome (1999), the redevelopment of the O2 Arena became the catalyst for London's largest waterfront regeneration project. The remediation of a contaminated industrial area.</p>
<p> <b>PRECINCT FOCUS &amp; STRATEGY</b></p>	<p>The objective of London's Southbank is to curate an extensive repertoire of free and commercial events, facilitate established and emerging cultural institutions and forge inclusive and diverse experiences which provoke cultural clustering. It has a stated objective of curating new cultural forms and introducing new audiences to established artists and repertoires.</p>	<p>Canary Wharf represents the connection of infrastructure mega-projects to global financial markets. Its sustained level of investment in growth, expansion and diversification away from singular economic sectors has been critical to building and cementing the district's global competitive advantage. Recently, the emphasis has been placed on cultural activation and building a more vibrant residential community.</p>	<p>The regeneration focus is to remediate and transform London's Greenwich Peninsula into a leading cultural and residential district with a clear entertainment and creative industries focus. Delivering community spaces for shared experiences that blend local and global audiences. It has design at its centre, and advocates great urban, landscape and architectural outcomes that put people at the core and delivers culture that enriches lives.</p>
<p> <b>GOVERNANCE &amp; PLACE MANAGEMENT</b></p>	<p><b>Public &amp; private partnerships involved in creating South Bank's unique cultural and creative experience include:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Urban Narrative</b> – urban strategists;</li> <li>▪ <b>South Bank London</b> – brand &amp; Marketing;</li> <li>▪ <b>South Bank BID</b> – set up in 2014 to improve management and as a voice for South Bank businesses; and</li> <li>▪ <b>South Bank Employers Group</b> – improving everyday experience for visitors and residents.</li> </ul>	<p><b>Canary Wharfs is the result of a large joint venture between local authorities, the national government, and private landowners. Key entities:</b></p> <ul style="list-style-type: none"> <li>▪ <b>The London Docklands Development Corporation</b> – the government agency overseeing urban redevelopment of the docklands including Canary Wharf;</li> <li>▪ <b>Canary Wharf Group Investment Holdings plc</b> – acquired in March 2015 by Brookfield Property Partners and Qatar Investment Authority; and</li> <li>▪ <b>Canary Wharf Management</b> – place management and activation.</li> </ul>	<p><b>Public &amp; private partnerships in the regeneration of London's Greenwich Peninsula include:</b></p> <ul style="list-style-type: none"> <li>▪ <b>AEG Europe</b> – oversees the development of the O2 Arena;</li> <li>▪ <b>The Royal Borough of Greenwich</b> – fosters growth of the Greenwich Peninsula and supports the Greenwich Council in their efforts to enhance the community;</li> <li>▪ <b>Visit Greenwich</b> – place marketing; and</li> <li>▪ <b>Knight Dragon, Hong Kong</b> – based real estate firm in charge of the Greenwich Peninsula master plan.</li> </ul>
<p> <b>SCALE OF INVESTMENT</b></p>	<p>Property Investment in South Bank totalled almost 1 billion pounds in 2021 with an accelerated growth in house prices from 1.5% in 2019 to a 5% growth. The art venues received £35.8 million from the Cultural Recovery Fund to mitigate the income lost due to the pandemic.</p>	<p>Canary Wharf Group Investment Holdings plc was acquired in March 2015 by Brookfield Property Partners and Qatar Investment Authority for £2.26 billion.</p>	<p>The predicted total costs to create residential, public, retail and office spaces and amenities is £8.4 billion. The redevelopment of the O2 Arena cost £43 million.</p>



### Southbank, Central London

<b>Extensive Green Space</b>	Jubilee Park & Garden; Southbank Skate Park; St John's Gardens.
<b>Waterfront Generation</b>	Gen 2.0.
<b>Transformation Period</b>	<b>1951- ongoing.</b>
<b>Mix of Uses</b>	Mixed-use offices, residential, recreational, cultural institutions.

### Canary Wharf, Isle of Dogs, London

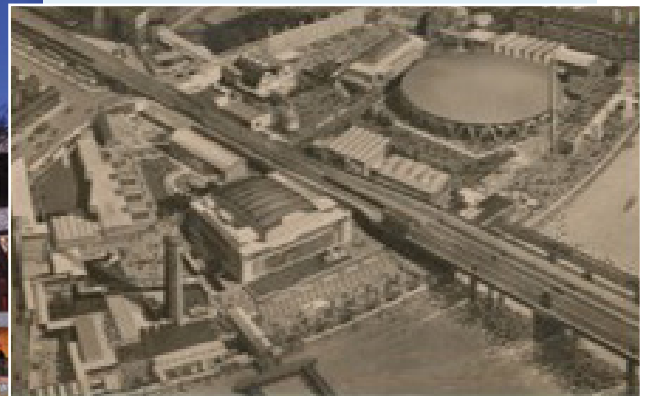
<b>Open Space</b>	8.9ha of landscaped parks, gardens and squares.
<b>Waterfront Generation</b>	Gen 2.0-3.0.
<b>Transformation Period</b>	<b>1980 - ongoing.</b>
<b>Mix of Uses</b>	Thriving space and vibrant business district with an array of offices, retail, restaurants, healthcare and leisure facilities and extensive arts and events programmes.
<b>Pre-development condition</b>	<b>Abandoned docklands.</b>

### The O2 Arena - Greenwich Peninsula

<b>Length of Waterfront Frontage</b>	<b>The O2 Arena - 2.57 km along the river Thames. 5km River Path.</b>
<b>Open Space</b>	Expected 19.4ha of public green space.
<b>Waterfront Generation</b>	Gen 3.0.
<b>Transformation Period</b>	<b>2007 - ongoing.</b>
<b>Operated by</b>	Knight Dragon.
<b>Mix Uses</b>	Recreational, restaurant, walkways , offices, schools, residential.  7 emerging districts over 60.7ha.
<b>Pre-development condition</b>	derelict contamination post- industrial site.

# SOUTHBANK, LONDON

BLENDING HIGH-BROW CULTURE  
WITH UNIQUE PLAYFUL EXPRESSION



The permanent legacy of the post-war Festival of Britain - a celebration of the nation, its culture and innovation. The 8.5 million visitors came hoping for education, entertainment and enlightenment about their 'brave' new future.

**The Festival Hall is the only permanent reminder of the five-month event that established the South Bank Arts precinct . This legacy of temporary installation-based arts and culture has endured. Today, South Bank exemplifies the artful use of temporary structures to experiment with cultural spaces, forms and programmes.**

This strategy allows for positive active engagement and flexibility, enabling real time feedback from the cultural institutions, customer and community about potential future spatial requirements and experiences. Partnered with an accessible and inclusive cultural programme, this experimentation highlights the social significance of the public realm and the relevance of a strong narrative to establish a deep and genuine sense of place.

The imaginative use of cultural and creative placemaking strategies has revitalised the precinct and created 'anticipation', verging on a cultural 'F.O.M.O!' The introduction of casual dining and fringe or avant-garde entertainment and artistry has extended the appeal of the precinct beyond its traditional high culture audiences.

An emblematic signal of this transition has been the installation of 'The Shed'; a £1.04-million temporary theatre designed by Haworth Tompkins to provide increased format flexibility and scope for experimentation. The structure itself was a tactic to mask the redevelopment of the National Theatre (which is being redeveloped to engage with the water) by creating a visual distraction through its bold appearance.

The recent wave of experimentation at South Bank has embraced the concept of the 'impermanent' and in so doing created a new artistic discourse with audiences and the general public. The increased use of the forecourt and river edge environment has also increased the dialogue between the arts precinct and the water, creating a new sense of connection to the Thames and increasing the points of visual and cultural interest for recreational users of the public realm.

# CANARY WHARF

**Prominently situated as the gateway to the Isle of Dogs, Canary Wharf is the centre piece of London's earliest and arguably most ambitious urban regeneration projects – the redevelopment of its extensive former system of docks. Facilitated by three generations of transport investment, Canary Wharf has become a major business district, with a globally significant financial services cluster and growing digital-creative media presence.**

Today 150 major office tenants are located at Canary Wharf with a workforce exceeding 100,000, complemented by a diverse portfolio of small and medium-sized enterprises. Initial challenges arose from the over-reliance on office use and single sector focus. Over the last decade, the balance of economic activity has shifted from a 70:30 financial services to non-financial services mix to a 55:45 ratio. By 2020, the London Borough of Tower Hamlets, which incorporates Canary Wharf, had a gross value added per hour almost 80% above the London average.

The final stage of Canary Wharf, Woods Wharf, will add significant residential dwellings and short-term accommodation to the mix; consciously pursuing a land use strategy that will develop more vibrant and active evening economy.

The Canary Wharf management team has created an ambitious environmental and ESG agenda which recognises the significance of an active stewardship approach to the sustainable future of people and the planet.

Thirty years of conscious investment has also changed Canary Wharf into a vibrant and diverse work-play destination through the active curation of its tenancy mix, culture and lifestyle offer. The precinct now incorporates more than 300 retail, food and beverage options and hosts more than 200 arts events. The incremental development of its public realm to incorporate signature green-blue assets, new technology, curated public art and public green space has supported its attraction to non-business audiences. The active creation of an inclusive place experience has emerged as a sustained success factor.



## 02 ARENA GREENWICH PENINSULA

**Greenwich Peninsula is situated on the south bank of the River Thames, surrounded on three sides by water. It has a predominantly destinal character and has yet to be deeply integrated with the established community to the north.**

**For 100 years the area had an heavy industrial character dominated by gasworks and steel mill. By the mid-1980s, however, the site was largely derelict and a 300-hectare parcel was acquired by the UK Government's regeneration agency English Partnerships in 1997. English Partnerships led the extensive decontamination works and established the master plan pathway for the mixed use redevelopment of the brownfield site – unlocked by strategic transport investment (the Jubilee Line at North Greenwich Station).**

The strategic location of the peninsular with its rapid connection to Canary Wharf and ultimately the West End and City, demanded a high degree of leverage from the transport interchange. Consequently, the mixed use approach included a significant commercial node and entertainment precinct to diversify the initial housing-led neighbourhood function. The O2 Arena was an early and emblematic anchor signalling the eventual role of the area as an entertainment and creative industries precinct. Today O2 is one of the busiest venues in the world with circa 9.5 million visitors per annum (2018). It is not yet, however, a great place, providing an authentic or interesting experience between key addresses.

A succession of masterplans has compromised the evolution of the peninsula – and the public realm solution is piecemeal compromising the overarching experience. The interface between key sub-precincts is poorly resolved diminishing the quality of the customer and community journey and compromising engagement. The advent of the Design District offers an opportunity to address the lack of cohesion and increase the purpose and diversity of the precinct.





# GREENWICH PENINSULA DESIGN DISTRICT

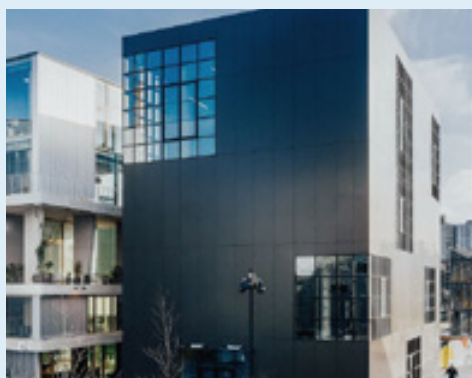
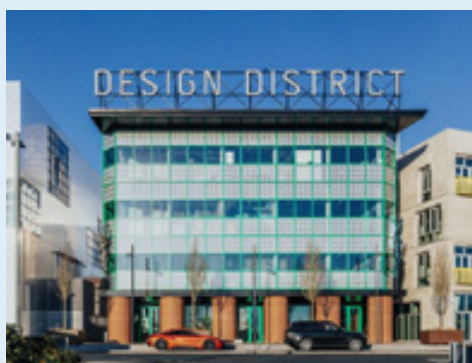
Opened in late 2021, the Design District is positioned as a permanent home for the creative industries – intended to include the amenities and services need to support "creative Londoners" and help them "thrive". The broader intent, as described by the Guardian Newspaper, was to address the placelessness of the Peninsula and make "somewhere out of nowhere."

Delivering an intimate and intriguing piece of city – somewhere between a Moroccan souk and London's Clerkenwell, that sets out a clear and ambitious programme of urban and economic change. This agenda overtly seeks to build connections with other destinations city-wide that share a similar agenda.

**"Recognising the role of place experience in promoting the brain gain and halting the brain drain."**

Located on a site adjacent to the O2 Arena, the Design District a patchwork of 16 high-profile buildings each of which has been designed by a leading architect. The tenancy strategy is to secure a diverse range of occupants drawn from a vertical cross section of the design sector. It is a deliberately curated strategy and one that is supported by the leasing structure and place experience framework – both of which are designed to facilitate design-based start up and scale-up businesses. The district turns its back on the balance of the Peninsula and as yet has not supported the day-time vitality of other destinational nodes.

The management team curates multiple events including the Open House Festival 2022, Bureau Talks and monthly Creative Quests to broaden audience participation and create social networks.



# HOW DOES ITS RIVERFRONT CONTRIBUTE TO LONDON AS A DESTINATION OF CHOICE?

The success of London's waterfront districts is rooted in their ability to constantly adapt, learn and plan for the future. Emphasis on governance, collaboration and community engagement fosters resilience and consequentially a sustaining impact on surrounding boroughs.

Lessons learned highlight the need for resilience and flexibility to accommodate change over time as well as coherent governance and continual collaboration between public, private and community stakeholders.

A high quality public realm with a blend of carefully curated and organic experiences is critical to establishing and maintaining appeal – driving footfall and spend.





**ATTRACTORS FOR: LOCAL & TOURIST**

**ARTS & CULTURE**



**NATIONAL THEATRE**



**BFI SOUTHBANK**



**LEAKE STREET**



**BARGEHOUSE SOUTH BANK**

**EVENT & ACTIVITIES**



**KEY INSTITUTES**



**SEASONAL ACTIVITY**



**EMPIERAL COLLECTIONS**



**POP-UP ACTIVATIONS**

**URBAN WATERFRONT RESILIENCE**

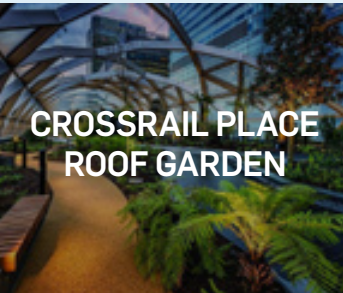
**GREEN SPACE, PLAY SPACE, PUBLIC PLAZAS, HIDDEN ROOF TOP GARDENS**



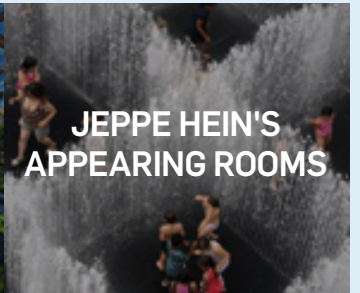
**CANADA SQUARE PARK**



**BANK STREET PARK**



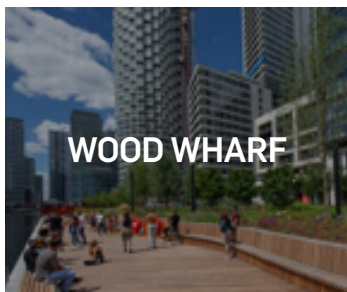
**CROSSRAIL PLACE ROOF GARDEN**



**JEPPE HEIN'S APPEARING ROOMS**

**VIBRANT WORKING ENVIRONMENT + PRIME OFFICE SPACES**

**ATTRACTORS FOR LOCAL, LARGE CORPORATIONS & START-UPS**



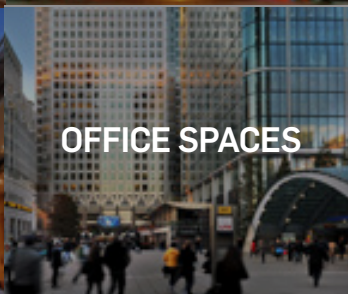
**WOOD WHARF**



**ONE CANADA SQUARE**



**RETAIL SPACES**



**OFFICE SPACES**

**GREENWICH DESIGN DISTRICT - AN ATTRACTOR ON ITS OWN**



## 2.2

# NEW YORK URBAN WATERFRONT ECOSYSTEM

**New York has a waterfront ecosystem that spans 836km of shoreline; its successful and sustainable future is recognised as a critical success factor for the entire Five Borough metro area. The recently released Waterfront Plan will guide decision making as the city plans for the expansion of waterfront access and experience over the next decade; ensuring that strategies and investments expand community access and inclusivity.**

---

**A HEALTHY WATERFRONT IS THE LYNCHPIN OF A THRIVING CITY. A LOCAL ASSET DELIVERING A MATERIAL DIVIDEND IN TERMS OF CITY COMPETITIVENESS AND APPEAL. THE RIGHT APPROACH TO ITS FUTURE PRIORITISES CLIMATE AND COMMUNITY.**

**Throughout its history, New York's harbour and rivers have been critical to its growth economic development; its redevelopment as an environmental resources, lifestyle and tourism asset is regarded as central to the next generation of opportunity.**

The New York City Comprehensive Waterfront Plan, second edition, will guide the city's land and waterside policies and programmes for the next decade. A key objective of 'The Plan' is to promote and preserve the economic vitality of the waterfront, its buildings, infrastructure and experiences. Both the planning process and the implementation of the plan are predicated on solid environmental, social and economic base-line data and monitoring; to ensure that the desired outcomes are delivered, or that course correction occurs in a timely manner.

The Plan is founded on the principle of climate justice, intending to ensure that all New Yorkers can live, work and play in safe and healthy environments; and that they are well informed and educated about the significance of climate change. It is guided by three values:

- Increasing equity and removing barriers;
- Climate resiliency and adaption; and
- Securing the health of the waterways and the people.

**The Plan reveals the significance of stewardship with respect to waterfront assets – the water and the water's edge environment; and treats 'water' as a public space as well as a public asset. It recognises the importance of long-dated decision making and extended timeframes with respect to securing desired outcomes.**

The implementation of the Plan will be overseen by a waterfront management and co-ordination advisory board which has been constituted to improve collaboration across agencies and jurisdictions. Fundamental to this degree of consensus and collective action is the shared recognition that the climate change crisis demands a new pathway to protect the waterfront as a critical economic, environmental and social asset; providing a roadmap and guidelines for tackling challenges and realising opportunities.

## KEY LESSONS THAT WE CAN LEARN FROM NEW YORK'S URBAN WATERFRONT ECOSYSTEM

**New York's growing network of 'living waterfronts' unified by the Comprehensive Waterfront Plan offers a series of reflections from which other cities can extract learnings to amplify or accelerate their own journey of waterfront resilience and social success:**

- The waterfront must be recognised as a critical social and economic asset as much as an environmental one, critical to the future resilience and prosperity of the city and its community;
- An intentional approach is required, establishing what long-term success will look like and identifying short to medium-term decisions that can build towards this;
- Each waterfront precinct has its own highly localised narrative underpinned by a clear purpose and a distinctive sense of place that reflects its context and inherent advantages;
- A powerful collective narrative can build coalition among motivated stakeholders and create a rallying cry with which to ignite community sentiment;
- There is an emerging twenty first century narrative around the 'working waterfront', an equitable and progressive cluster around green or clean tech; environmental services and ecotourism;
- These twenty first century waterfronts are a symbol of environmentally responsible, socially equitable and future focused economic opportunity that drive new kinds of jobs and high value GRP; and
- The programming must be co-created with the local community and deliver experiences and amenities that are relevant to and resonate with them.

# KEY NEW YORK WATERFRONT PRECINCTS

## FEATURED WATERFRONT PRECINCTS

A 222ha park that extends approximately 6.4 km along the western waterfront of Manhattan managed by the Hudson Park River Trust since it was established by legislation in 1998. The park was formed to enhance the health and wellbeing of New Yorkers.

### Hudson River Park Quick Facts

<b>Length of Waterfront Frontage</b>	<b>6.4 km.</b>
<b>Open Space</b>	222ha public park; 5.6ha of public plazas.
<b>Waterfront Generation</b>	Gen 2.0.
<b>Transformation Period</b>	<b>1998 - ongoing .</b>
<b>Mix of Uses</b>	Hudson Yards - Cultural institutions, Retail, Restaurants. Hudson River Park - Recreational Piers, Upland Areas and protected Estuarine Sanctuary.
<b>Pre-development condition</b>	Remnants of New York's industrial waterfront.

## Brooklyn Bridge Park Quick Facts




<b>Length of Waterfront Frontage</b>	2km.
<b>Open Space</b>	34.3ha site, with 80% of the area is reserved for park uses.
<b>Waterfront Generation</b>	Gen 2.0.
<b>Transformation Period</b>	<p><b>Since 2010, spaces have opened incrementally -</b></p> <p><b>2010: Pier 1, Pier 6 playgrounds;</b></p> <p><b>2011: Empire Fulton Ferry, Jane's Carousel;</b></p> <p><b>2012: Pier 5, Picnic Peninsula;</b></p> <p><b>2013: Squibb Park &amp; Bridge, Pier 4 Beach;</b></p> <p><b>2014: Pier 2;</b></p> <p><b>2015: Pier 6, John Street, and redesigned Main Street;</b></p> <p><b>2017: Pier 5 Uplands;</b></p> <p><b>2018: Pier 3;</b></p> <p><b>2020: Pier 2 Uplands;</b></p> <p><b>2021: Emily Roebling Plaza.</b></p>
<b>Mix of Uses</b>	Parkland and recreational amenities.
<b>Development Preconditions</b>	Industrial waterfront.

A surprising and joyful addition to the waterfront that has brought a sense of heuristic play and adventure to a former industrial site. The playscape and parkland edge forms the heart of a programme of urban and social renewal that was co-created by workers at the former sugar refinery and tells their story.

A new recreational asset for the community and an iconic experience; embracing and democratising views of the Manhattan skyline. This has become an epicentre of evening recreational activity providing sporting opportunity and space for socialising that brings local people and global visitors together in a unique environment that celebrates the natural and industrial landscape of the city.

