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## INFORMATION NOTE

### Waterfront management in selected cities

#### 1. Background

1.1 The Subcommittee on Harbourfront Planning is conducting a study on the planning, land use and related issues in respect of the harbourfront areas on both sides of the Victoria Harbour. In this connection, the Subcommittee requested the Research and Library Services Division at its meeting on 6 April 2009 to provide information on waterfront management of major cities such as New York, Singapore, Sydney and Vancouver to facilitate the deliberations of the Subcommittee on the matter. This information note aims to provide information on the waterfront policies, responsible authorities, selected waterfront enhancement projects and the extent of public engagement in waterfront planning and development in New York, Singapore, Sydney and Vancouver.

1.2 In the four selected cities, enhancement measures in the waterfront areas have been taken to address the growing leisure and recreational needs of the people. These enhancement measures include the offering of uninterrupted foreshore promenades for public access, better connectivity with the surrounding communities, better waterfront landscape design, more commercial opportunities in the waterfront areas and waterfront development through public-private partnership.

1.3 Different cities have adopted different approaches in developing and implementing these enhancement measures. For example, in New York, responsibility for developing and managing the waterfront areas is fragmented among many disparate city agencies. In order to have a more integrated and co-ordinated development and better management of the city's waterfront areas, the city government recently re-constituted a high level advisory board, the Waterfront Management Advisory Board (WMAB), to provide advice to the city government on matters relating to the development of the waterfront areas.

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1.4 Singapore has successfully transformed the once polluted Singapore River into a mixed-use activity corridor. It is currently developing Marina Bay into a major destination. These two waterfront revitalization and transformation projects are led by the national planning and conservation authority, the Urban Redevelopment Authority (URA). It can be seen from both projects that Singapore has employed a state-driven model in waterfront planning and development to meet the country's needs for economic development.

1.5 Sydney has established a statutory, fully-empowered waterfront authority, the Sydney Harbour Foreshore Authority (SHFA), to develop and implement waterfront enhancement measures. SHFA manages more than 400 hectares of Sydney Harbour foreshore land, including Sydney's most significant waterfront locations, The Rocks and the Darling Harbour. Its aims are to ensure a balanced set of cultural, tourism, heritage, environmental and commercial outcomes in the revitalization of Sydney's foreshore areas.

1.6 Vancouver presents a working example of public-private partnership in waterfront revitalization. Its landmark waterfront revitalization project, Canada Place, was a market-led redevelopment, incorporating a mix of public and private sector amenities. The development of Canada Place was led by Canada Place Corporation, a subsidiary of a port authority, Port Metro Vancouver (PMV). Canada Place is considered as one of the largest integrated use waterfront redevelopment projects in the world.<sup>1</sup>

1.7 This information note provides information on the waterfront management of the four selected cities, covering the following aspects:

- (a) waterfront policies;
- (b) institutional framework and governance of authorities responsible for waterfront development;
- (c) waterfront enhancement projects; and
- (d) public engagement in waterfront planning and development.

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<sup>1</sup> Canada Place Corporation (2008b).

**Table 1 – Waterfront management in New York**

	New York
<b>Waterfront policies</b>	
Relevant waterfront policy documents	<p>(a) <i>Waterfront Revitalization Program</i> (WRP) – the city's principal coastal zone land use guide;<sup>2</sup></p> <p>(b) <i>New York City Comprehensive Waterfront Plan</i> – expressing the city's long-range goals for a 21<sup>st</sup> century waterfront;</p> <p>(c) <i>New York City Waterfront Zoning Text</i> – waterfront zoning regulations incorporating the goals and policies of WRP; and</p> <p>(d) <i>197-a Plans</i> – community-based plans addressing conditions and issues within the coastal zone of the city.</p>
Highlights on relevant waterfront policy documents	<p>(a) WRP establishes the city's policies<sup>3</sup> for development and use of the waterfront and provides the framework for evaluating the consistency of all discretionary actions in the coastal zone with those policies.<sup>4</sup> Waterfront projects are required to be consistent with WRP before they can be approved; and</p> <p>(b) In April 2009, the City Council adopted the <i>Waterfront Text Amendment</i>, which aimed to improve the public's enjoyment of the waterfront. In particular, its aims cover the following:</p> <ul style="list-style-type: none"> <li>(i) ensuring public access to the waterfront areas;</li> <li>(ii) ensuring uninterrupted waterfront access that is clearly open to the public;</li> <li>(iii) promoting the greening of the waterfront areas;</li> <li>(iv) facilitating a wide variety of amenities, such as boat launches and play areas; and</li> <li>(v) activating waterfront spaces by improving connections between the water's edge and the upland streets.</li> </ul>

<sup>2</sup> WRP was first adopted by the New York City in 1982. It was approved by the New York State for inclusion in the *New York State Coastal Management Program* and then approved by the United States Secretary of Commerce. As a result of these approvals, state and federal discretionary actions within the city's coastal zone are required to be consistent with the policies stated in WRP and the city is able to comment on all state and federal projects within its coastal zone.

<sup>3</sup> WRP covers 10 policy areas dealing with various aspects of the development and use of the waterfront such as residential and commercial redevelopment, water-dependent and industrial uses, and public access in the waterfront areas. Goals, standards and criteria are provided for each policy area to set parameters for consistency determinations.

<sup>4</sup> For example, one of the policies specified in WRP is the provision of public access to and along the city's coastal waters. The objectives specified under this policy are (a) preserving, protecting and maintaining existing physical, visual and recreational access to the waterfront; (b) incorporating public access into new public and private development where compatible with proposed land use and coastal locations; (c) providing visual access to coastal lands, waters and open space where physically practical; (d) preserving and developing waterfront open space and recreation on publicly owned land at suitable locations; and (e) preserving the public interest in and use of lands and waters held in public trust by the state and city. Detailed standards and criteria are provided under each objective for evaluating the consistency of proposed activities in the waterfront areas with WRP.

**Table 1 – Waterfront management in New York (cont'd)**

	New York
<b>Authorities responsible for waterfront development</b>	
Major authority involved in waterfront planning and development	Waterfront Management Advisory Board (WMAB) <sup>5, 6</sup> .
Institutional framework	Chartered-mandated advisory board.
Governing authority	Advisory board of one Chairman, one Vice-Chairman, and 15 members.
Term of appointment	Appointed members may each serve for a three-year term without compensation <sup>7</sup> .

<sup>5</sup> WMAB was established under the New York City Charter in 1977. According to a briefing paper to the Committee on Waterfronts of the City Council, few records exist pertaining to the operation of WMAB, and no appointments to the Board have been made since 1993. On 18 March 2009, a bill was passed by the City Council and approved by the Mayor to amend the New York City Charter to reconstitute WMAB.

<sup>6</sup> In New York, responsibility for waterfront development and management is fragmented among many disparate city agencies such as the Department of City Planning (DCP), the New York City Economic Development Corporation (NYCEDC) and the Department of Parks and Recreation (DPR). DCP is responsible for ensuring land use proposals are consistent with WRP. NYCEDC is a not-for-profit organization and is the city's primary vehicle for economic development. It also functions, among other roles, as the city's primary agency for waterfront development. DPR has responsibility for waterfront parks of the city. In view of this fragmented structure, this information note will only discuss WMAB, which is a high level advisory committee advising the city government on all aspects of the waterfront development in the city's coastal zone.

<sup>7</sup> According to the amendment to the City Charter approved on 18 March 2009, for members first appointed to WMAB, "four shall be appointed for terms of one year, four shall be appointed for terms of two years and four shall be appointed for terms of three years". In other words, four members will be appointed every year.

**Table 1 – Waterfront management in