## Domino Park Quick Facts

<b>Length of Waterfront Frontage</b>	<b>Stretches 2 acres along the East River.</b>
<b>Open Space</b>	2.4ha.
<b>Waterfront Generation</b>	Gen 3.0.
<b>Transformation Period</b>	<p><b>Opened 2018;</b></p> <p><b>2007 - 3 of its buildings were nominated historical monuments;</b></p> <p><b>2010 - New York City Council authorized demolition.</b></p>
<b>Operated by</b>	Two Trees Management
<b>Scale of Investment</b>	<p>Park construction - US\$50 billion</p> <p>Waterfront Development Megaproject - US\$3 billion</p> <p>Restoration of Sugar Refinery - US\$250 million</p>
<b>Mix Uses</b>	<p>Recreational, restaurant, walkways</p> <p>Future development featuring four mixed-use buildings including affordable housing</p>
<b>Pre-development condition</b>	<b>Before - After</b> Former Domino Sugar Refinery

	BROOKLYN BRIDGE PARK	HUDSON RIVER PARK	DOMINO PARK
<p><b>PRECINCT GENESIS</b></p>	<p>Brooklyn Bridge Park was born out of opposition to the Port Authority's plan for a commercial development.</p> <p>Brooklyn Park is an example of how community action can shape important public projects creating a lasting benefit for the city.</p>	<p>Established in 1998 on the remnants of New York's industrial waterfront through the Hudson River Park Act.</p>	<p>Domino Park , built on the site of the former Domino Sugar Refinery, is a tribute to the "diversity and resiliency of the Domino works, their families, and their neighbourhood"</p>
<p> <b>PRECINCT FOCUS &amp; STRATEGY</b></p>	<p>"The park is precisely the product of democracy and human nature". Its objective was to transform the hostile site into a flourishing civic landscape whilst staying true to the intrinsic nature of the industrial waterfront.</p> <p>Brooklyn Bridge Park encourages close interaction with the water and is driven by the concept of a "structural economy".</p>	<p>The objective of Hudson River Park is to deepen the community's experience with the Park and River as well as grow awareness by provoking meaningful and memorable experiences.</p> <p>At present, the park is advancing new open spaces as well as progressing enhancement and research initiatives for the Sanctuary.</p>	<p>The park aims to achieve multiple objectives:</p> <ul style="list-style-type: none"> <li>▪ attracting residents to the new 4.4ha mixed-use development surrounding the site;</li> <li>▪ a public amenity and</li> <li>▪ a bulwark against the rising tides.</li> </ul>
<p> <b>GOVERNANCE &amp; PLACE MANAGEMENT</b></p>	<p><b>Public + Private</b></p> <p>Brooklyn Bridge Park Corporation (NGO)- The Brooklyn Bridge Park Board of Directors (17 Directors).</p> <p><b>Mayor of the City of New York and First Deputy Mayor of the City of New York</b></p> <ul style="list-style-type: none"> <li>▪ <b>The Brooklyn Bridge Park Community Advisory Council</b> - feedback and comments on park initiatives; and</li> <li>▪ <b>Brooklyn Park Conservancy</b> - fostering innovative and engaging educational, cultural, fitness and recreational programmes each year.</li> </ul>	<p>The park is run by the <b>Hudson River Park Trust</b> which represents a unique relationship between the City and State of New York.</p> <p>Construction and design was funded through a joint venture between the State, City and Federal governments and through donations and private funding.</p>	<p><b>Privately-owned and built public space.</b></p> <p>The developer Two Trees designed, built and maintains the new public park with guidance from NYC Department of Parks and Recreation.</p>
<p> <b>SCALE OF INVESTMENT</b></p>	<p><b>US\$350 million budget</b></p> <p>Brooklyn Bridge Park will receive approximately US\$800 million over the next 50 years from stores, office buildings, hotel and housing already built as well as more revenue from predicted development.</p>	<p><b>Hudson River Park</b> Investments 2000-2014: US\$720 million;</p> <p>State and city allocated US\$50 million FY 18-19 and an additional US\$23 million each in FY19-20.</p> <p><b>Hudson Yards</b> Projected costs upon completion US\$25 billion.</p>	<p>A privately built and managed space, the park was developed with a <b>US\$50 million budget.</b></p>



## IMPACT ON THE CITY



New York waterfronts set the standard for great waterfront destinations by promoting urban waterfront resilience, environmental and social sensitivity - transforming the way New Yorkers interact with the water.

**By the late twentieth century, redevelopment in New York had mostly by-passed the waterfront; the extensive edge condition of the city was either remnant port and industrial land or had been repurposed as car parking and storage. Prone to flooding, it was not positioned as desirable residential or recreational space and had become undervalued by the city and its community. An under-utilised and un-loved asset.**

The Comprehensive Waterfront Plan was inspired by the transition of port activities and the de-industrialisation of major areas of the waterfront across the Five Borough Area. It sought to distinguish between areas required for heavy port activity and those that could be redeveloped for lifestyle and recreational purposes.

The Plan has been deployed to ensure that the balance between private development and public access is maintained at key locations, including Lower Brooklyn. It has also had the impact of managing the remediation of the water's edge, creating an environmental buffer which can protect waterfront communities from the impacts of storm surges and creating green-blue lungs for the city.

The powerful, but initially unintended consequence has been the impact of the network of new waterfront places on the brand value, tourist experience and appeal of the city as a live-work destination. The redevelopment of key venues Empire Stores and South Street Seaport.

Pier 17 created inspiration for more ambitious mixed-use schemes that have transformed the experience of the waterfront in Manhattan, Brooklyn and Queens and ignited new economic opportunity. The schemes have repositioned New York as a city that cares about the health and resilience of its natural assets as well as its people.



# HUDSON RIVER PARK

- Hudson River Park was one of the first waterfront redevelopments in New York City, it represented a strategic investment in quality of life for local people as well as its urban and environmental values; and it has demonstrated strong returns on investment. From 2000 to 2014, investments of US\$720 million in the park have ensured approximately US\$1.2 billion indirect economic investment for New York City – and US\$1.425 billion for New York State. Hudson River Park itself has created and supported 3,000 full-time and part-time jobs;
- The neighbourhood population has grown in every population category – in relative and absolute terms. The number youth (+66%) and Seniors (+112%) both increased significantly between 2000 to 2015, suggesting its impact in terms of population and diversification;
- New development in the Hudson River Park neighbourhood (defined as the area within a quarter of a mile of the park from Chambers St to 59th St) is robust. From 2000-2014 the total property value (US\$8 billion) represented a fifth of the entire neighbourhood today (US\$40 billion);
- Growth in the River Park is leading Manhattan (in terms of new square feet of real estate), representing a quarter of the growth in all of Manhattan. It is strengthening New York City's bottom line through rising property tax contributions (28% faster than the rest of Manhattan between 2000-2015. Hudson River Park exhibited steady growth in both traditional sectors like finance (+41%) and professional and scientific services (+75%); and
- The development of Hudson Yards to the north has provided the next link in the western network of open waterfront access.

# DOMINO PARK



Creating a place to play, Domino Park reconnects with the history of the area, reinterpreting its local heritage and story for new generations of the community. **Its playful storytelling qualities through landscape are critical to its success.**

- Domino Park is the centre piece of a community renewal project in Williamsburg and represents both an environmental remediation project and the regeneration of an iconic industrial site. It was one of the first developments to be certified under the waterfront edge design guidelines; and
- The vibrant 2ha park has delivered a network of both active and passive spaces to an area which had one of the lowest open space to people ratios in the city. It is an important link in the coherent network of urban waterfront greenways and reconnects the Williamsburg neighbourhood to the East River, creating new experience for visitors extending the destination appeal of the area.

# BROOKLYN BRIDGE PARK

Brooklyn Bridge Park, designed by Michael van Valkenburgh Associates, is an attempt to come to terms with the best and the worst of our era. On the one hand, concern for the environment and an appreciation for the beauty of urban life and infrastructure; on the other, the relentless encroachment of private interests on the public realm.

In 2002, Brooklyn Bridge Park was established with a mandate that the park would generate the revenue needed to maintain it in perpetuity. Over the next 97 years, the development is projected to **lead to a US\$119.7 million in net present value of revenue** (approximately a projected total of 3.3 million annually in rent and PILOTS).

## A DYING WATERFRONT TRANSFORMED



Driven by community advocacy, substantial activation of recreational infrastructure such as bike trails, playgrounds, courts, and pitches deliver a unique urban and landscape design solution driven. An internal park survey showed that **over 30,000 visitors** came to the park on summer day weekends, irrespective of any major park events. In summer months, **Piers 1, 3&4 attract an average of 25,789 visitors on a weekday and 127,307 on the weekend.** In 2015, 18% of users were from adjacent neighbourhoods and **63% were from other parts of New York City.**

### **Pier 1 & Pier 3-4 Uplands environmental performance benefits post-redevelopment are substantial:**

- 80% reduction in annual stormwater runoff (Pier 1);
- Provides habitat for 119 species of birds observed onsite;
- Increased Biomass Density Index from 0.15 to 2.43. Three times greater than traditionally designed waterfront parks; and
- "Managed succession" planting areas provide annual benefits valued at \$2,055, including 4,370 lbs of gross carbon sequestration, 2,246 cu.ft of annual avoided run off, and 966 lbs of pollutant removal.

# A SHOWCASE OF POWERFUL VISION, LONG-TERM APPROACH TO URBAN AND SOCIAL RESILIENCE

## HUNTER'S POINT SOUTH

Hunter's Point South represents the successful transformation of a disused industrial area of New York into a vibrant, mix-used precinct, where people can explore and play. With a strong focus on social responsibility, sustainable urban ecology and cultural expression, the development creates an offer that is responsive to a gap within the waterfront network and recognises the role parklands play in transforming New York's waterfronts.

### CONNECT NATURE, HUMANITY AND URBANITY

Hunter's Point is an exemplar of close integration between architecture, landscape architecture and engineering. The multi-agency, two phase project is a collaboration of SWA/Balsley and Weiss/Manfredi, with water engineering services provided by Arup. Extensive active engagement with local stakeholders and users throughout the regeneration led to an urban outcome that responds to the local context and reflects local community needs. The engagement approach drove the design of the recreational spaces, where there are spaces for quiet contemplation, balancing with spaces for fitness and adventure.



- Along with **4.4ha of waterfront open space**, comprising public art, picnic terraces, pedestrian and bicycle pathways, playgrounds, and a **10m cantilevered platform** with a view of the Manhattan's skyline and East River—the project includes new infrastructure, roadway improvements and seven residential buildings. **Hunter's Point transforms the Long Island Waterfront by creating a place to live and play which recognises affordable, accessible, and sustainable outcomes for both local residents and New Yorkers alike;**
- Engendering the **largest affordable housing development** in New York City since the 1970s, Hunter's Point South, once complete, will permanently offer 60% of housing (out of the 5,000 units of residential housing) to be affordable to low, moderate, and middle-income families; and
- Hunter's Point delivers along the waterfront a **blueprint for sustainable urban ecology** by incorporating PV cells, bioswales and native planting. Hunter's Point promotes urban resilience and innovative solutions through designing for future flood patterns of the East River with various sustainable features including bioswales, streetside stormwater planters, and the separation of the previously combined storm-sanitary sewer system.



# WHAT MAKES NEW YORK WATERFRONT A DESTINATION OF CHOICE?

## PUBLIC REALM & EXPERIENCE



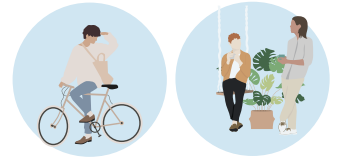
The development of New York's waterfronts as premier destinations signals a shared public and private commitment to experimentation and a focus on environmental and social resiliency.

The ambition to deliver a continuous waterfront greenway that extends along the western edge of the East River has significant implications for the appeal of the entire Five Borough area as a place to live or work and to visit. It has created a new relationship between people and the river, reconnecting to its environmental values, heritage and story.

The diversity of precincts that are evolving around the new parkland assets are fundamental in supporting the development of new and different forms of economic activity; the fact that they work collectively as a network (in terms of their environmental services and recreational opportunities) will enable synergies to develop between them, rather than encouraging competition between them.

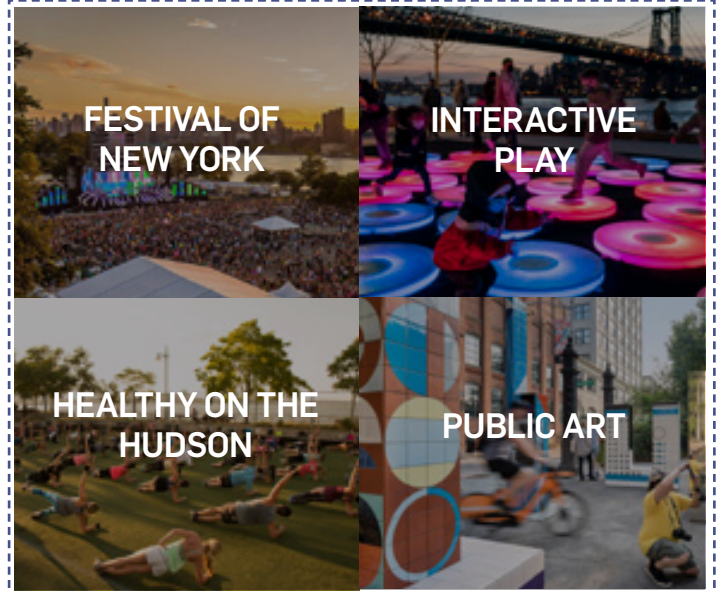
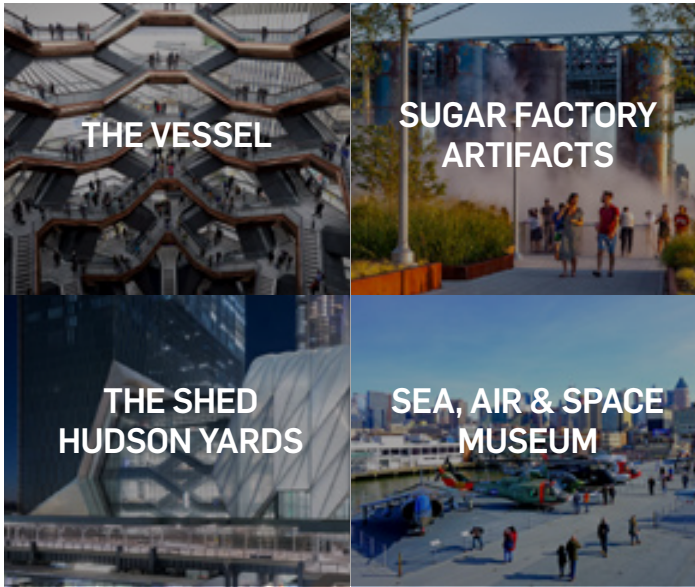
The remediation of the edge condition to create greater contact between the community and the riparian environment has created the conditions for a new paradigm. One in which the river is an educational tool for its community, enabling a cultural shift about climate resilience in all its forms.





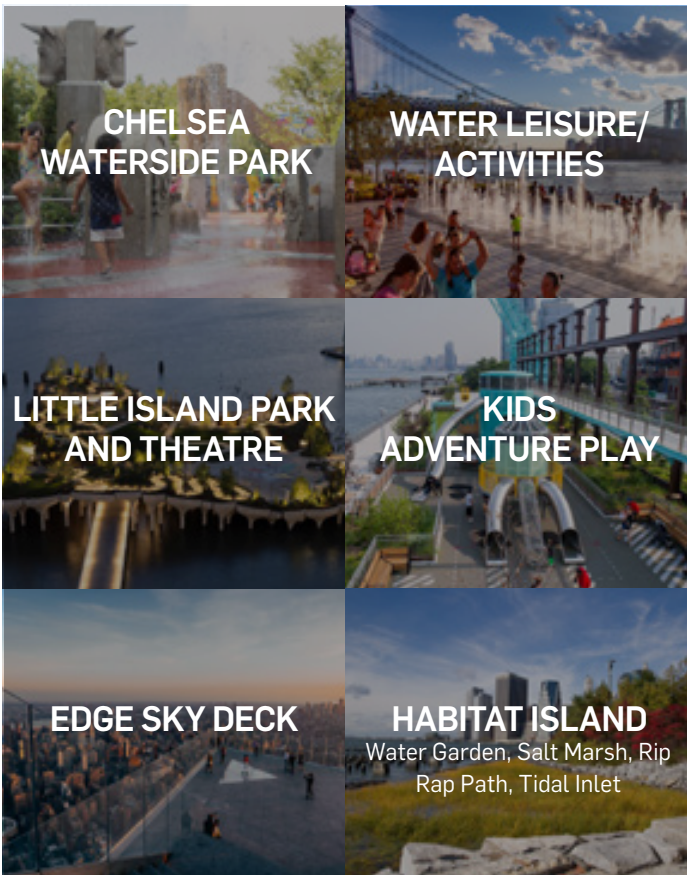
## SENSORY, SANCTUARY & PLAYFUL EXPERIENCE

ATTRACTORS FOR: LOCAL & TOURIST



## UNIQUE LEISURE EXPERIENCE

ATTRACTORS FOR: LOCAL & TOURIST



“ A PARK THAT IS THOROUGHLY DESIGNED BUT NOT TOO SELF-CONSCIOUS

**Brooklyn Bridge Park**, a “derelict and inaccessible vestige of New York’s industrial past” is transformed into a delightful, accessible, utilised green recreation space. Returning the city’s waterfront edge to public use creates opportunities for “democratic and multi-use civic space” including formal water play areas, wetlands, boat ramps and green space.

The park hosts on **average 664 programmess** annually. The spaces fusion of nature, public art and play foster a clear identity in amongst the open space network along the East River network.



2.3

# SINGAPORE URBAN WATERFRONT ECOSYSTEM

**Singapore's waterfront reflects the contemporary collision of nature, economic activation, and lifestyle appeal.**

Singapore is a low-lying island state with a 193km coastline vulnerable to rising sea levels; consequently the ocean represents a strategic asset but equally an on-going challenge in the face of climate change. As a function of the Singapore Green Plan, the Government has appointed a national Coastline Protection Agency tasked with co-ordinating a long-term and whole of government plan that recognises the environmental challenges and appreciates equally its significance as an economic and lifestyle asset. Stakeholder and community engagement is an important aspect of this approach, recognising the need for education and cultural change.

Currently approximately 70 per cent of Singapore's diverse coastline has been protected against coastal erosion through natural and manmade interventions that interface with the existing land use and future development potential. Major infrastructure interventions are increasingly designed to have a dual purpose; Marina Barrage, for example, is both a mechanism for flood control and equally a recreational asset. Data is imperative to the monitoring and management of the impacts arising from these interventions forms an important platform underpinning the strategy.

The waterfronts of Singapore are diverse in their role and experience, they comprise marine and maritime activities, national parks, airports, ecological sites, military reserves, residential areas and lifestyle destinations – that collectively establish both the city's lifestyle and image. Significantly, land reclamation has been an enduring feature of both the nation's urban expansion and economic intensification, growing the land area by 24 per cent and enabling the extension of the central business district that has increasingly positioned Singapore as a global finance node.

The waterfront estate has been developed in a series of stages or waves, each of which has somewhat unique features or characteristics; and each of which reflects a shift in Singapore's global aspirations and planning paradigm.

- Stage one saw the acquiring or reclamation of land for nation building projects that enabled the development of contemporary Singapore. This stage was led by a principle of reclaim first and develop as necessary, taking a future focused approach to social and economic needs.
- The second stage saw the development of economic assets along the shoreline, ensuring the both the emergence of Singapore as a modern industrialised economy and subsequently enabling its responsible transition to knowledge-based activities. The development of Changi airport and the Port of Singapore being two such examples.
- The emergence of the third stage iconic world waterfront and skyline has responded to the significance of destination iconography and appeal. Marina Bay South including the Barrage recreation area and reservoir being the emblematic deliverable from this stage.
- Stage 4 waterfront domain has returned to the significance of water as a natural asset that serves wider community (as well as visitor uses); essential to this stage is the delivery of genuine places which work with the grain of kampung life.



The requirement for more land has been enshrined in the Urban Redevelopment Authority Long Term Plan which identifies sites for potential reclamation; this same plan also reserves valuable 'yellow land' which is safeguarded for significant future uses. The Master Plan which translates the strategies of the Long-Term Plan into short to medium term implementation identifies land for urban transformation projects regarded as key to long term economic growth. Waterfront land is a critical component of this plan, with projects such as the Great Southern Waterfront and Kallang River being identified as significant strategic initiatives in the short to medium term.

**The integration of long-term strategy that balances the demands of economic, environmental and lifestyle goals with the identification of projects that implement short to medium term transformations is a critical success factor. It safeguards the orderly transformation of the waterfront and maximises the value that it confers on the nation and its community.**

## KEY LESSONS THAT WE CAN LEARN FROM SINGAPORE'S URBAN WATERFRONT ECOSYSTEM

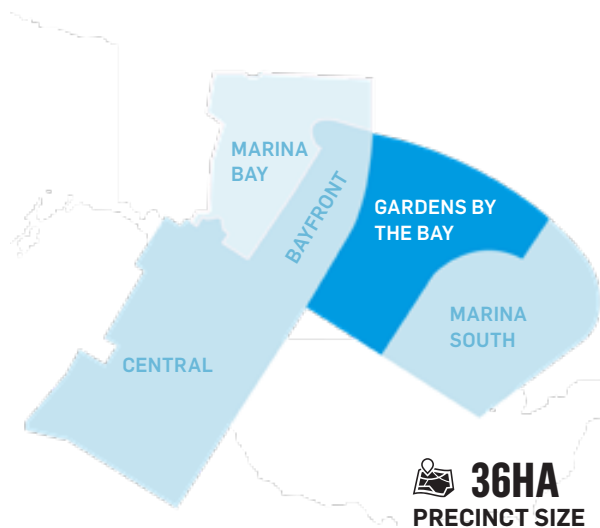
**Singapore is replicating the lessons that it has learned through the redevelopment of Marina Bay and is beginning to consider how these can be applied in other waterfront locations, including Punggol waterfront. The lessons learned for application in the context of Sydney's waterfront are:**

- The waterfront is understood to be a strategic urban asset that signals the values and cultures of the community to the rest of the world;
- Bold, long-range thinking drives superior return on investment over time for all stakeholders; a visionary plan for change that articulates the key desired outcomes is an important touchstone for decision-making;
- Active strategic and tactical decision-making relating to the management and activation of the precinct is foundational for sustained success;
- A progressive mix of local and global events and experiences, multinational corporations and social enterprises build a successful waterfront place; balancing purpose and profit;
- Embedding cultural and public good assets within a waterfront amplifies value generation for the city in terms of urban value proposition, talent attraction and the development of new economic opportunities; and
- Green is as important as blue; progressive waterfront development that creates a continuous 'turquoise' ribbon supports health, resilience, aesthetic appeal and ecological services that confer benefits in environmental and human terms.

## 2.3

# MARINA BAY, SINGAPORE

THE CENTREPIECE OF SINGAPORE'S URBAN TRANSFORMATION SUCCESS STORY - A SUCCESS OF OVER 50 YEARS.



### PRECINCT GENESIS



**MANAGED.** Marina Bay is a large-scale and strategic waterfront development project. Developed on partially reclaimed land and embracing elements of Singapore's historic waterfront, it is symbolic of the nation-state's future. Its 9-sub-precincts have been masterplanned as both an extension of the downtown district and a lifestyle asset, supporting Singapore's growth as a major global business and financial hub.

#### QUICK FACTS



<b>Length of Waterfront Frontage</b>	<b>3.5km waterfront promenade</b> forming part of the 11.7km waterfront route around Marina Reservoir, linking Gardens by the Bay, Marina Barrage, and the Sports Hub.
<b>Open Space</b>	~100ha 'Gardens by the Bay'.
<b>Waterfront Generation</b>	Gen 3.0.
<b>Transformation Period</b>	<p><b>1st Transformation:</b> 1970s – 2000s Land Reclamation + Master Plan;</p> <p><b>2nd Transformation:</b> 2010s First Milestone for the Precinct with completion of many major public infrastructure project;</p> <p><b>3rd Transformation:</b> 2020s (Pilot Bid currently underway).</p>
<b>Mix of Uses</b>	Prime role as a Global Business & Financial Hub (Home to network of banks, professional services firms, hotels and increasingly, tech firms). Serves as Precinct for Hospitality, Tourism, Leisure, and Entertainment.

### PRECINCT FOCUS & STRATEGY



#### HIGH PERFORMANCE PRECINCT AND A PLACE FOR LOCAL.

The 1980 master plan set out a 20–30-year framework, with Marina Bay envisioned as an integrated 24/7 live-work-play waterfront precinct that encourages a mix of uses including commercial, residential, hotel and entertainment – **“A city centre that is alive day and night and (provide) a stronger character to the heart of Singapore”**. There was a clear objective established. That is, to optimise the waterfront location and create a distinctive image through the creation of international landmarks (focal points) for the city.

With completions of many major public infrastructure projects and iconic destinations in 2010s, Marina Bay has become a new destination for the local community, whilst continuing to attract new investments, visitors, and talent. **“It has ushered in a new concept of city living that embraces all the opportunities and activities that Singapore has to offer”**.

Charging into a new decade, the Marina Bay Pilot BID envisage further urban transformation at Marina Bay. The Pilot BID aims to activate public spaces and collectively organise unique events to inject even more vibrancy into the precinct and cater for the community's social and recreational needs, fulfilling its vision to emerge as the best integrated business, employment, lifestyle and recreational destination of choice.

## PURPOSE AND OBJECTIVES OF THE PILOT BID:

### Key initiatives of the Pilot BID include:

- Design a unique Marina Bay experience for community and visitors through various offerings to showcase the interesting aspects of the precinct (e.g., dining spots with a view, premium quality accommodation and F&B options).
- Organise regular activations (e.g., fitness, family friendly activities) to enhance the vibrancy and attract footfall to the precinct.
- Curate different events at public spaces around the precinct such as The Promontory at Marina Bay, and The Lawn at Marina Bay, to showcase the variety of architecture and views of the iconic skyline.
- Improve and enhance connectivity among the developments, such as wayfinding.
- Implement joint marketing initiatives among stakeholders.
- Explore ways to keep the office communities engaged, enhancing the working experience within the precinct

## PRECINCT GOVERNANCE & PLACE MANAGEMENT



### PUBLIC AND PRIVATE PARTNERSHIP

**Urban Redevelopment Authority (URA) is the development agency and 'place manager' of Marina Bay. URA holds responsibility to:**

- Adopt a holistic approach to the precinct master plan;
- Promote and achieve the vision of Marina Bay as a vibrant live-work-play district;
- Implement key infrastructure and manage key public assets like the waterfront promenade, the Promontory, the Lawn and programmes events and activities within the precinct, in collaboration with other government and private stakeholders; and
- Promote Investment opportunities.

Singapore Government appointed URA in 2004 as the core agency to spearhead and coordinate development efforts for the precinct. Place management was brought to focus with the planning and development of this regionally & globally significant precinct. In the same year, URA set up the Marina Bay Development Agency (MBDA) to drive place management efforts in Marina Bay and achieve the precinct vision as a distinctive business and financial hub - **"A delightful home in the city and a dynamic playground brimming with round-the-clock energy and vibrant activities for people from all walks of life."**

Placemaking in Singapore has become more significant with the COVID-19 pandemic, reinforcing the importance of communities working closely together to actively shape the city's destinations, in a way that can drive meaningful social interaction, environmental and economic resilience. This has led to the formation of multiple pilot BIDs in 2020 including one for Marina Bay. The Marina Bay Pilot Bid 2020 is a partnership between URA and the following precinct stakeholders:

- Hong Kong Land, Keppel REIT, Suntec REIT, DBS, Raffles Quay Asset Management: One Raffles Quay and Marina Bay Financial Centre;
- M+S: Marina One;
- OUE Commercial REIT and Allianz Real Estate Asia Pacific Core I: OUE Bayfront; and
- Sino Land Company Ltd: The Fullerton Heritage

**Marina Bay has grown into a leading financial centre, a globally recognised waterfront destination, and a well-loved local place.**

### SCALE OF INVESTMENT



While private investments have provided a solid foundation to develop Marina Bay, the development of the precinct was predominantly enabled by a hefty upfront investment by the government to deliver the planned innovation and environmentally friendly infrastructure systems.

In planning for Marina Bay, URA had to go beyond its traditional roles of urban planning and land sale management, and undertake marketing, promotion, and place management activities to showcase the distinctiveness of Marina Bay as a global waterfront destination.

#### KEY INVESTMENT ACTIVITIES

In 2005, the URA spent **US\$400,000** on a branding exercise for the precinct to position it in the global market and sell subdivided major development sites to private developers. To enhance the waterfront experience and attract businesses and visitors, the Singapore Government also spent **US\$35 million** to complete the 3.5km waterfront promenade around Marina Bay. Additional investment was made on the construction of the eco-friendly visitor centre and The Helix, linking Bayfront to Marina Centre where the Youth Olympic Park is located. Over a period of 10-15 years, the government continued to invest more than **US\$1 billion** into infrastructural works to support Marina Bay's growth and enhance connectivity within the city.

**The US\$4.5 billion Marina Bay Sands integrated Resort is one of the most significant projects in the area, with its contribution to Singapore's iconic skyline.**

In 2006, the Marina Bay Financial Centre (MBFC) Consortium spent approximately **US\$2 billion** on the first phase of the development.

The Double Helix Bridge, together with the adjacent vehicular bridge and art park **cost US\$82.9 million**. This has boosted connectivity between the destinations within Marina Bay.



## IMPACT ON THE CITY



- Marina Bay is socially sustainable in that it has been very carefully planned to balance the skyscrapers of the central business district with community-centred civic spaces and leisure facilities.

*Branabas Chia, General Manager, Pico Singapore*

### INVESTMENT ATTRACTIONS BRANDING

The branding exercise for Marina Bay has enabled precinct stakeholders (such as the MBFC) to market their offerings to international investors and visitors, and better define the unique strength of this new business district. The profile of Marina Bay has been raised both locally and internationally, catching the attention of international developers and investors through URA's conscious efforts to showcase Marina Bay at major overseas conferences and international real estate exhibitions. Branding has set Marina Bay apart from the competition: up to 2007, it has attracted development investment of **US\$10 billion**.

Prior to completion of major infrastructure projects and landmarks, Marina Bay has attracted investments of more than US\$22 billion in 2009. Approximately US\$5.7 billion as government investment in infrastructure, and US\$16.5 billion came from private investors both in Singapore and abroad.

### RETURN INVESTMENT

The 200,000m<sup>2</sup> Marina Bay Sands generates at least US\$1 billion in annual profit, attracting 25,000 gamblers daily. (A return of an initial investment of US\$2.78 billion, with total land and construction cost noted as US\$6.88 billion)

### PUBLIC REALM CONNECTOR

The Marina Bay area hosts an array of large-scale events facilitating diverse community engagement in open, green spaces. These range from sporting events like Formula One Singapore Grand Prix to cultural activations such as the Marina Bay Singapore Countdown and I Light Marina Bay light art festival. In 2018, Singapore's 'I Light Marina Bay festival' – commissioned by the URA – attracted approximately 2 million visitors and drew US\$15.3 million in PR value for the precinct. The festival encourages both environmental and social sustainability branding Marina Bay as a 'green precinct'.

The construction of the Helix Bridge sparked the emergence of the Marina Bay area as a waterfront hub. The bridge is part of the 11.7 km promenade route that will link Gardens by the Bay, Marina Bay Sands, the Esplanade, Marina Barrage and Singapore sports hub.

### COMMUNITY ENGAGEMENT



# WHAT MAKES MARINA BAY WATERFRONT A DESTINATION OF CHOICE?

## PUBLIC REALM & EXPERIENCE



Marina Bay is a place for people from all walks of life to explore (live), exchange (work) and entertain (play), with 'Bay' as the focal point for the area.

The precinct is home to the city's most distinctive contemporary architectural icons, a powerful cluster of world-class leisure and lifestyle destinations, events and civic spaces for the community, making it both the People's Bay and one of the World's Great Waterfronts.

The further development of the bay area for commercial and residential purposes is reinforced by the quality of its street network and public-private spaces; and has been ignited by the delivery of investment in public transport infrastructure and pedestrian networks.

## SEAMLESS CONNECTIVITY (PHYSICAL + DIGITAL)

ATTRACTORS FOR: LOCAL, WORKERS & TOURIST + MILLENNIAL

<p><b>Comprehensive Transport</b> 8 Rail Station in the Precinct</p>	<p><b>Excellent Pedestrian Experience</b> All Weather Protection + Safety</p>	<p><b>"Walkable + Cyclable" Waterfront</b> Seamlessly Connected Between Destination</p>	<p><b>Well-Equipped for Digital Lifestyle</b> Established WIFI Infrastructure in the precinct</p>
--	---	---	---

## LIFESTYLE WORKING ENVIRONMENT + PRIME OFFICE SPACES

ATTRACTORS FOR: LOCAL, BUSINESSES & WORKERS

<p><b>MARINA BAY FINANCIAL CENTRE</b> 3.55ha Precinct with Beautiful Waterfront Park</p>	<p><b>ONE RAFFLES QUAY</b></p>
<p><b>MARINA ONE</b> Prime A-Grade Offices + Retail Podium featuring Lush Greenery and Landscaping</p>	<p><b>ASIA SQUARE</b> Prime Office Space + Hotel</p>

It's all about the authenticity of the place experience to maintain the attractiveness of a place. According to Bloomberg, Millennials represent the largest generation to date, making up 31.5% of the world's population; and 86% of them travel for experience and culture - the authentic culture and educational visit.

To capture part of this generation's US\$200 billion/year travel market, waterfront destinations will have to enhance their experiential offering.



## ARTS & CULTURE

### ATTRACTORS FOR: LOCAL & TOURIST + MILLENNIAL



**ART SCIENCE MUSEUM**



**FUK TAK CHI MUSEUM**



**RED DOT DESIGN MUSEUM**



**THIAN HOCK KENG TEMPLE**



**FULLERTON HERITAGE**

2.67ha Waterfront, Offering Waterfront Dining, Upscale Shopping & Entertainment

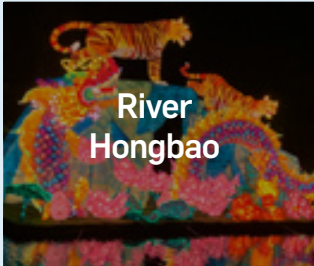


**LAU PA SAT**

Well Preserved Heritage Character + Experience Singapore's Unique Food Culture

## EVENTS & ACTIVITIES

### SIGNATURE EVENTS(ONCE-A-YEAR)



**River Hongbao**



**iLight Singapore**

Annual Sustainable Light Art Festival



**Marina Bay Singapore Countdown**

## UNIQUE F&B EXPERIENCE + WORLD CLASS EXHIBITION & ENTERTAINMENT SPACE

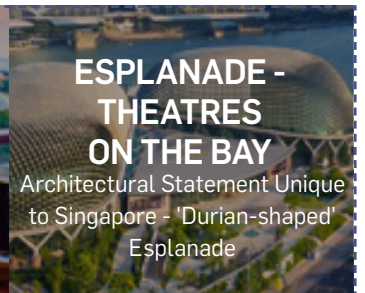


### TOP UP ATTRACTORS FOR: BUSINESSES/WORKERS



**LeVel33 at MBFC**

World's Highest Microbrewery, Conveniently located at Marina Bay Financial Centre

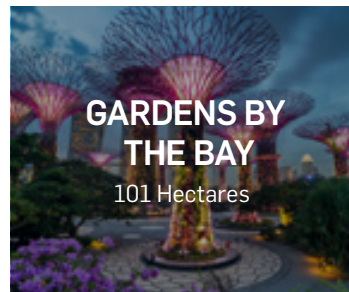


**ESPLANADE - THEATRES ON THE BAY**

Architectural Statement Unique to Singapore - 'Durian-shaped' Esplanade

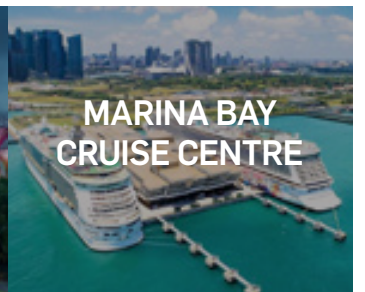
## RECREATIONAL + LEISURE

### ATTRACTORS FOR ALL



**GARDENS BY THE BAY**

101 Hectares



**MARINA BAY CRUISE CENTRE**

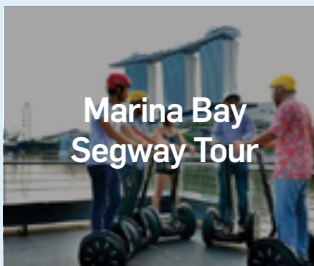


**MERLION PARK**

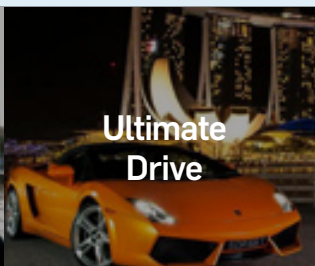


**SINGAPORE FLYER**

### FREQUENT EVENTS/ ACTIVITIES



**Marina Bay Segway Tour**

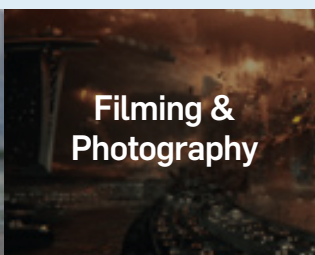


**Ultimate Drive**

### MEANWHILE USES



**Food Truck**



**Filming & Photography**

# 03

# LESSONS FROM PLACE OR PRECINCT SPECIFIC WATERFRONT

## WATERFRONT PRECINCTS AS THE CATALYST FOR URBAN AND SOCIAL CHANGE

For nearly forty years, waterfront redevelopment has been a catalyst for urban repositioning and change; and across this timeframe a continuum of projects have reignited docks, harbours, waterways and shorelines. The successive generations of projects have been driven by objectives which have increased in their sophistication and the resulting precincts and places have grown in terms of the balanced benefits they have delivered.

**Of the two hundred examples that could have been explored through this study, a short list has been created reflecting first generation and future generation approaches. Examples of inter-generational differences in approach can be accounted for as much by advancing awareness of the importance of waterfront assets as by technological change.**

By necessity, each waterfront precinct evolves differently and reflects its locational attributes and intrinsic opportunities through its natural and built form elements. Some are anchored by public good assets, parks and marine infrastructure for example, others reflect mixed use regeneration schemes creating a platform for neighbourhood life or the future of work; whilst others remain marine and maritime industry oriented or reinvent themselves as iconic cultural destinations.

Each, however, is recognised for its unique contribution to the identity of, and life in its city; creating a positive force for inclusive and productive urban growth and change.



FEATURED WATERFRONT PRECINCTS





# **10 LESSONS LEARNED FROM GLOBAL WATERFRONT PLACE AND PRECINCTS**

**THE FOLLOWING LESSONS REFLECT THE OPERATIONAL CONTEXT IN WHICH WORLD CLASS WATERFRONTS ARE FORMED AND MAINTAINED. THEY HAVE BEEN FRAMED FROM CONSIDERATION OF THE CITY-WIDE AND PRECINCT SPECIFIC CASES STUDIES.**

**01**

**DEEPLY INTENTIONAL & POSITIONED AS A CORE VALUE CREATORS**

---

Creating benefits for their community and enhancing the competitive positioning of the city . Every decision is consciously made to drive value.

**02**

**UNDERTAKEN COLLECTIVELY, SEEKING SHARED WINS**

---

All levels of Government, the private sector, community and lead institutions work together within a common change agenda over time.

**03**

**SEEK BALANCED AND INCLUSIVE OUTCOMES**

---

Economic, environmental and social or cultural outcomes are of equal significance and are developed to deliver shared material benefit.

**04 DEVELOPED PURSUANT TO A POWERFUL UNIFIED VISION**

---

The desired outcomes are clearly defined and show a direct connection to the future place vision and purpose.

**05 DELIVERY IS A LIFE-LONG LOVE AFFAIR**

---

This is an enduring commitment that transcends political and capital cycles and relies on deep relationships.

**06**

**PROGRESSIVE FUTURE THINKING: LEADERSHIP IN ACTION**

---

Responds to the BIG challenges of our time, like climate and carbon, and embeds elements of cultural change and thought leadership into its approach.

**07**

**FIT FOR PURPOSE AND PUBLICLY ACCOUNTABLE**

---

The governance is best fit for the context, the challenge and the community. It is place based and reports progress against KPIs transparently.

**08**

**HUMAN CENTRED DECISION-MAKING + ENGAGEMENT**

---

Creating closer relationships between people and water. Driving outcomes that are responsive to their changing, priorities and aspirations.

**09 EMBEDDED CYBER PHYSICAL SYSTEMS TO DELIVER REAL TIME INFORMATION**

---

Real time information about all aspects of performance drive good decisions.

**10 PROVIDE DYNAMIC LONG-TERM ACTIVE MANAGEMENT**

---

Entrepreneurial curation of the place and the programme, maintaining relevance and desirability to maximise value.

# 3.1

# EMBARCADERO SAN FRANCISCO

 **27 HA**  
PRECINCT SIZE



☑ A remarkable urban waterfront renaissance of the 90s, with the Embarcadero Historic District serving as a 'major economic engine for the Bay Area'. With the rich maritime history that is well preserved throughout Embarcadero, San Francisco has become a city that is defined by its Piers

## QUICK FACTS

<b>Length of Waterfront Frontage</b>	<b>27km waterfront promenade</b> Running along the waterfront of San Francisco from Bay Bridge, The Ferry Building down to Pier 39 and Fisherman's Wharf.
<b>Open Space</b>	
<b>Waterfront Generation</b>	Gen 2.0.
<b>Transformation Period</b>	<b>Early 2000s</b> San Francisco Embarcadero was once one of the world's most celebrated waterfront cities due to its rich maritime history and careful adaptive reuse of heritage and industrial buildings.  However, the evolution is being challenged with the seawall being over 100 years old, and more than 20 piers have disappeared by decaying and falling into the bay. The Future of Embarcadero requires innovative solutions toward sea level rise and flood resilience.
<b>Mix of Uses</b>	Predominantly Maritime Use, Leisure & Entertainment, Retail, and Waterfront Dining.

## PRECINCT GENESIS

**DEFINED.** The redevelopment and restoration of the Embarcadero began after the 1989 Loma Preita earthquake where the freeway was torn down – the freeway that has divided the waterfront and the Ferry Building from the downtown for almost 3 decades.

## PRECINCT GOVERNANCE & PLACE MANAGEMENT

**Public-led.** The Port of San Francisco is responsible in managing the 7.5 miles of waterfront property adjacent to San Francisco Bay.

**The Port's operating portfolio is composed of approximately 580 ground, commercial, retail, office, industrial, and maritime leases, including leases for the Embarcadero's internationally recognised landmarks such as the Ferry Building, Pier 39 and Fisherman's Wharf.**

The transformation of Embarcadero is mainly driven by the opening of the waterfront for public enjoyment and some pier restorations in the early 2000s. Many of the city's piers remain empty or used as parking lots while the Port of San Francisco seeks private developers to initiate redevelopment. However, the Embarcadero Seawall remains a big challenge. Built on mud, the seawall will not withstand a major earthquake and the land is expected to flood as sea levels rise. The city has plans to spend billions to strengthen the seawall and billions more to fend off rising waters, however, no specific plan has been actioned yet to date.

### PIER 70 - Public-Private Partnership

Whilst Pier 70 is not part of the main Embarcadero Precinct, the revitalisation of this pier brings a new life to San Francisco waterfront. It showcases meaningful solutions to city priorities by providing affordable housing, creating signature spaces to support arts, and providing revenue-generating local manufacturing and commercial uses.

In 2017, the Port of San Francisco and Brookfield Properties entered a Public-Private Partnership, to restore and redevelop the pier. The construction is currently underway on the US\$3.5 billion waterfront precinct, with housing, offices, rehabilitated heritage buildings, parks and spaces for artists and local manufacturing.

## Working Harbour

Main Function as Transport, Industrial or Commercial Use (mostly distributed on the even-numbered piers)

## Leisure Water

Main Function as Recreational, Leisure, Entertainment, Retail, F&B Dining

### PIER 1. THE FERRY BUILDING

Major hub for all ferries arriving San Francisco from around the Bay.

### PIER 1. Foodie Hall + Farmers' Market

### PIER 1 1/2.

Boating Dock, Water Taxi Services.

Waterfront Upscale Dining (La Mar).

### PIER 3. Hornblower Yacht Company

Bay Cruises +  
Waterfront Casual  
Dining.

### PIER 7. Local Fishing Spot + City View

### PIER 15 & 17 Science & Discovery

### PIER 23 Waterfront Casual Dining

### PIER 24 Art Gallery

### PIER 14 Passive Recreation + City View

### PIER 27 & 29 New Cruise Ship Terminal

Pier 30/32  
Parking Lots

### PIER 43 1/2 Bay Tours

### PIER 41 Transport + Bay Cruises

### PIER 40 City Kayak (Active Recreation)

### PIER 35 Back up Pier for Pier 27 Cruise Ship Terminal

### PIER 33 Alcatraz Landing, Departure Point

### PIER 45 WWII Ships & Musée Mécanique

S.S. Jeremiah O'Brien,  
USS Pampanito.

### PIER 39 Shopping, Entertainment + F&B

### HYDE STREET PIERE

Exploration of the  
sailing ships from  
the late 1880s

### PIER 48 Large Indoor Venue for Entertainment Events

### PIER 50 Mostly Industrial + F&B

### PIER 70. Major Redevelopment along the waterfront

The first transformational  
project leading into the  
future - redefining San  
Francisco Waterfront

### PIER 80 San Francisco Main Cargo Terminal

# LEARNING FROM PIER 70

**PIER 70 DELIVERS URBAN RENEWAL ENTWINED WITH THE EXISTING CITY FABRIC. IT INCLUDES A STRONG BRAND IDENTITY, CURATED EVENTS PROGRAMMING AND A FOCUS ON THE DELIVERY OF INCLUSIVE URBAN SPACES AND PLACES.**

### WHAT PIER 70 DOES WELL?

#### THE BRAND & IDENTITY

Pier 70's brand and identity is woven into the architectural language, its event programming and the broader master plan. The strength of this narrative reinforces Pier 70's distinctive design culture, as well as the value placed on San Francisco's contextual urban grit and grain. The site's former shipping and industrial past was highlighted through bold and creative branding that utilised colours evocative of materials palette found on the site.

The 'Made in San Francisco' slogan creates a sense of intimacy, belonging and pride as one of San Francisco's own places, with other city residents who otherwise may not visit the precinct. This ensures a repeat group of users who continue to engage with the precinct and its event program.

#### CORE SUCCESS FACTORS:

- **Brand and Identity:**  
Evocative language, messaging and design;
- **Site History:**  
Embeds the site's history in its brand, the architectural language and events programming;
- **Connection with Existing Urban Context:**  
Uses the existing city context to strengthen the precinct's program and experience.



● A PLACE THAT EMBODIES THE HISTORY OF THE PIERS WHILE ENVISIONING THE FUTURE OF SAN FRANCISCO WATERFRONT.



## PRECINCT PLACE & EXPERIENCE FEATURES

**11HA**

Site Area

**>2HA**

Waterfront Parks & Open Spaces

**1.6HA**

New Office Space

**30%**

Residential Affordable Housing

**36,400M<sup>2</sup>**

Total Green & Recreation Spaces

**8,300M<sup>2</sup>**

Non-Profit Arts Spaces

**5,500M<sup>2</sup>**

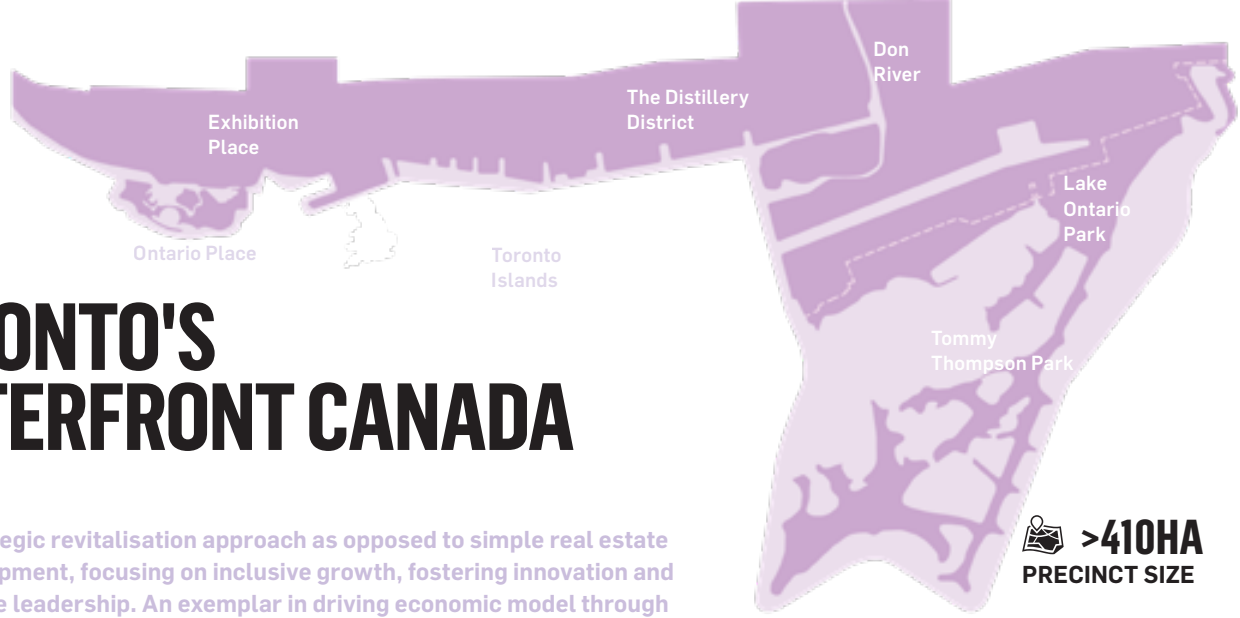
Production & Small Manufacturing

**22,000**

Jobs (10,000 temporary + 12,000 permanent)

# 3.2

# TORONTO'S WATERFRONT CANADA



☑ A strategic revitalisation approach as opposed to simple real estate development, focusing on inclusive growth, fostering innovation and climate leadership. An exemplar in driving economic model through an urban development process, creating quality of life values on top of socio-economic and environmental outcomes.

## QUICK FACTS 📍

**Precincts**  
(Size, Mix of Uses, Length of Waterfront Frontage).

Waterfront Toronto Precinct is planned and designed as places where communities (residents + businesses) can take root and grow. West Don Lands is the first complete community and it is laying the foundation for Next-Generation Sustainable Communities on the Waterfront.

With sustainability top of mind, new precincts at Toronto's Waterfront will push the envelope even further and are slated to be among the first climate positive communities in Canada.

- Central Waterfront**
- 2.5km stretch along the most well-developed Toronto's waterfront;
  - 1.8km long by 12m wide water's edge promenade & 8m wide boardwalk connected by five timber footbridges;
  - 1.5km long by 5m wide Pedestrian Promenade by YoY o Ma Lane to Bay Street; and
  - **Martin Goodman Trail** - 1.5km long by approx. 3.6m wide off-street multi use trail from YoY o Ma Lane to Yonge Street.

- East Bayfront**
- 23ha;
  - Residential + Commercial;
  - 5.5ha of Public Spaces & Parks; and
  - 1km continuous water's edge promenade.

- West Don Lands**
- 32ha;
  - 9.3ha of parks & public space; and
  - Residential.

- Port Lands**
- 356ha; and
  - Quayside & Villiers Island.

**Open Space** 43ha of new parks and public spaces on the waterfront (accessible to all).  
26km linear walkable trails & promenade along the waterfront.

**Waterfront Generation** Gen 2.0 Waterfront, Transitioning into Gen 3.0.

**Transformation Period**

**1st Transformation:**  
Early 2000, Waterfront Toronto (then known as the Toronto Waterfront Revitalisation Corporation) + Toronto Waterfront Revitalisation Corporation Act, creating a permanent independent organisation to oversee and lead the renewal of Toronto's waterfront.

**2nd Transformation:** 2020s - Current  
Waterfront Toronto Rolling 5-yr Strategic Plans.



## PRECINCT GENESIS



**DEFINED.** The evolution of Toronto's waterfront was initiated as part of the Bid preparation to host the 2008 Summer Olympics. Whilst not awarded, three orders of government pledged their support to the revitalisation of Toronto's lakefront and established the 'Waterfront Toronto' in November 2001 to oversee the planning and development of Toronto's central waterfront. The precinct was branded as a "Gateway to the New Canada". 20 years of placemaking, Toronto's downtown waterfront has successfully transformed into new accessible, beautiful, and inclusive neighbourhoods. Waterfront Toronto is now leading in as a top waterfront city with precinct-wide strategies focusing on architecturally distinctive, culturally meaningful design and innovation approaches to green building.



## PRECINCT FOCUS & STRATEGY



Waterfront Toronto was formed with a strong shared vision across three levels of government. The corporation adopted a strategic revitalisation approach, focused on re-establishing a positive, meaningful relationships with the lake and transform underused waterfront lands into vibrant public and cultural spaces for all Torontonians.

**FOCUS:** Prioritise design excellence, advance the industry on innovation and sustainability, and build a waterfront that is accessible to all with economic opportunities inclusive of everyone.

**PRIORITIES:** Placing people first and reconnecting them with the waterfront, emphasising parks and public spaces, and designing the precinct in a way that's environmentally and economically sustainable.

The corporation is extending its 20-yr legacy and advancing a post-pandemic revitalisation agenda through 5-yr rolling strategic plans, and specifically, all projects within the precinct to incorporate ambitious decarbonisation strategies.

With the launch of the first in a series of rolling 5-yr strategic plans in 2020, four key strategic priorities have been established, in align with the purpose of Waterfront Toronto. These include:

- **City Building** – from high-quality infrastructure to resilient built environment;
- **The Public Good** – placing public good at the heart of the waterfront revitalisation process – champion public priorities like sustainability, affordability and design excellence;
- **Innovation & Job Creation** – Unlocking the enormous economic value of the waterfront and create more jobs through holistic planning & effective partnerships; and
- **Financial Sustainability** – Reduce reliance on government investments by fostering new collaborations and by seeking out new partners who share our vision of waterfront revitalisation.

## 3.2 TORONTO'S WATERFRONT, CANADA

### PRECINCT GOVERNANCE & PLACE MANAGEMENT



#### PUBLIC-PUBLIC PARTNERSHIP (PUP).

Established in 2001, Waterfront Toronto is jointly funded by 3 levels of government. The corporation is overseen by the Department of Finance (Federal), The Ministry of Energy and Infrastructure (Provincial Level) and the Waterfront Project Secretariat (Municipal Level).

- Waterfront Toronto's Board of Directors are appointed by all three levels of government, representing a range of sectors and industries;
- The Corporation is accountable to the governments of Canada, Ontario and Toronto. This accountability is exercised through a standing Intergovernmental Steering Committee, composed of senior officials from the three levels of government, and a Tri-Government Working Group composed of dedicated staff from each of three governments. These bodies provide operational review and support into the delivery of the corporation mandate;
- The corporation also has expert advisory bodies. The Waterfront Design Review Panel promotes design excellence on the waterfront. The Capital Peer Review Panel provides advice to Waterfront Toronto leadership on the phasing and execution of the Port Lands Flood Protection Project; and
- Waterfront Toronto has executed a memorandum of understanding (MOU) in co-operation and partnership with the Mississaugas of the Credit First Nation (MCFN) respecting the revitalization of the Toronto waterfront. The MOU sets objectives, including recognizing and respecting MCFN's rights as the Treaty Holders of the lands on which the waterfront is situated; seeking economic opportunities for MCFN; and partnering to ensure development work acknowledges and celebrates Indigenous history, culture and ongoing presence in the area.

**Over 20 years of placemaking, Waterfront Toronto has been leading transformative change guided by a clear mandate, effective accountability mechanisms and an unwavering dedication to the place culture and public good. With the corporation's strategic revitalisation approach, Toronto's waterfront is becoming a highly local environment, featuring dynamic, sustainable, mixed-use neighbourhoods with strong connections to adjacent communities.**

### SCALE OF INVESTMENT



The three levels of government made an initial joint investment of US\$1.5 billion to begin the revitalisation process in 2001. They entrusted Waterfront Toronto with a large share of the total as seed capital, tasking the corporation with catalysing a dynamic and creative economic landscape by the lake.

#### KEY INVESTMENT ACTIVITIES

In 2017, the 3 levels of government made a further joint investment of **US\$1.25 billion** in waterfront revitalisation, directing Waterfront Toronto to deliver the transformational Port Lands Flood Protection Project. This project is due to complete in 2024.

In 2022, the Pierre Lassonde Family Foundation donated **US\$25 million** to create a new, outdoor public art trail on the future Villiers Island in Toronto's transformed Port Lands. This donation includes **US\$10 million** to commission two permanent art works anchoring the trail, and up to **US\$15 million** to establish a new non-profit organisation to manage the art trail with intention of raising additional matching funds to sustain the organisation over the long term.

- The Lassonde Art Trail will be a free, open-air route operated and curated by the new non-profit organisation. The trail will have a rotating cycle of contemporary installations, featuring local, national and international artists.

**THE QUALITY-OF-LIFE EXPERIENCE ON THE WATERFRONT IS DRAWING A NEW GENERATION OF EMPLOYMENT TO IT, AND IS HELPING TO GUARANTEE THAT TORONTO'S WATERFRONT IS RECOGNIZED LOCALLY AND INTERNATIONALLY AS A PREMIER PLACE IN WHICH TO LIVE, WORK, LEARN AND PLAY.**

## IMPACT ON THE CITY



### RESIDENTS + HOUSING

- 11,527 people living, working & studying in completed waterfront development; and
- Waterfront Toronto sets aside land sufficient to deliver 20% affordable housing in new waterfront residential developments. We've also worked to make an additional 5% of new units low-end-of-the-market ownership.

### JOBS & ECONOMY

- 23,385 jobs created during the development of waterfront lands (construction); and
- \$3,003 million total value added to the Canadian Economy to Date (\$325 million added between 2021-2022).

### VISITATION

- In the year leading up to the pandemic, there were 18 million total visits to the waterfront (11million from Toronto, 2 million from Canada, 3 million from GTA excluding Toronto, 2.5 million from outside Canada);
- Harbourfront centre 1.5 million visitors;
- Power Plant Gallery 250k visitors;
- Toronto's most beloved and important parks – the Toronto Islands. Every year, nearly 1.3 million visitors pass through the terminal on their way to the islands.

### CONSTRUCTION VALUE + PRIVATE INVESTMENT

- In addition to the effects of Waterfront Toronto's direct investments, the developments that the corporation led become powerful magnets for private sector investment;
- The construction value of private sector development projects completed and made available for occupancy during 2021–2022 is estimated at more than US\$747.8 million;
- Combined with projects already completed to date and those planned as part of the future development pipeline, the cumulative construction value of all waterfront projects exceeds US\$21.3 billion;
- US\$197.6 million total value of Waterfront Toronto Non-government sourced revenues;
- US\$8.4 billion new private sector development on waterfront (completed); and
- The Port Lands Flood Protection Project will unlock 240 ha for development when the work is completed in 2024. Considering both direct construction activity at the site and the ensuing development potential of the area, the transformation is expected to generate US\$1.9 billion in tax revenue to governments and add a total of US\$5.1 billion to the Canadian economy.

### ENVIRONMENTAL SUSTAINABILITY

- 37 new green buildings secured;
- 108 design awards to date, 589 public meetings to date;
- 138,433m<sup>2</sup> new aquatic habitat created; and
- 354,836m<sup>2</sup> new permeable surfaces created.

### 2021-2022 DIRECT INVESTMENT IMPACTS

# 2,620

Full-time Equivalent (FTE) Jobs

# \$324.8 MILLION

In Gross Domestic Product (GDP)

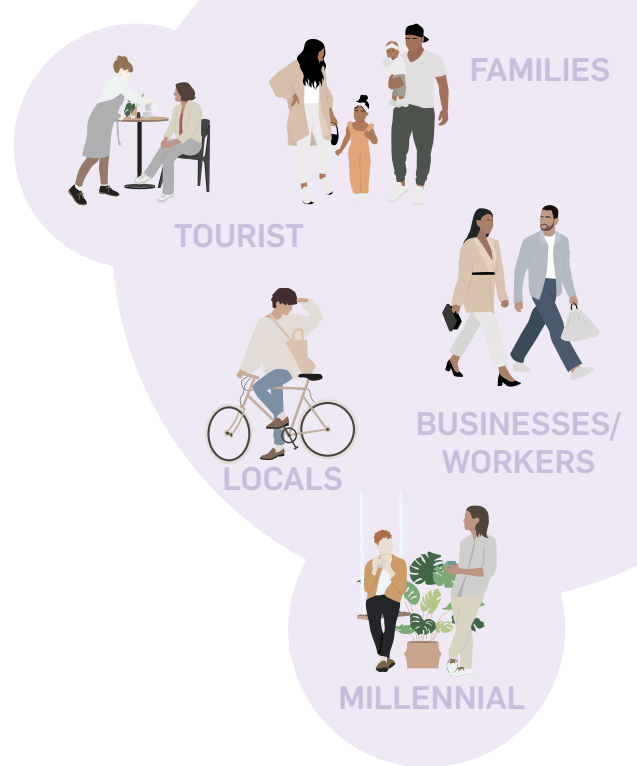
# \$218.1 MILLION

In Labour Income

# \$98.8 MILLION

In Tax Contributions

# WHAT MAKES TORONTO'S WATERFRONT A DESTINATION OF CHOICE?



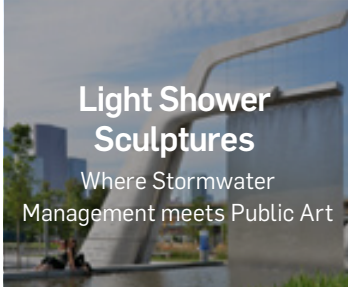
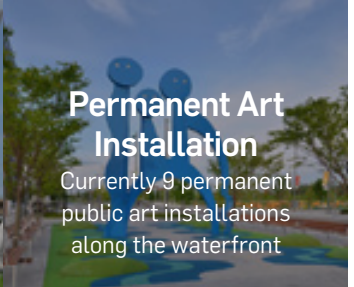
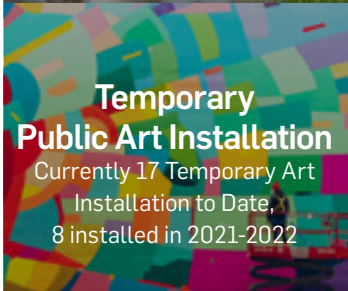
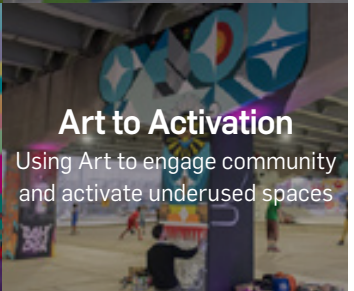
## PUBLIC REALM & EXPERIENCE

From the beginning of the transformation journey, Waterfront Toronto has 'led with landscape': putting parks, ecology and natural features first and building complete communities that respect the history and context of waterfront sites.

Public Art is embedded in the place culture of Waterfront Toronto. During the beginning of the precinct planning process, Waterfront Toronto has created a public art strategy to strategically locate permanent public artwork in each waterfront district. There's also temporary art programme to activate public spaces along the water's edge and brings people to the shoreline time and again.

## ARTS & CULTURE

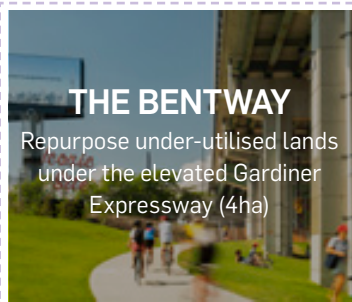
### ATTRACTORS FOR ALL

 <p><b>Light Shower Sculptures</b> Where Stormwater Management meets Public Art</p>	 <p><b>Permanent Art Installation</b> Currently 9 permanent public art installations along the waterfront</p>
 <p><b>Temporary Public Art Installation</b> Currently 17 Temporary Art Installation to Date, 8 installed in 2021-2022</p>	 <p><b>Art to Activation</b> Using Art to engage community and activate underused spaces</p>

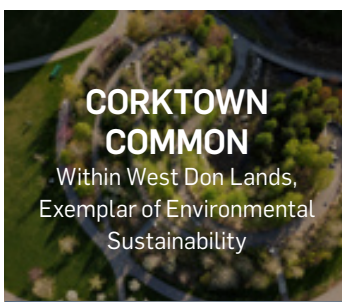
 The rapidly changing landscape of our waterfront creates a backdrop of contrast, transition, and growth for art projects to foster healthy public dialogue on timely issues.

## RECREATIONAL LEISURE (EMBEDED WITH CREATIVITY & INGENUITY)

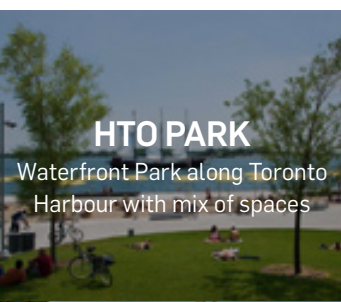
FROM AN ATTRACTOR FOR LOCAL & TOURIST TO AN ATTRACTOR FOR ALL



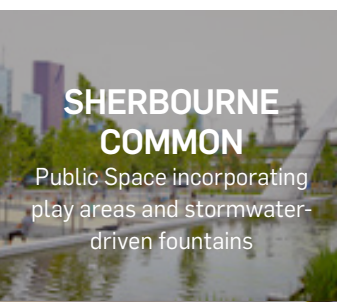
**THE BENTWAY**  
Repurpose under-utilised lands under the elevated Gardiner Expressway (4ha)



**CORKTOWN COMMON**  
Within West Don Lands, Exemplar of Environmental Sustainability



**HTO PARK**  
Waterfront Park along Toronto Harbour with mix of spaces



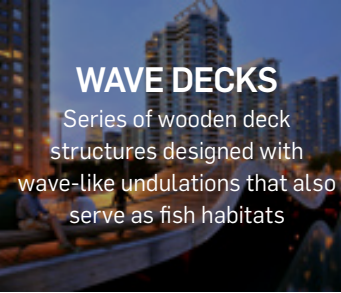
**SHERBOURNE COMMON**  
Public Space incorporating play areas and stormwater-driven fountains



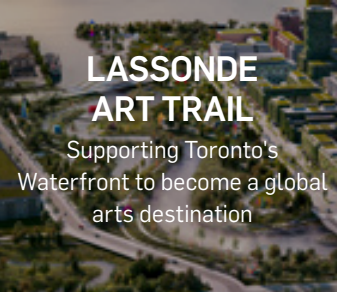
**UNDERPASS PARK**  
Active Play Space under the Gardiner Expressway



**SUGAR BEACH**  
2-acres public space with sandy areas and permanent umbrellas for sunbathing



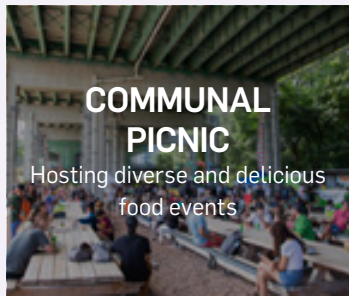
**WAVE DECKS**  
Series of wooden deck structures designed with wave-like undulations that also serve as fish habitats



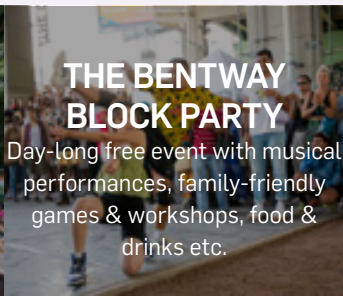
**LASSONDE ART TRAIL**  
Supporting Toronto's Waterfront to become a global arts destination

## EVENTS & ACTIVITIES


TURNING DESTINATIONS INTO CELEBRATIVE PLACES



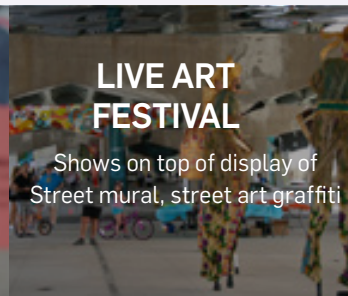
**COMMUNAL PICNIC**  
Hosting diverse and delicious food events



**THE BENTWAY BLOCK PARTY**  
Day-long free event with musical performances, family-friendly games & workshops, food & drinks etc.



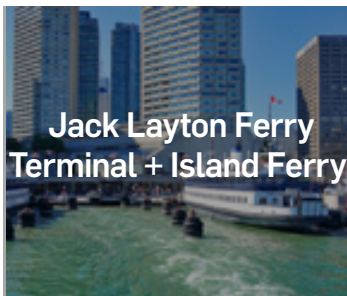
**DIGITAL WANDERING**  
Audio-visual art tour, leads visitors through a series of perspectives of those with lived experiences of homelessness



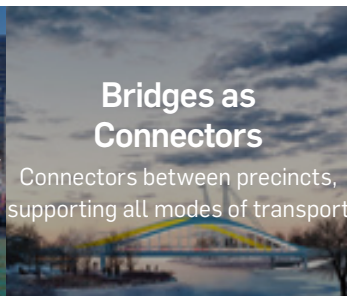
**LIVE ART FESTIVAL**  
Shows on top of display of Street mural, street art graffiti

## SEAMLESS CONNECTIVITY (PHYSICAL + DIGITAL)

ATTRACTORS FOR: LOCAL, WORKERS & TOURIST + MILLENNIAL



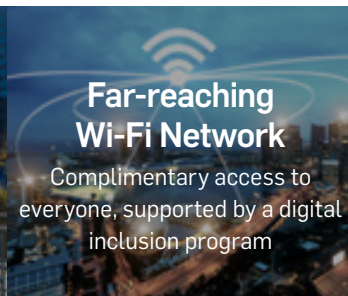
**Jack Layton Ferry Terminal + Island Ferry**



**Bridges as Connectors**  
Connectors between precincts, supporting all modes of transport



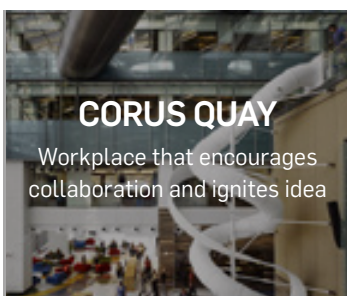
**"Walkable + Cyclable" Precincts**  
Experiential Journey Between Destination



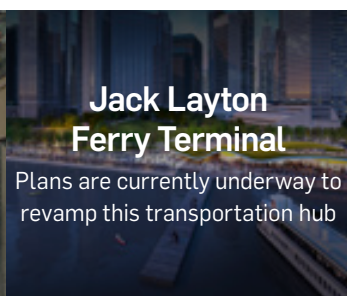
**Far-reaching Wi-Fi Network**  
Complimentary access to everyone, supported by a digital inclusion program

## DESIGN EXCELLENCE

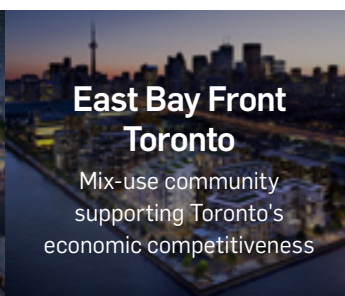
FOCUSSED ON USERS' EXPERIENCE & ENVIRONMENTAL RESILIENCE



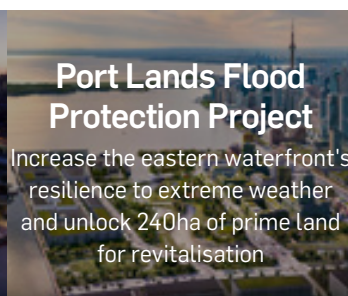
**CORUS QUAY**  
Workplace that encourages collaboration and ignites idea



**Jack Layton Ferry Terminal**  
Plans are currently underway to revamp this transportation hub



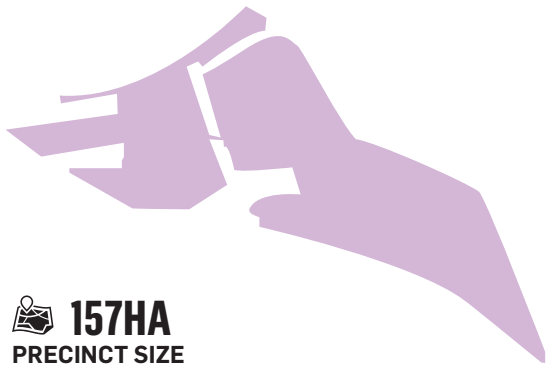
**East Bay Front Toronto**  
Mix-use community supporting Toronto's economic competitiveness



**Port Lands Flood Protection Project**  
Increase the eastern waterfront's resilience to extreme weather and unlock 240ha of prime land for revitalisation

# 3.3

## HAFEN CITY, HAMBURG GERMANY



 **157HA**  
PRECINCT SIZE

### QUICK FACTS

<b>Open Space</b>	24% public squares, parks, promenades 26.4 ha, 14% private open spaces 15.2 ha (publicly accessible), 7% private open spaces 7.4 ha (not publicly accessible).
<b>Waterfront Generation</b>	Gen 3.0.
<b>Transformation Period</b>	1997-Ongoing.
<b>Scale of Investment</b>	Private investment around 10 billion euros.  Public investment – 3 billion, mostly funded from special assets fund Stadt und Hafen sales of plots in Hafencity.  Deals through sales of land or exclusive options have been closed on around 2.0 million m <sup>2</sup> GFA.
<b>Predevelopment Condition</b>	Dockland site.
<b>Mix of Uses</b>	Serves as precinct for work, residential, education, culture, leisure, tourism and retail.

## GENESIS & EVOLUTION

Hafencity reflects the City of Hamburg’s ambition as a “creative city”. The fall of the Wall and the Iron Curtain as well as upgraded connections with Northern Europe and the Baltic Sea region accelerated the development progress of Hafencity to take advantage of the enormous growth potential in Hamburg (a crucial hub in Central Europe).

- 1997:** Announcement of Hafencity project
- 1999:** Masterplan competition: winner Kees Christiaanse/ASTOC
- 2000:** Masterplan agreed by Senate
- 2001:** Above-ground construction begins (SAP, now KLU/MSH)
- 2003:** Completion of first building, building starts on first neighbourhood (Am Sandtorkai/Dalmannkai)
- 2005:** First residents move in
- 2009:** Construction of first neighbourhood completed
- 2010:** Revision of Masterplan for eastern Hafencity
- 2012:** U4 subway to Hafencity opens
- 2014:** Opening of Hafencity University (HCU) in Hafencity University
- 2017:** Opening of Elbphilharmonie concert hall
- 2017:** Construction begins in southern Überseequartier
- 2018:** Elbbrücken subway station opens
- 2019:** Elbbrücken rapid transit station goes into service
- 2021/22:** Construction of Elbtower begins
- 2023:** Opening of southern Überseequartier and new cruise ship terminal
- 2025–2030:** Projected completion of Hafencity (apart from a few buildings)

## PRECINCT FOCUS & STRATEGY

The primary objective of Hafencity was to expand the city core by 40 per cent whilst connecting the historic inner city to the water and revitalise the area with a mixed-use program to promote jobs, investment and inner-city living.

## PRECINCT GOVERNANCE & PLACE MANAGEMENT



The key stakeholder of HafenCity is HafenCity Hamburg GmbH. They are a 100 per cent subsidiary of the Free and Hanseatic City of Hamburg, the board is chaired by the mayor and consists of members of the city senate.

HafenCity Hamburg GmbH is responsible for all activities including the “special city and port assets” fund. Their role encompasses acting as the city’s manager of development, property owner and developer of infrastructure. HafenCity Hamburg GmbH retains control over the direction of all developments and the proceeds of land sales go to finance roads, bridges, square parks, quays, and promenades. It is also within their scope to create the development blocks and contracts as well as be responsible for public relations and communication.

**Overall, the project highlights how valuable a commercial approach to urban renewal is to successful governance. Though critiqued for the governing body's adherence to 'neo-liberal' principles, HafenCity outcomes are an example of careful consideration of the partnership with community before commercial delivery disciplines were applied.**

## IMPACT ON THE CITY

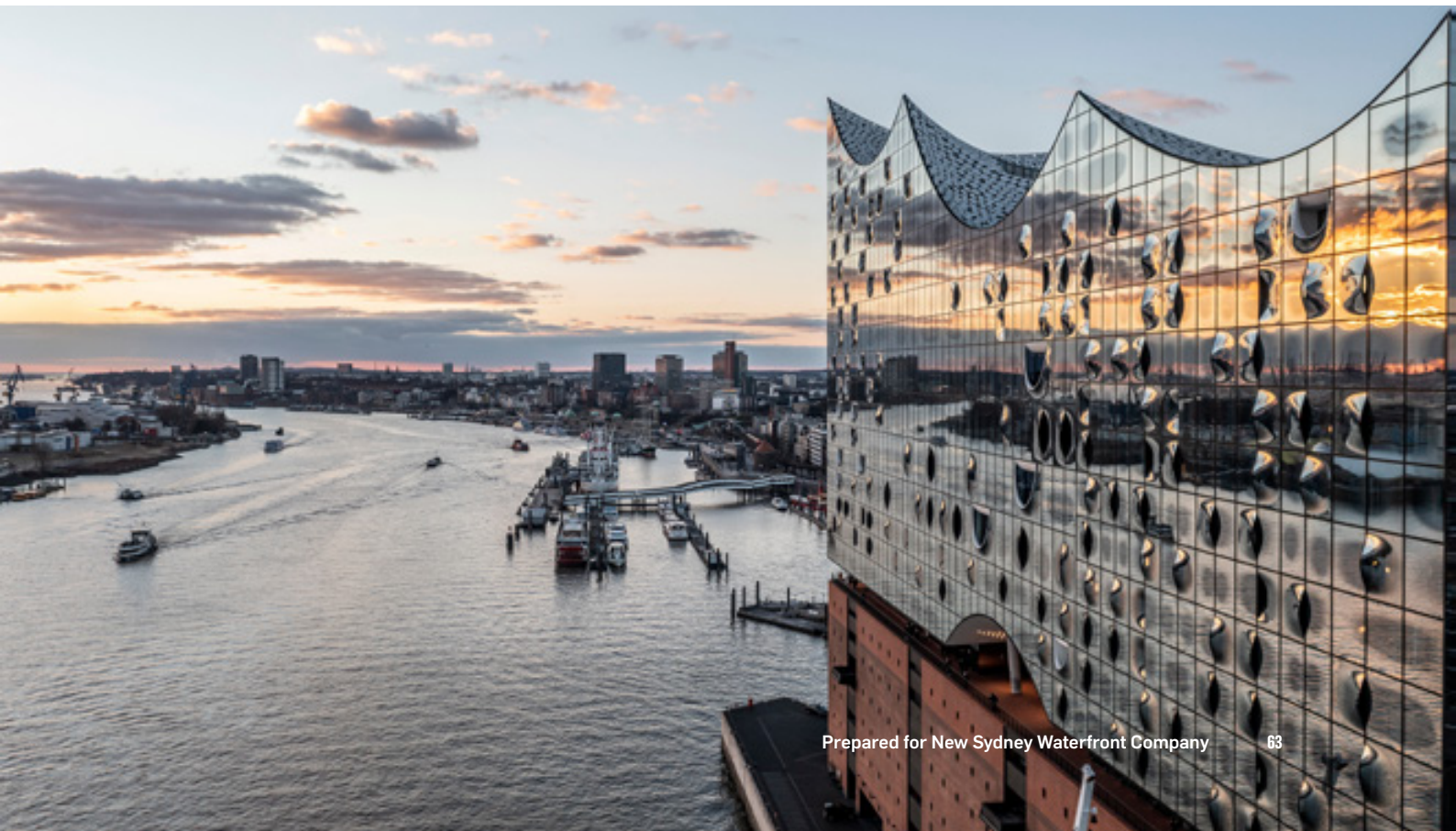


### CULTURE AS A CATALYST

The Elbphilharmonie acts as cultural catalyst for the city of Hamburg. Since the acclaimed concert hall opened in 2017, the Elbphilharmonie has attracted three million audience members, tripling the number of concert goers in Hamburg, raising the city’s cultural brand and reputation. It’s viewing platform, with panoramic views of the city and harbour has attracted 14.5 million visitors to date cementing HafenCity as a destination of choice.

### INTENTIONAL PLANNING FOR SUCCESS

Today, HafenCity is a model for sustainable transformation – an example of ecological/proactive district-scale climate adaption. Hafencity’s EcoLabel standards demand buildings must utilise environmentally friendly materials, be sustainably operated, ensure health and comfort and use energy and public resources sustainably. The vision of HafenCity for a liveable future successfully aligns with the UN estimates that by 2050, three quarters of the world population will live in cities (70 per cent of Germans do already). The developments urban vibrancy that allows people to live, work and play in a open space waterfront cements HafenCity as “A vehicle for achieving exemplary urban quality and defining the city anew for the 21st century.” This success is evident in the PATRIZIA’s sale of the Ericus-Contor to Union Investment Real Estate (then, 2020’s largest real estate transaction by value in Hamburg).



# WHAT MAKES HAFENCITY A DESTINATION OF CHOICE?

## PUBLIC REALM & EXPERIENCE

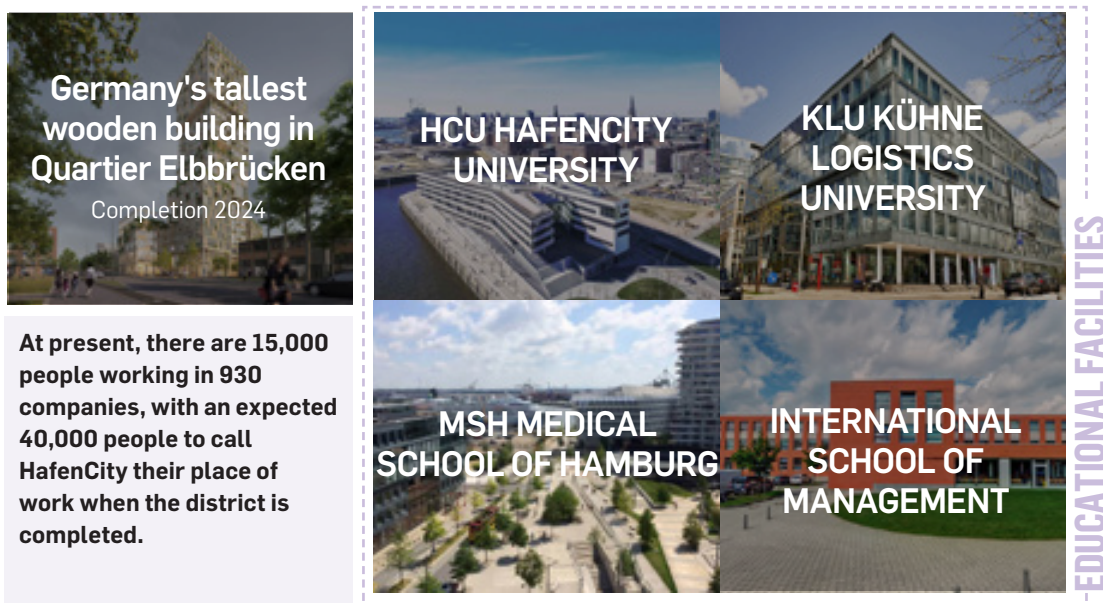
### AMPLE PUBLIC SPACE

ATTRACTORS FOR: LOCAL, WORKERS & TOURIST



### CREATING A GROWING LOCAL ECONOMY

ATTRACTORS FOR: LOCAL, BUSINESSES & WORKERS

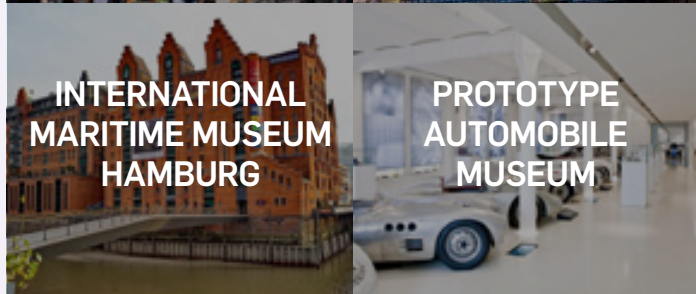
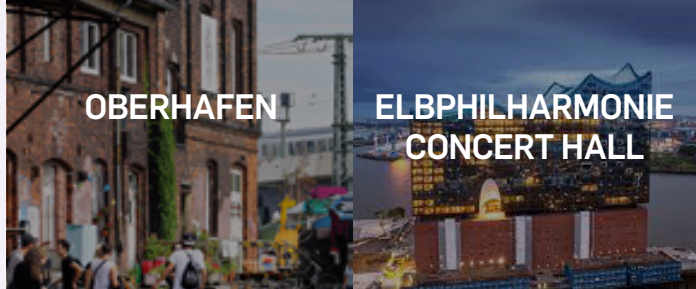






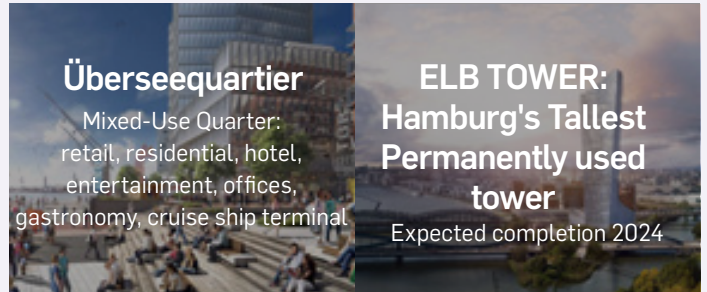
## ARTS & CULTURE

ATTRACTORS FOR: LOCAL, MILLENNIAL, TOURIST, BUSINESSES/WORKERS



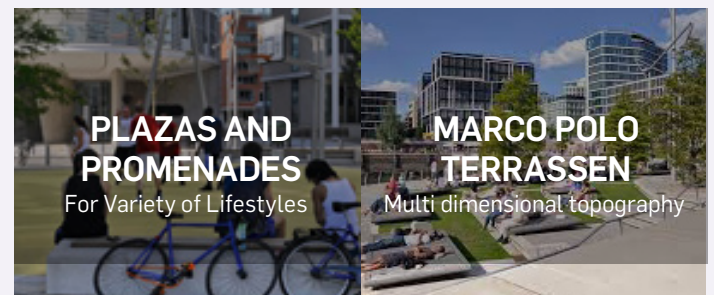
## UNIQUE + WORLD CLASS ENTERTAINMENT SPACES

ATTRACTORS FOR: LOCAL, MILLENNIAL, TOURIST, BUSINESSES/WORKERS



## CREATING AN INCLUSIVE ENVIRONMENT

PEOPLE-CENTRIC DESIGN



HafenCity hosts a diversity of housing concepts supporting multi-generational living for families, students, seniors and people with disabilities.

# XUHUI WATERFRONT THE WEST BUND SHANGHAI, CHINA

## QUICK FACTS

<b>Length of Waterfront Frontage</b>	<b>11.4 km.</b> Total planning and development of 9.5 million square metres.
<b>Open Space</b>	3.6 km of walking space along the river (1km <sup>2</sup> ). Possible expansion of an additional 4.8 km along the Huangpu River.
<b>Waterfront Generation</b>	Gen 3.0.
<b>Transformation Period</b>	<b>2008 - ongoing.</b>
<b>Mix of Uses</b>	The Huangpu River is sub-divided to articulate three main programs: <ul style="list-style-type: none"> <li>▪ leisure and culture;</li> <li>▪ arts and cultural area; and</li> <li>▪ natural experience area.</li> </ul> <p>Leisure trails, waterfront trails, cycling trails, reserved trams, horizontal urban roads, and open space intersections provoke visitor interaction throughout the three areas.</p>
<b>Cultural Redevelopment /placemaking</b>	<b>Before - After</b> Longhau Airport (1917-2008) – <b>Yuz Museum (2014-)</b> Beipiao Coal Wharf (1929-2009) – <b>Long Museum (2012)</b> Shanghai Cement Factory (1920-2009) – <b>Dream EGG (under construction)</b> The Shanghai Aircraft Factory (1950) – <b>West Bund Art Center (2014-)</b> Shanghai Nanpu Railway Station (1907-2009) – <b>Star Museum (under construction)</b> Abandoned parking lot – <b>Artists' Studio (2015-)</b> Oil Tank (1917) – <b>TANK Shanghai (2019)</b>

## PRECINCT GENESIS

The majority of the Xuhui District has already been developed positioning the Xuhui waterfront as a significant opportunity to rebrand the image of the district. Part of the Shanghai waterfront (Huangpu River) redevelopment plan, the 2010 Shanghai World was a catalyst to improve Shanghai's relationship with the riverfront and generate the rebirth of the riverside industrial site. The expectation for this site was to establish a pilot 'International Art Industry Cluster'.

### INNOVATION JOURNEY:

- 2010: start waterfront regeneration;
- West Bund 2013 and SUSAS 2015 (two urban planning and design biennials) acceleration by event-led urban regeneration;
- Since 2018: start construction AI Town and West Bund Media Port, preparations for West Bund Financial City;
- 2019: Centre Pompidou opened a branch

**Designed themes in the West Bund cultural corridor aim to attract large corporations and international collaboration to simultaneously develop both the real estate projects and cultural-related sectors within the area. Specifically, the primary focus is on how to best facilitate start-ups, innovation and entrepreneurship and sustain them in renewed property.**

Cultural projects were spearheaded through a combined effort between the local district government and private investors - invited market players to form a consortium.

Active players came predominately from cultural sectors as exhibited through the joint venture between China Media Capital (CMC), Shanghai Media Group (SMG), Shanghai Alliance Investment, Ltd. (SAIL) and DreamWorks Animation SKG, Inc. to develop the Shanghai Dream Centre 20-billion-yuan cultural flagship). Spacious land on the prominent waterfront along Huangpu River was employed as an incentive to private investors.



## DISTRICT FOCUS & STRATEGY



### CULTURAL + FINANCIAL CLUSTER

Port of Hamburg and Canary Wharf in London inspired the Xuhui Waterfront. Preservation of historical relics of Xuhui historical industrial past remains a leading principle of the waterfront design. The transition from a production-orientated shoreline to a living shoreline occurred through planning-based, culture-oriented, eco-based and technological-innovation drivers. The vision of the government for the area was to develop "a 'mixed-use', self-sufficient city with residential, commercial and cultural facilities all available within itself". The vision rapidly translated into the development of three bands:

- Large dispersed cultural facilities on a promenade;
- High-rise commercial developments; and
- Gated residential developments.

The objective of the governing bodies is to bring together of both domestic and foreign cultural and artistic actors, media, emerging finance, and industrial clusters to create a global waterfront cultural and financial cluster. Xuhui waterfront aims to compete on the global stage under the slogan "Art & AUI as engine." Three main actions drive the development processes:

- The necessity to connect Xujiahui Commercial Center (key model areas) with Xuhui's midtown and other minor sectors;
- Introducing a culture corridor able to brand and promote the integration of citizens, spaces and uses; and
- Commercial expansion to encourage comprehensive development for West Bund and surrounding neighbourhoods. The development encapsulates new buildings, the renovation of old and enhancement of open space to "start a spontaneous regeneration phenomenon."

## PRECINCT GOVERNANCE & PLACE MANAGEMENT



### PUBLIC AND PRIVATE PARTNERSHIP

Shanghai West Bund Development (Group) Company Ltd (founded in 2012), authorised by the Xuhui District state-owned Assets Supervision and Administration Commission (SASAC) partnered with Shanghai Xuhui Land Development Co. Ltd and Shanghai Guangqi Cultural Industry Investment Development Co. Ltd, is a solely state-owned enterprise that is responsible for extensive site development of the Xuhui waterfront area.

Part of Shanghai's 12th Five-year plan West Bund is defined as an "urban branding and development project that aims to build upon the cultural and commercial foundation of the Xuhui waterfront".

- **Solidarity mechanisms** – tax incentives; land price discount; subsidiaries; fund for AI related sector; and
- **Public-private partnership mechanisms** – private finance initiatives.

### IMPACT ON THE CITY



THE WEST BUND EFFORTS IN TRANSITIONING TO A CULTURAL CORRIDOR ON THE XUHUI WATERFRONT HIGHLIGHTS THE DYNAMIC STRENGTHS OF THE PRECINCT.

<b>ENVIRONMENTAL SUSTAINABILITY</b>	The diverse programme of the urban revitalization project 'Xuhui Runway Park' facilitates abundant wildlife habitats such as 82 plant species including 2,227 trees as well as 68% of the hardscape shaded by deciduous trees to provide outdoor comfort and reduce the heat island effect on the post-industrial site.
<b>EXPERIMENTAL ZONE</b>	Main experiments enable a multi-lens focus on a diverse and vibrant population as well as positioning the West Bund as the cultural anchorage for Shanghai bringing locals + tourists to an otherwise under-utilised area. Experimental zones include: <ul style="list-style-type: none"><li>▪ Cultural and Financial Cooperation Pilot Zone; and</li><li>▪ Pilot Artificial Intelligence Town.</li></ul>
<b>URBAN VIBRANCY</b>	Well-visited art-related events and exhibitions; the waterfront is tolerant of spontaneous activity differentiating itself from other waterfronts along the river.
<b>BRAND + IDENTITY</b>	West Bund has now become one of the largest art districts in Asia. This is as a result of the impact Xuhui waterfront district has on positioning the West Bund as a World Class Waterfront Centre for culture, arts and design. Further helped by proximity of high-end neighbourhoods, tax incentives and rent-free leases for cultural institutions.
<b>PROPERTY VALUE</b>	From 2015-2019, the property value of the neighbourhood surrounding Runway Park with adjacent to blocks, including the CCTV Yangtze Delta Headquarters, the first 7-star hotel in Shanghai, and the West Bund AI Center, the World Artificial Intelligence Conference site increased 80%.

# WHAT MAKES XUHUI WATERFRONT THE DESTINATION OF CHOICE?

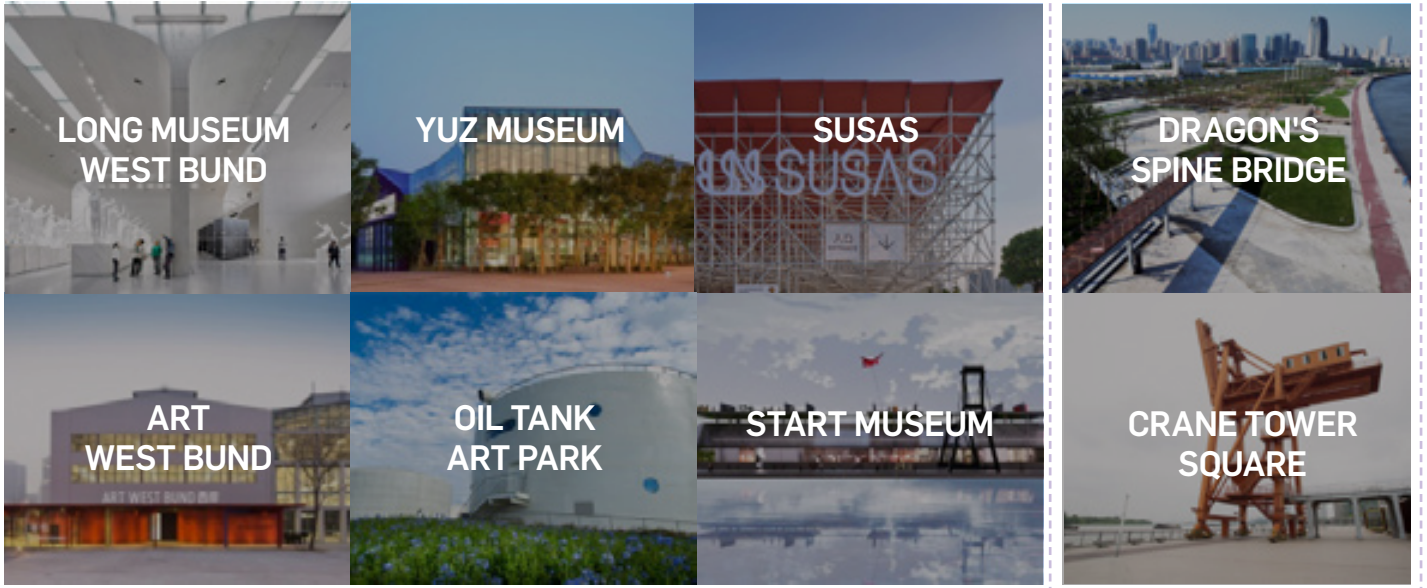
## PUBLIC REALM & EXPERIENCE



THE WEST BUND HAS ESTABLISHED ITSELF AS AN INTERNATIONAL CREATIVE INDUSTRY CLUSTER CEMENTING ITS PLACE AS A GREAT DESTINATION. THROUGH ARTS & CULTURE AND INTENTIONAL, PLAYFUL EXPRESSION THE WEST BUND ATTRACTS MILLIONS OF VISITORS EACH YEAR.

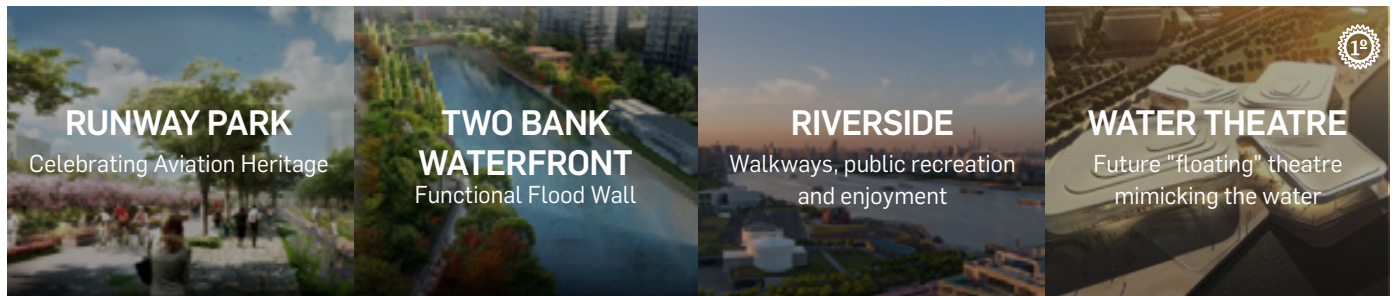
## ARTS & CULTURE

ATTRACTORS FOR: LOCAL & TOURIST



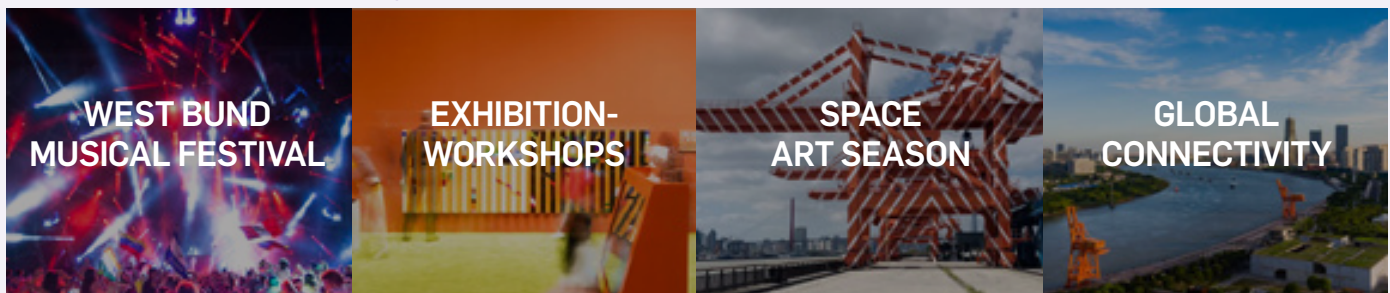
## INTENTIONAL, PLAYFUL EXPRESSION THROUGH ENVIRONMENTAL DISCOURSE

ATTRACTORS FOR: LOCAL, WORKERS & TOURIST



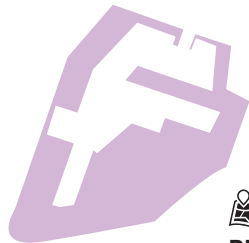
## EVENTS + ENTERTAINMENT

ATTRACTORS FOR: LOCAL, WORKERS & TOURIST + MILLENNIAL



# 3.5

## VIADUCT HARBOUR, AUCKLAND



**13 HA**  
PRECINCT SIZE

### QUICK FACTS

<b>Length of Waterfront Frontage</b>	<b>1.6km coastal frontage</b> Viaduct Harbour connects directly to the Wynard Quarter with offers an additional 3km of coastal frontage. The combined offering   4.6km's of continuous waterfront.
<b>Open Space</b>	2ha (16% of land).
<b>Waterfront Generation</b>	Gen 2.0a
<b>Transformation Period</b>	<b>1st Transformation:</b> The harbour was constructed and used as a light basin for small barges and fishing vessels. <b>2nd Transformation:</b> 1990s the precinct was redeveloped with high quality public spaces and mixed-use developments (apartments and restaurants). <b>3rd Transformation:</b> 2020 an expansion and renovation of spaces in the Viaduct Harbour and adjoining Wynard Quarter.
<b>Mix of Uses</b>	The Viaduct Harbour has multiple open spaces, a 10 different high-end mixed-use Viaduct complexes. The prime role of the space is to serve as a marina with 150 berths which can accommodate vessels up to 60 meters in length. The precinct is valued for its role as a tourist attraction and event space where multiple sailing competitions have been held.

### PRECINCT GENESIS



The Viaduct Harbour (also known as the Viaduct Basin) was formerly used as a commercial harbour.

New Zealand won the 1994 Whitbread Round the World race, this served as a catalyst for the development of a new public destination on Viaduct Harbour. Shortly after the viaducts public space development, 18 hectares of land was sold to developers by the Port of Auckland. A portion of this land was developed into a range of mixed-use developments within the Viaduct Harbour precinct.

### PRECINCT GOVERNANCE & PLACE MANAGEMENT



The residential, commercial office and hospitality precinct has multiple management organisations and governance factors at play.

Viaduct Harbour Holdings manages the ground leases underlying the Viaduct precinct and is the major landowner of the Viaduct waterfront area. Eke Panuku Development Auckland is the council-controlled organisation which manages and maintains all of the water-based facilities to a very high standard. Eke Panuku Development Auckland is responsible for delivering urban regeneration outcomes for Tāmaki Makaurau (Auckland).

## PRECINCT FOCUS & STRATEGY

**The primary objective of the Viaduct Harbour district plan was to provide for “new public space, public amenity works and infrastructure required in the Viaduct Harbour”. The development focus for Waitemata Plaza was to create a space for locals and visitors as well as facilitate for future needs at Viaduct Harbour. In 2015, the plaza, originally designed for activities and special events, was refreshed after extensive community feedback to include more green space in lieu of the cobblestones and pavers.**

Another strategy employed was the provision of a network of public open spaces at integral parts along the waterfront to create opportunities and vantage points. Maintenance and enhancement of public spaces and streets were prioritised alongside creating berthage areas for small future commercial opportunities. Building upon and reinforcing Viaduct’s attributes through the extensive mix-use areas aimed at encouraging tourism, maintaining maritime activities and creating a safe and attractive precinct that will highlight the quality of its harbour.



## 3.5 VIADUCT HARBOUR, AUCKLAND

### SCALE OF INVESTMENT



**The 2nd transformation period from the 1990s-early 2000s was pivotal for the harbour. The Americas Cup hosted in 2000 cost the Auckland region NZD\$23.5 million. The village infrastructure, improved wharves and event facility upgrades accounted for NZD\$14 million of the event cost.**

The 3rd transformation occurred in preparation for the 36th Americas Cup Event (ACE). The renovations and Infrastructure upgrades to host the event cost the NZ Government NZD\$238.4 million. Due to the impact on the event industry from Covid-19, the event was delivered at a loss with a benefit-cost ration of 0.85 for every \$1 spent. The intent with the upgrades is that they will continue to provide value for the resident population into the future, this is based on the benefit delivered by the upgrades from the 2000 and 2003 America's Cups.

### IMPACT ON THE CITY



Civic spaces like the Viaduct Harbour have many economic benefits for the city. The Viaduct was previously a derelict area and is now considered to be one of Auckland's most iconic and desirable locations. The Viaduct Harbour has delivered a well-respected event space in the sailing industry. The 2000, 2003 & 2021 America's Cup was hosted at the Viaduct Harbour thanks to New Zealand cementing itself as a competitor in the sport. The Volvo Ocean Round-the-world Race was also held at the Viaduct in Auckland 2011.

The Viaduct Harbour and supporting infrastructure including the Race Village has established itself as a key location for entertainment and celebration in the city of Auckland. The harbour has been used for a range of additional events including Auckland's international Boat Show and the Louis Vuitton Trophy regatta. It was reported that the America's Cup Regatta in 2003 contributed NZD\$529 million to the New Zealand economy. There is a range of supporting attractions and land uses in Viaduct Basin, some of which are the New Zealand Maritime Museum, the ANZ Viaduct Events Centre. The Viaduct Harbour provides Auckland with a well maintained high-end waterfront site designed to prioritise public space and lifestyle values.





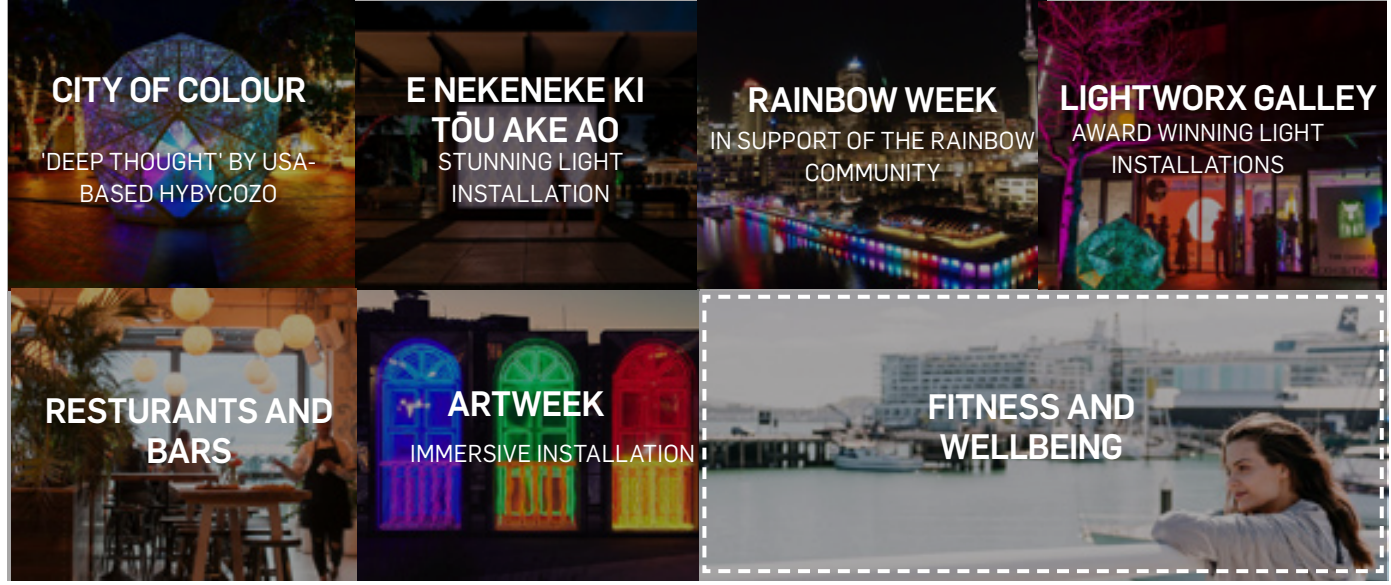
# WHAT MAKES VIADUCT HARBOUR A DESTINATION OF CHOICE?

## PUBLIC REALM & EXPERIENCE

VIADUCT HARBOUR IS HOME TO SOME OF AUCKLAND'S DIVERSE AND CREATIVE EXPERIENCES. THE 'HEART' OF AUCKLAND IS CONTINUALLY DEVELOPING TO CREATE AN EXCITING AND UNIQUE WATERFRONT DESTINATION.

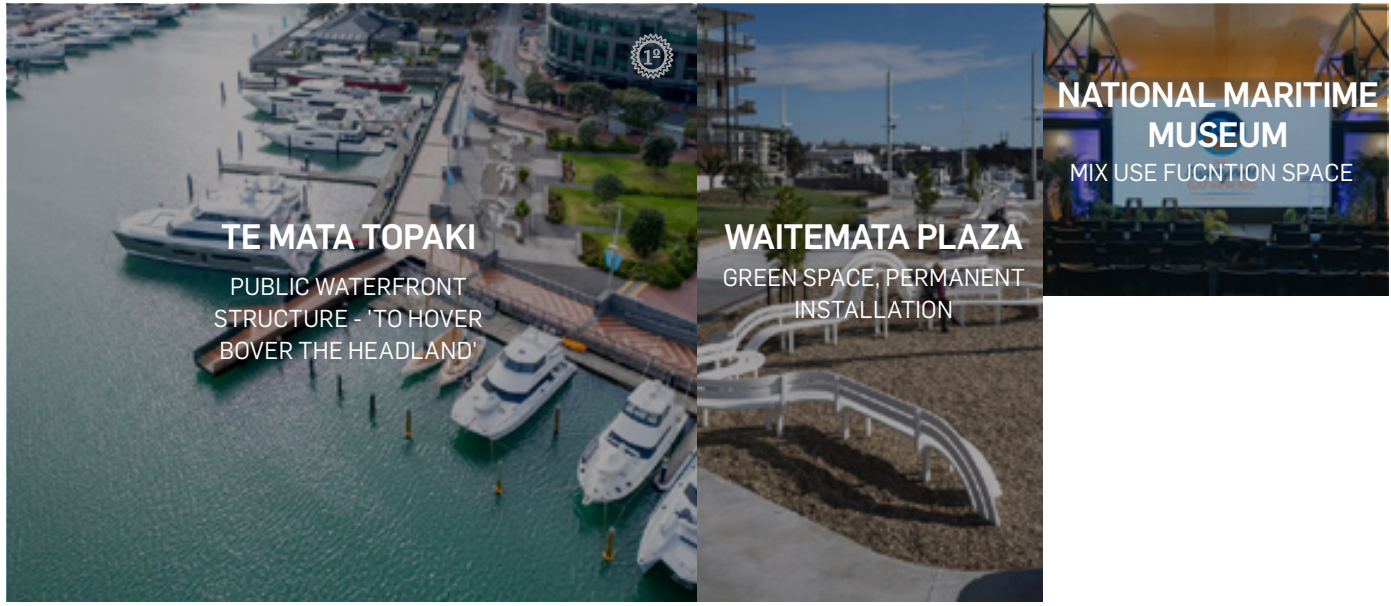
## EVENTS + ACTIVITIES

PROMOTING A VIBRANT COMMUNITY ON THE WATERFRONT : LOCAL & TOURIST



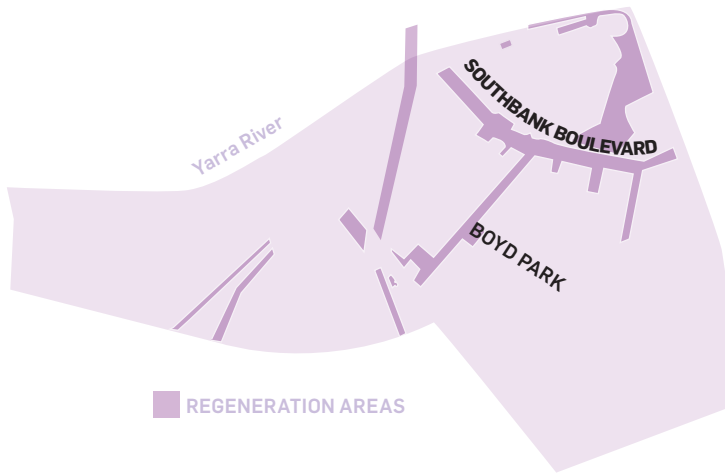
## UNIQUE OPEN SPACE, FUNCTION CENTRES, CHARTER BOATS

ATTRACTORS FOR: LOCAL, WORKERS & TOURIST



# 3.6

## SOUTHBANK, MELBOURNE



**160 HA**  
PRECINCT SIZE

### QUICK FACTS

<b>Melbourne Arts Precinct Redevelopment</b>	6ha.
<b>Open Space</b>	Expected area of new public space - 1.1ha by 2025.
<b>Waterfront Generation</b>	<b>2.0.</b>
<b>Transformation Period</b>	<b>1982 - onwards (progressive transformation). 2010 - 2021.</b>
<b>Pre-development Condition</b>	<b>Wharf-side industrial hub.</b>
<b>Mix of Uses</b>	Commercial entertainment, residential buildings, office blocks etc.

### PRECINCT GENESIS



In 2010, the City of Melbourne released a Southbank Structure Plan 2010, which revealed a “lack of a local urban ‘heart’”. At the time, although Southbank Promenade was the region’s main tourist attraction, Southbank lacked local amenities and attractors driving locals to South Melbourne and the Hoddle Grid. The ongoing urban renewal of Southbank responds to local demand for an ‘urban heart’ and on a global scale aims to bolster the area’s reputation as a great cultural destination.

### SCALE OF INVESTMENT



City of Melbourne has invested approximately AUD\$42 million to transform Southbank into a premier arts and cultural destination.

- Capital Work Commitments and Investments in Southbank 2021-2022 (ongoing)
- \$20 million – New Southbank open space reserve
- \$4.3 million – Public Art
- \$3.35 million – Transforming Southbank Boulevard and Dodds Street
- \$5.21 million – Southbank Promenade Stage 1
- \$3.8 million – Southbank Promenade Stage 1
- \$650K – City Road Master Plan
- \$48K – Furniture and Equipment New Purchases.
- \$1.7 billion transformation of the Arts Centre
- \$470 million Southgate redevelopment

## PRECINCT FOCUS & STRATEGY

**The Structure Plan 2010 highlights key initiatives originally undertaken to bring the Southbank precinct into the 21st century. Eight focus areas were highlighted and integrated into the City of Melbourne strategy, including:**

- Lack of a local urban 'heart';
- Disconnection from the river and the central city;
- Lack of accessible parks and green opportunities;
- Inactive and unfriendly streetscapes;
- Poor walking and cycling environments;
- Unsustainable buildings;
- CityLink void; and
- Unsustainable infrastructure.

A high quality, expanded public realm, a new streetscape vision, sustainable infrastructure, three urban hearts and the connection and integration of Southbank with central city and Yarra River, resulted from the 2010 initiatives. As of 2021, half of the intended developments are completed including new open space at Boyd Park, new bike lanes and the first four stages of transforming Southbank Boulevard. Future projects like the Melbourne Art Precinct intend to further deliver the potential of the Southbank Area. In projects like the Southbank Promenade Upgrade, the City of Melbourne successfully utilises community engagement, through the tool Participate Melbourne, to shape the direction and detail of these projects.

**AN INCLUSIVE, DIVERSE AND RESILIENT PLACE THAT EXEMPLIFIES THE ECOLOGICAL, COMMUNITY AND COMMERCIAL PROSPERITY OF A SUSTAINABLE URBAN DISTRICT, WHILE ENHANCING ITS PRESENCE AS A WORLD CLASS CULTURAL AND ARTS PRECINCT IN THE HEART OF MELBOURNE'S PARKLAND AND RIVERFRONT.**

*– Southbank Structure Plan 2010 Vision*

### Reference Documents Guiding the future projects and priorities in Southbank

- Southbank Structure Plan 2010
- Southbank Plan 2007
- City Road Masterplan 2016
- Transforming Southbank Boulevard 2017
- Dodds Street Concept Plan 2017
- Southbank Public Art Strategy 2017-2018
- Urban Forest Strategy Precinct Plan: New Street trees
- Transport Strategy 2030: protected bike lanes that improve connectivity to the Hoddle Grid
- Boyd Park: open space delivered to Boyd Park as part of the community hub.



### PRECINCT GOVERNANCE & PLACE MANAGEMENT



SOUTHBANK ONGOING DEVELOPMENT IS THROUGH BOTH PUBLIC & PRIVATE PARTNERSHIPS AS WELL AS CONTINUAL COMMUNITY ENGAGEMENT.

#### MAJOR PROJECTS IN PROGRESS IN THE SOUTHBANK PRECINCT

- **Boyd Development (132 Kavanagh Street)** – an agreement between the City of Melbourne and PDG Corporation. The site will be transformed into a mixed-use 41 level, 139 metre development including a variety of residential and affordable housing, retail, and community facilities. The Future Melbourne Committee on 1 December 2020 resolved no objection to the proposal;
- **City Road Master Plan** – Endorsed by the Future Melbourne Committee the plan seeks to connect city road to the arts centre and Yarra River, connect Alexandria gardens through wayfinding, reimagine various open space and transform City Road West into a great central city street;
- **Southbank Promenade Upgrade** – The City of Melbourne is set to complete early works on a 300-metre section of the promenade from Princes Bridge to Evan Walker Bridge to provide more space, ease congestion and ensure accessibility for both pedestrians and cyclists. The remainder of the project will be completed after the completion of Southgate development. Over 40,000 people visit the promenade each day highlighting a priority to upgrade the state of decline to some areas of the promenade such as the existing plane trees and trading areas;
- **Southbank Urban Forest** – The Urban Forest Precinct Plan for Southbank was developed in conjunction with the local community through a workshop and forums such as Participate Melbourne. The vision for Southbank's urban forest is to have "water sensitive and innovative and innovative green corridors for pedestrians and wildlife that integrate the public and private realms. A network of diverse and vibrant public spaces will provide an immersive, sensory experience at street level and from above";
- **Transforming Southbank Boulevard** - a multi-year project by the City of Melbourne to create five new public spaces;
- **Southgate Precinct Redevelopment** (\$470 million) undertaken by Australian property developers ARA Australia;
- **The Melbourne Arts Precinct Transformation Project** (the Victorian Government is investing \$1.7 billion) to build NGV Contemporary, new parklands, cafes, restaurants and restore the State Theatre. Development Victoria is partnering with National Gallery Victoria and Arts Centre Melbourne on behalf of Melbourne Arts Precinct Corporation;
- **"Green Spine", Southbank by Beulah**, a 365m twisted skyscraper development is set to drive social and economic outcomes for the Southbank Precinct. With construction having commenced in 2022, the "vertical village" will provide a unique contribution to the heart of Southbank.



● SOUTHBANK HAS LAID SOMEWHAT DORMANT FOR MANY YEARS. OUR COLLABORATIVE CONCEPT HAS THE ABILITY TO TRULY UNCOVER ITS POTENTIAL, IMPROVING THE URBAN AMENITY WHILE SEAMLESSLY UNIFYING THE SUBURB WITH MELBOURNE'S CBD. THE ARCHITECTURAL AND CULTURAL IMPACT SOUTHBANK BY BEULAH WILL LEAVE ON MELBOURNE IS AN EXCITING PROSPECT AND WILL UNDOUBTEDLY SET A BENCHMARK BOTH LOCALLY AND GLOBALLY, NOW AND WELL INTO THE FUTURE.

- Philip Cox, Founder of COX

# THE MELBOURNE ARTS PRECINCT

**6HA**

SITE AREA

**18,000M<sup>2</sup>**

PUBLIC OPEN SPACE

**11,000**

JOBS OVER THE LIFE OF THE BUILD

SPEARHEADED BY MELBOURNE ARTS PRECINCT

**\$1.7BN**

VICTORIAN GOVERNMENT INVESTMENT

NEW CONNECTIONS AND SUSTAINABLE INFRASTRUCTURE

**13,000M<sup>2</sup>**

THE NGV CONTEMPORARY WILL BECOME AUSTRALIA'S LARGEST GALLERY OF CONTEMPORARY ART AND DESIGN



## IMPACT ON CITY



As Melbourne’s most densely populated and fastest growing suburb, Southbank performs a distinct function for Melbourne’s CBD, contributing to the State’s main gateway to the global economy.

To consolidate Southbank’s international reputation future improvement projects seek to capitalise on Melbourne’s waterfront position to deliver a vibrant cultural and Arts Precinct.

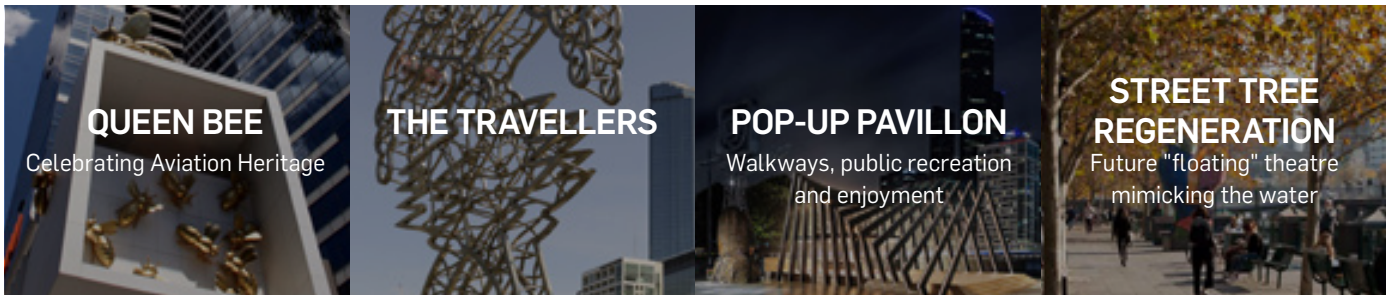
	PERFORMANCE INDICATORS	MAJOR INTIATIVES
<b>Safety and Wellbeing</b>	<ul style="list-style-type: none"> <li>▪ The proportion of people who report feeling safe in the city is 90% by day and 65% by night;</li> <li>▪ Melburnians' self-reported sense of belonging to community is at least 70 out 100;</li> <li>▪ An increase of proportion of adults who get adequate exercise;</li> <li>▪ A decrease in number of transport-related injuries and fatalities.</li> </ul>	Currently, the focus is on the upgrades to the City Road Northern Undercroft.
<b>Unique Identity and Place</b>	1.1ha new public open space in Southbank by 2025.	Southbank, as an urban renewal area, is one of the main focus areas in need of increased public open space per capita.
<b>Climate and Biodiversity Emergency</b>	<ul style="list-style-type: none"> <li>▪ 27% increase by 2025 of tree canopy cover in public realm;</li> <li>▪ decrease tree removal in municipal areas by 3,000 trees.</li> </ul>	Southbank is delivering on the Urban Forest Strategy including tree canopy, private greening incentives, and city greening.



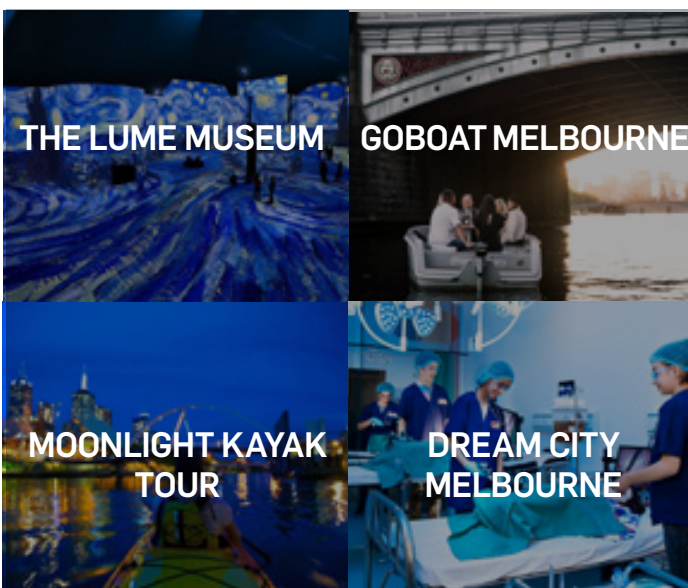
## 3.6 SOUTHBANKS & THE DOCKLANDS, MELBOURNE

### STREET ACTIVATION (THROUGH PUBLIC ART)

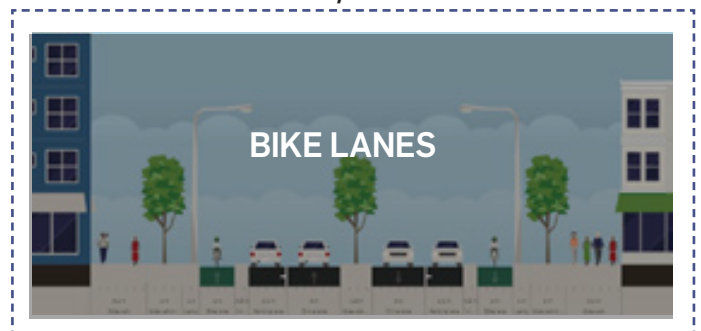
ATTRACTORS FOR: LOCAL, WORKERS & TOURIST



### ACTIVITIES + EVENTS



### GOOD CONNECTIVITY, MOBILITY & ACCESS



**Southbank Promenade is representative of mix-use urban renewal. The waterfront development draws significant flows of pedestrians to cross the river's two pedestrian bridges.** Southbank promenade space and characteristics impact on the usage of locals and visitors to the area. A 2018 study conducted by RMIT University of Melbourne observes that the more diverse activities that a space is conducive to increasing both the visual variety of Southbank's open space and the utilization rate of this space.

# WHAT MAKES SOUTHBANK A DESTINATION OF CHOICE?

## PUBLIC REALM & EXPERIENCE

Southbank Melbourne continually develops and enhances its position as a cultural destination through focus on a vibrant and valuable public experience.



## CULTURE + ART

AN IMPORTANT CULTURAL HUB ATTRACTORS FOR: LOCAL & TOURIST



## ACTIVATIONS OF OPEN AND GREEN SPACE

ATTRACTORS FOR: LOCAL, FAMILIES, WORKERS & TOURIST



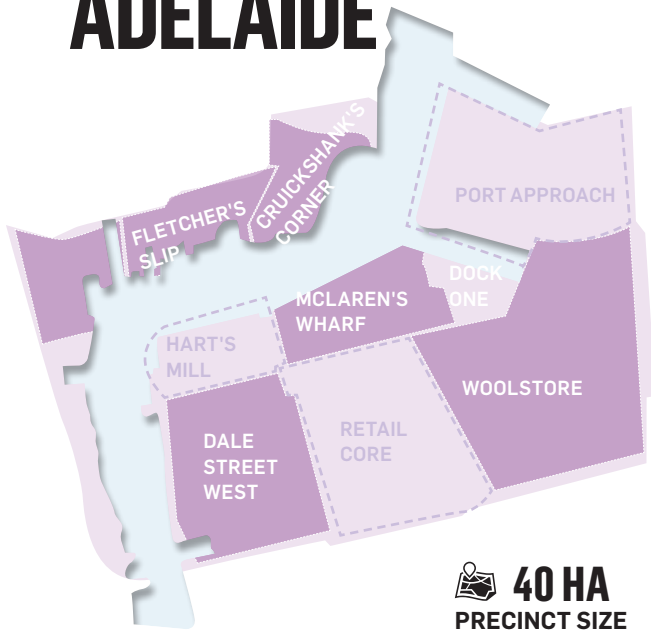
## FUTURE DEVELOPMENT

ATTRACTORS FOR FUTURE: LOCAL, WORKERS & TOURIST



# 3.7

## PORT ADELAIDE MASTERPLAN, ADELAIDE



### QUICK FACTS

**Residential Area** 21 hectares

**Water Area** 26 hectares

**Light and Industrial and Commercial Area** 19 hectares

**Waterfront Generation** 3.0

**Transformation Period** 2012-2027

**Predevelopment Condition** Former working port; historical shipping and industrial harbour

### ANTICIPATED AND REALISED LAND USES

#### An array of contemporary mix use development:

- **Hart's Mill** – creativity, entertainment, education, and enterprise.
- **Retail core** – Revitalised mix of retail and commercial spaces at street level with further residential development above street level.
- **McLaren Wharf** (cornerstone of the waterfront renewal) – Utilising Black Diamond Squares edges to emphasis the role of McLaren's Wharf and its waterfront character. A mix of uses are encouraged to make use of the existing buildings in the precinct: hospitality, boutique retailing, galleries, art studios, loft housing and affordable start-up spaces.
- **Dock One** – Redevelopment by Starfish Developments to include 750 townhouses and apartments, pedestrian bridge, promenade and path links, conference facilities and 23,000m<sup>2</sup> etc.
- **Cruickshank's Corner** – Developing into a fishing, retail, and tourism precinct. The \$5 million proposal by South Australian-owned and operated fishing company Southern Sea Eagles will open the currently inaccessible Birkenhead site to the public.
- **Woolstores** – to become a mixed-use residential community built on the heritage of the existing woolstore buildings. Focus will be on building up landmark buildings to act as a gateway to the centre of Port Adelaide as well as enhancing pedestrian linkages and connectivity of the precinct.
- **Dale Street West** – the precinct will evolve into an affordable residential area which will foster opportunities for ground floor retail and commercial activity.
- **Port Approach** – taking advantage of waterfront views Port Approach will become a new commercial and business park. Currently a temporary home to a live training site, Carey Training in partnership with Renewal SA provides training and employment opportunities for local people using the training site as a practical practise ground.
- **Fletchers Slip** – A unique waterfront mixed-use precinct which includes residential housing (adaptive reuse of the State Heritage-listed Fletchers Slip buildings) and transit-oriented development as well as significant open space and a focus on sustainability and connectivity.

### PRECINCT GENESIS

Port Adelaide was designated a Regional Activity Centre in The 30-Year Plan for Greater Adelaide with the foresight to the area becoming a significant strategic centre serving the regional catchment.

# PRECINCT GOVERNANCE & PLACE MANAGEMENT



Through partnership between the community, businesses and Renewal SA Port Adelaide has hosted many successful events with festivals like Tall Ships and Winterfest having 35,000 and 57,000 attendees respectively. Growth of a lively public space has been stimulated as part of Renewal SA early activation strategy.

PORT ADELAIDE WILL BE A PLACE OF DISCOVERY, ENERGY, CULTURE AND DIVERSITY – AN ECLECTIC, VIBRANT REFLECTION OF THE SOUTH AUSTRALIAN CHARACTER MORE BROADLY.

**State Government** Investing in delivery of a 6,000 m<sup>2</sup> office building (completed in 2018) to accommodate approximately 500 State Government employees. The \$45 million project (with a 5 Star Green Star and 5 Star NABERS energy and water ratings) became a catalyst for urban regeneration of the historic regional centre through the relocation of 500 government employees to the Port.

To ensure high-quality design outcomes, Legislative changes were made to require proposals of \$3 million and over to be referred to the State Government architect and determined by the Port Adelaide Development Assessment Commission.

**City of Port Adelaide Enfield**

**Renewal SA** The South Australian Governments leading Urban Development Agency. Renewal SA coordinate, develop and deliver project outcomes though collaboration and partnerships which bring out the best of not only Port Adelaide but South Australia as a whole.

Renewal SA pilot the Port Adelaide project “Our Port” to deliver a waterfront precinct that “boasts over four kilometres of public waterfront promenade and overwater development opportunities”.

At the outset of the urban regeneration project, Renewal SA developed programs of early activations and initiatives to spark life and vitality to Port Adelaide in support of future land sales.

**The Port Adelaide Steering Committee** Comprised of community representatives  
Key contributors to the Precinct Plan.



## 3.7 PORT ADELAIDE, SOUTH AUSTRALIA

### PRECINCT FOCUS & STRATEGY



#### PUBLIC AND PRIVATE PARTNERSHIP

**“An authentic world class waterfront that provides an immersive waterside experience, reflects Port Adelaide’s progressive identity, and builds on its rich culture and heritage”**

Our Port’s overarching objective throughout the urban renewal of Port Adelaide is to enhance the Port’s character – build on it, reinterpret it, and reinforce it. Realising the Port’s potential to be an enjoyable, inspirational, and unique place for people to live, work, invest and spend time in.

The City of Port Adelaide Enfield in conjunction with TCL and Mulloway Studio developed six Guiding Principles to create a clear, measurable, and communicable guide and audit for future waterfront development. A future for the Inner Port that is:

1. **Connected** – continuous connections via the waterfront.
2. **Sustainable** – fosters authentic connections to past, present and future.
3. **Resilient** – creating places that are “bold, resilient and adaptable to future conditions”.
4. **Experienced** – creating a readable, unique and cohesive public realm experience.
5. **Place** – adopting a Kaurna knowledge of place approach.
6. **Accommodating** – allowing for diversity of activity, community, and interfaces.

**Priority of commercial initiatives and development is sequenced as follows:**

1. McLaren’s Wharf (Waterfront), Retail Core, Dock 1
2. Harts Mill, McLaren’s Wharf (State Heritage Area & Customs House Area)
3. North West Precinct and Port Approach
4. Fletchers Slip and Dale Street West
5. Cruickshank’s Corner
6. Woolstores

Priority for public works and streetscape improvements within the Precincts reflects a considered public realm investment strategy to create ‘places for people’ to attract visitors. On a macro level, priority investment includes improved visual legibility, pedestrian linkages, vehicle circulation, car parking and public transport. More specifically the development of the Waterfront promenade of McLaren’s Wharf and open space forecourt of Harts Mill as well as a floating pedestrian pontoon under Birkenhead Bridge.

### SCALE OF INVESTMENT



Over the next 20 years, sustainable development and activation of the Port Adelaide area is expected to generate 1000-1500 construction jobs and \$1-2 billion in private investment. At the outset Renewal SA has invested \$25 million, and Council has invested \$3.6 million in the development of the precincts.

**THE STRENGTH OF PORT ADELAIDE’S FUTURE OFFER AS A GREAT WATERFRONT DESTINATION IS FOUNDED IN THE PORT’S LINK TO THE PAST AND THE CELEBRATION OF ITS UNIQUE IDENTITY AS AN HISTORICAL WORKING PORT.**

#### UNIQUE VALUE

**The Cultural Mapping & Survey Project aim was to record both the rich tangible (galleries, craft industries, distinctive landmarks, local events, and industries) and intangible (memories, personal histories, attitudes and values) history of Port Adelaide’s Inner Harbour.**

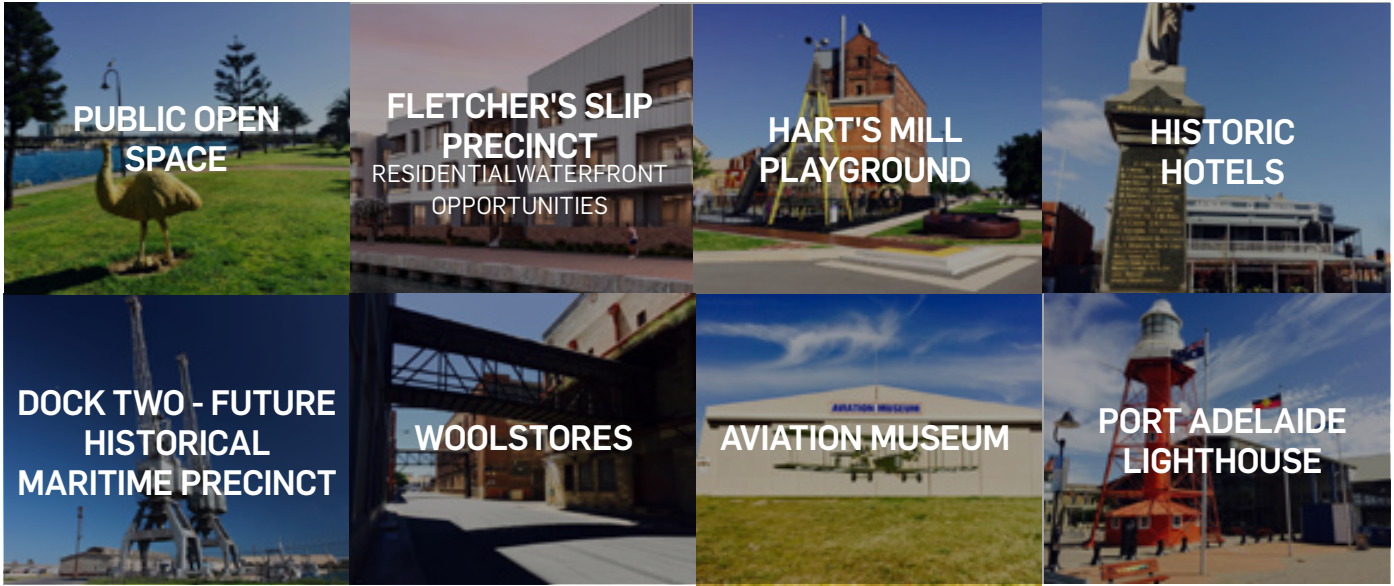
The UNESCO definition for cultural mapping underpins the work at Port Adelaide which involves the identification and documenting of local cultural resources to help recognise and celebrate the unique value proposition of Port Adelaide and support cultural diversity for economic, social and regional development. Conducted by Mulloway Studio (an Adelaide architecture and urban design firm which specialises in interpretation and conservation) the project was developed in three stages:

- Stage One: The Musgrave and Sugar Company Wharfs.
- Stage Two: The Jenkins Street boatyards and former government docklands including Hawkers Creek and the former Department of Marine and harbours site.
- Stage Three: The Fletcher’s Slip area, Hart’s Mill buildings and surrounds, former General Motors Holden and Port Adelaide Sailing Club.

**A significant part of Port Adelaide’s Precinct Plan and the future draw of the waterfront destination is showcased in the purposeful integration of Port Adelaide’s Unique cultural and historical offer.**

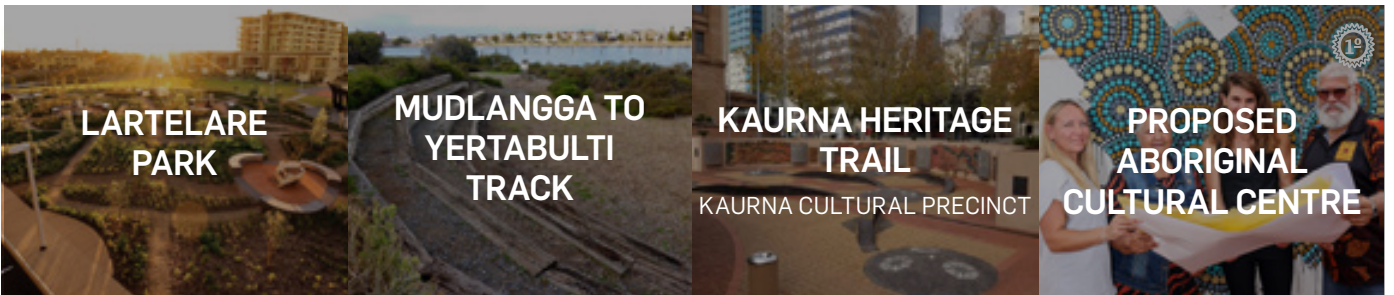
# FUTURE DEVELOPMENT TO PROMOTE A DIVERSE CULTURAL DESTINATION

IMPORTANT CULTURAL HUB ATTRACTORS FOR: RESIDENTS, INVESTORS & TOURIST



# RECOGNITION AND PRESERVATION OF ABORIGINAL CULTURAL HISTORY

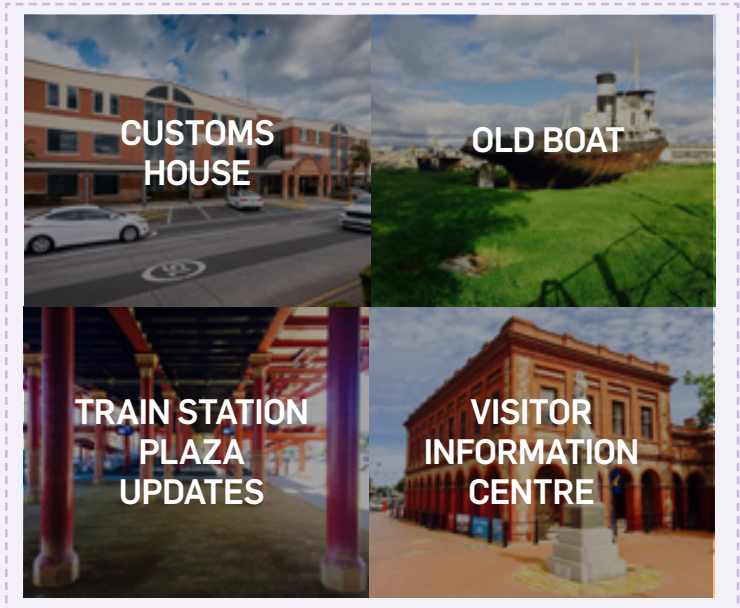
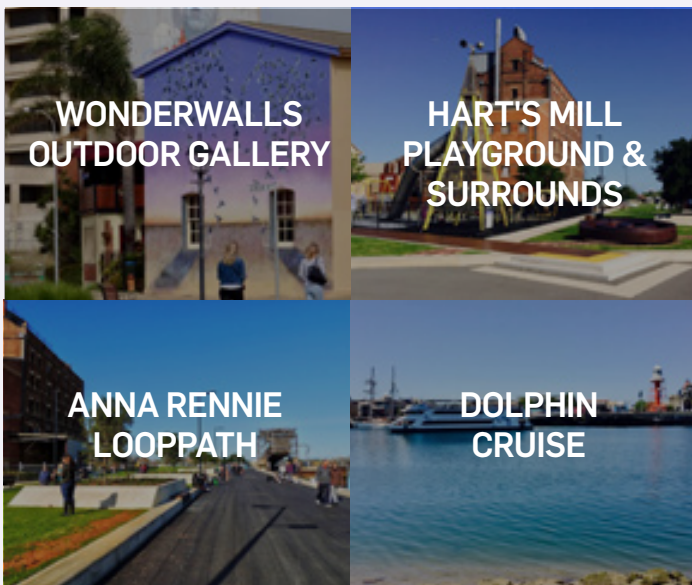
ATTRACTORS FOR: LOCAL, WORKERS & TOURIST



Renewal SA is developing programs of early activations and initiatives to spark life and vitality to Port Adelaide in support of future land sales.

## PRESERVING HERITAGE + IDENTITY

EARLY ACTIVATIONS + INITIATIVES



# 04

# DRIVING THE FUTURE OF SYDNEY'S WORLD-CLASS WATERFRONT

---

HOW CAN **FUTURE** SYDNEY  
WATERFRONT CELEBRATE AND  
BUILD ON ITS AUTHENTIC QUALITIES,  
CULTURAL AND ENTERTAINMENT  
ASSETS, AND RECREATIONAL  
EXPERIENCES TO CREATE VALUE FOR  
ITS CITY AND COMMUNITY?



Wharf Theatre

Sydney Theatre Company

Yananurala - Harbour Walk

Sydney Opera House

Museum of Contemporary Art

Custom House

Farm Cove

Museum of Sydney

Sydney Conservatorium of Music

Mitchell Library

Sydney Aquarium

The Mint

Art Gallery NSW

Australian National Maritime Museum

Hyde Park Barracks

Australian Museum

Cultural Ribbon

Powerhouse Museum









# EVOLVING SYDNEY WATERFRONT FOR A NEW GENERATION

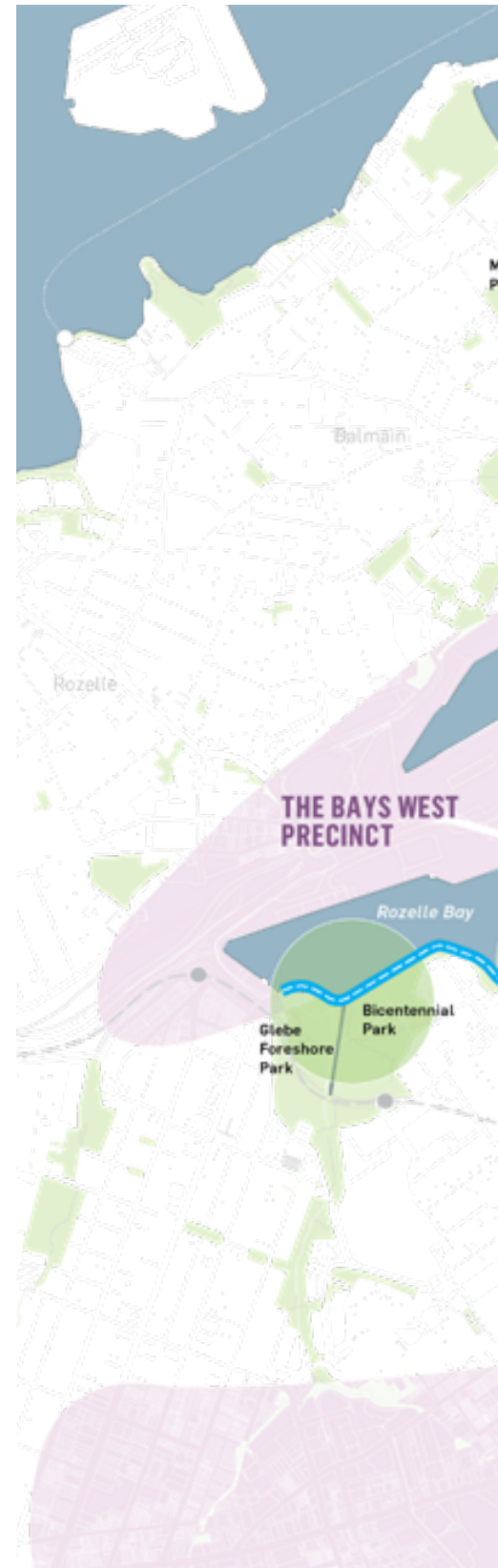
**Sydney Waterfront is Sydney's most valuable asset. It is the seed from which the city has established and grown. It has set and continues to shape the environment, social and economic foundations of Sydney - underpinning the ongoing success of Sydney as a innovative, globally competitive city.**

The role of Sydney Waterfront in the function of the city has changed over time - from an industrial engine of the country, to a key transport corridor for the State supporting global trade and human movement, to its role today as a recreational, leisure, and work destination, with residential uses scattered across few waterfront neighbourhoods.

- What can the next generation Sydney Waterfront offer to strengthen its purpose, expand its offer and diversify its role – how can it create more excitement and promote greater engagement between nature and the community?
- How can it be curated to drive multi-venue visitation, promote future experiences and expand its audience profile – making it even better loved and more frequently visited? Working harder to create value the city and its communities.

## LEGEND

-  "City Harbour" & Tourism
-  International Financial/ Business Hub
-  Soft Edge Waterfront
-  Heavy Working Waterfront
-  Innovation Corridors
-  'Working Wharves' - Arts, Crafts, Media & Technology Business Cluster
-  Waterfront Parks
-  City Destination of Global Significance







## URBAN WATERFRONT ECOSYSTEM

# SYDNEY'S WESTERN HARBOUR

Walsh Bay – Barangaroo – King Street Wharf – Cockle Bay Wharf – Darling Harbour – Pyrmont Jones Bay – Blackwattle Bay – Rozelle Bay



Premiere Arts + Culture Destination



Eclectic Mix-use Entertainment Precinct



Unique F&B Experiences



World-class Tourist Destinations



Abundant Urban Parks



Strong ties to Country and Maritime past

**A rich, thriving waterfront ecosystem is central in shaping a city's identity, reconnecting people with water and engendering significant social and economic value for a city. The interface of paramount waterfront districts along Sydney's Western Harbour—Walsh Bay, Barangaroo, King Street Wharf, Cockle Bay Wharf, Darling Harbour, Pyrmont Jones Bay, Blackwattle Bay, Rozelle Bay—tells the story of Sydney's productive industrial and maritime past transitioning into a contemporary future-focused landscape.**

Moving from the rich history of Walsh Bay to the quiet, contemplative open space at Barangaroo Reserve to the playful and joyful exuberance of the Darling Harbour Playground ending at Blackwattle Bays popular fish market a mosaic of social and economic opportunities is discovered. Pockets along the foreshore, drawing people in and connecting diverse experiences, positions Sydney's Western Harbour as integral to Sydney's urban waterfront ecosystem.

Over the past decades, the western harbour has undergone a metamorphosis, sparking a reinvention of previously underutilised and detached areas within the precinct. The changing context of the western harbour comes with a complex set of constraints, opportunities and challenges which underpin its rejuvenation into a world-class tourist and entertainment destination. Well-explored challenges surround a disconnected place experience, connectivity, and a segregated and fragmented urban fabric. The present and future regeneration of Sydney's Western Harbour reflects the changing context of audience behaviour, patterns, and a future-focused agenda.



## WALSH BAY

A mix-use of arts and culture, residential and commercial spaces, Walsh Bay over recent years has become a celebration of merging heritage and modern architecture. Situated around the corner from the hustle and bustle of the Rocks and Circular Quay, Walsh Bay – a traditional meeting place of the Gadigal people for millennia – is a cultural hub with a significant offering including the following: Australian Chamber Orchestra; Australian Theatre of Young People; Bangarra Dance Theatre; Bell Shakespeare; Gondwana Choirs; Sydney Dance Company; Sydney Philharmonia Choirs; Sydney Theatre Company; and The Song Company. Stewards of the redevelopment of Walsh Bay Arts Precinct, Create Infrastructure, part of Create NSW manages a dynamic creative hub to foster opportunities for artistic creation and collaboration, festivals, and events for public enjoyment.

## BARANGAROO

Once a physical barrier to the Western harbour, Barangaroo has transformed from a disused container terminal into a 'dynamic cultural, residential, business and civic hub'. Born out of a collective effort led by the NSW Government, the redevelopment of three interconnected precincts – Barangaroo South, Central Barangaroo and Barangaroo Reserve – when fully completed will celebrate new public spaces and vibrant, diverse places to live-work-play in. People-centric and sustainable design sit at the centre of the redevelopment. Already completed Barangaroo South offers 100% neutral uses, 270,000 sqm of premium office spaces as well as 90 retail and dining opportunities. Barangaroo Reserve includes 6 hectares of public open space with over 75,000 native trees and shrubs sitting in harmony with lookouts, walking and cycling tracks, coves, picnic spaces and relaxing areas. Indigenous Cultural Tours of Barangaroo Reserve immerse people in the native history of Sydney Harbour and the importance of the land to Australia's First Nations heritage. Art and cultural programs are one way to honour Barangaroo's connection to her culture and Country. Already, permanent artworks such as the Shell Wall are part of Barangaroo's built form. Barangaroo is Australia's first certified carbon neutral precinct under the Climate Active Initiative. Long term sustainability is managed from all levels fostering spaces that enhance environmental excellence and community wellbeing.

## KING STREET WHARF

An atmospheric location that encapsulates Sydney's vibrant and dynamic dining scene, King Street Wharf is a 'modern haven' that attracts locals and tourists alike. The \$800 million mix-use precinct development along Darling Harbour's Eastern Shore also offers some of Sydney's foremost retail, residential, commercial and entertainment venues. The unique flavours and experiences, partnered with incredible views of the city from the central promenade, positions King Street Wharf as an ideal drop off and pick-up point creating a welcomed alternative to the hustle and bustle of central Sydney and counterbalancing its neighbours Cockle Bay and Barangaroo. Convenient pedestrian and transport linkages along with diverse cuisine and annual arts/culture events bolster an energetic daytime and night-time visitor economy.

## COCKLE BAY WHARF

Sitting at the heart of Darling Harbour, Cockle Bay Wharf boasts Sydney's largest premium waterfront dining destination, a hub of activity right on the waterfront. Although limited in public green spaces, Cockle Bay Wharf provides an extensive F&B and nightlife experience as well as an opportunity to enjoy the promenade along the waterfront. Easily accessible via train, ferry, bus, light rail and foot Cockle Bay Wharf key location and on-going development positions the precinct as a valuable asset to the harbour. The \$891 million redevelopment of Cockle Bay Wharf, scheduled to commence in 2023, seeks to bring Cockle Bay Wharf further into a contemporary setting and "create a community destination that offers world-class retail, commercial, entertainment and open space for the public to connect with and enjoy".

## DARLING HARBOUR + DARLING QUARTER

Darling Quarter is a \$500 million mix use development comprising a leisure and dining precinct, world-class playground and low-rise commercial developments known as 'Commonwealth Bank place'. Darling Quarter is part of a \$3.4 billion transformation of Darling Harbour including world class Sydney International Convention Centre, 3,000 sqm of green space, new amphitheatre, and new city neighbourhood. A 24-hr precinct that draws visitors in at any time of night or day, the Quarter is a catalyst for the rejuvenation of southern Darling Harbour transforming the underutilised former Sea World into a vibrant mixed-use destination that highlight economic, social, and environmental sustainability. One of Australia's most visited locations the Quarter sparked a shift in thinking about the importance of the public domain in the re-vitalisation of the western edge of the Sydney CBD.

A focal point of Darling Quarter is the world class 4,000 sqm playground – breaking ground as the largest and most elaborate in Sydney and the largest illuminated playground in the country. The playground, designed by ASPECT studios is a leading large-scale play area that integrates explorative play equipment with interactive water play. Beautifully designed public spaces like Community Green encourage quiet reflection and relaxation. The illuminated playground, changes to roads, parking and pedestrian walkways have improved safety for pedestrians and cyclists alike. A collaboration between Lendlease and the Sydney Harbour Foreshore Authority, the development was integral to activating the area as a public space and encouraging pedestrian flow. Darling Quarter connects the south end of Darling Harbour to the city, delivering an interactive work and play area for locals, visitors, and workers to enjoy. A pedestrian link, referred to as the Civic Connector, creates a gateway from Darling Harbour for Town Hall Station, China Town and the Darling Harbour waterfront.

WALSH BAY



BARANGAROO



KING STREET WHARF



COCKLE BAY WHARF



DARLING HARBOUR/QUARTER



# SYDNEY'S WESTERN HARBOUR URBAN WATERFRONT ECOSYSTEM



**PYRMONT JONES BAY**



**ROZELLE BAY**



**BLACKWATTLE BAY**



## PYRMONT JONES BAY

Home to Jones Bay Wharf, Sydney Lyric Theatre and expansive urban parks like Pirrama Park and Waterfront Park, Pyrmont Jones Bay has an eclectic and diverse mix of uses. The juxtaposition of hubs of activity partnered with moments of pause and play along the waterfront enhances the precinct's collective offer. Along with the Star (Casino & Entertainment Centre), Sydney Lyric theatre sets the tone for live entertainment within the precinct. One of Australia's most innovative theatres having undergone a recent \$18 million renovation, Sydney Lyric Theatre exemplifies the outstanding cultural scene along the harbour. Jones Bay Wharf combines style and imagination to accommodate world class commercial spaces that showcase both historical and contemporary Sydney.

## BLACKWATTLE BAY

Located on the western edge of Pyrmont, Blackwattle Bay precinct includes over 10 hectares of predominately government-owned land. An underutilised inner-city precinct with significant indigenous and industrial importance, Blackwattle Bay 'represents the richness of this collective history; the communities that live and visit and the physical character and social memories attached to its very fabric' (NSW Government 2020). Sydney Fish Market is an integral social and economic anchor within Blackwattle Bay—85% of Sydneysiders viewing it as an important feature of Sydney. Constraints in potential retail growth and expansion partnered with hygiene, crowding, accessibility and public space issues unlocks an invaluable opportunity to redevelopment of Sydney Fish Markets into a world class attraction. An opportunity to support Australia's seafood industry through a state-of-the-art facility, the redevelopment will provide more than 4,700 sqm of new public open space and amplify visitor experience by providing future pedestrian and cycling paths to connect all the way to Woolloomooloo. The NSW government has partnered with a vast range of private entities to repatch Blackwattle Bays industrial uses into a remarkable staple along the Sydney Harbour.

## ROZELLE BAY

Located in close proximity to the CBD, Rozelle Bay retains its working harbour character, as one of remaining working parts of Sydney Harbour, the precinct is a mix of old and new, residential, industry and enterprise. A highly urbanised area with a predominately fine grain character, the precinct is defined by its topography. Remanent rail infrastructure and terrace houses tell the story of Sydney's past and highlights its residential and industrial character. Existing road infrastructure that governs the area is difficult and in-direct, disconnecting important infrastructure links such as City West Link and Anzac Bridge and active transport linkages (cycling and pedestrian) to the foreshore.

Alternatively, Glebe Foreshore Park (including Glebe Foreshore Walk from Bicentennial Park to Sydney Fish Markets) links 27 hectares of open space and gives people access to passive and active recreation along the water's edge. Protected by heritage sea walls and docks and surrounded by Indigenous Native plants the Park creates an unique experience along Rozelle Bay's foreshore. Looking towards the future, Rozelle Bay is part of The Bays Precinct Urban Renewal Program, a whole government approach led by UrbanGrowth NSW including NSW Planning and Environment, Government Property NSW, Transport for NSW, Roads and Maritime Services, Port Authority of NSW and NSW Trade and Investment. Planning is already underway to build on Rozelle's "village type community" and transform Rozelle's waterfront with new homes (30% of which will be affordable and key worker housing).

## THE FOUNDING PRINCIPLES

# PRINCIPLES OF WORLD CLASS WATERFRONTS

...A WATERFRONT IS WHERE CARE FOR COUNTRY, CLIMATE, CULTURE AND COMMUNITY COALESCE

**01**

### GENUINE CONNECTION TO PLACE

proudly reflects its story and the portrays the culture of our city

+

**02**

### DESIGN FOR AND CONNECT WITH COUNTRY

Caring for country and respecting the living cultures of First Nations Peoples.

+

**03**

### SHOWCASES CONTEMPORARY SYDNEY

Celebrate its creativity and soul powerfully portrays the values and resonates with audiences

+

**04**

### COLLECTIVE ENDEAVOUR

that unites all stakeholders in a 'one waterfront' approach

+

**05**

### BALANCE

of environmental, social and economic uses and outcomes

+

**06**

### FUTURE FOCUSED AND PROGRESSIVE

Leveraging data-led decision making

+

**07**

### MICRO DESTINATIONS

a diverse and eclectic collection of environments and experiences, reflecting many moods.

+

**08**

### DEMOCRATIC AND INCLUSIVE

Inclusive and equitable. Connecting people with the water physically and emotionally - at every opportunity.

+

**09**

### FUN -FOR EVERYONE

(but not necessarily everywhere)

+





**10**

**FLOW**

easy, safe and  
seamless to move  
around



**COMMERCIALLY SUCCESSFUL,  
WORLD'S BEST WATERFRONT**



Future State is the strategic advisory arm of Urbis. We operate at the intersection of policy and commerce to help government and business leaders improve the performance of cities and harness their potential as engines of sustainable prosperity.

We work side-by-side with our clients and their stakeholders to diagnose multidimensional challenges, identify trends that will shape the future of cities, and unlock bold strategic moves that will generate positive and lasting change. We do this by integrating disciplines, data, and methods to create new insights and strategic tools that offer game changing potential for cities, communities, and our clients.

Our interdisciplinary team combines capabilities in policy and strategy, economics, spatial data science, design and systems thinking, and behavioural insights. We are passionate about tackling the world's most pressing urban challenges and making an impact where it matters most – improving lives, building strong economies, and protecting the planet.

December 2022  
Copyright © Urbis

[www.urbis.com.au](http://www.urbis.com.au)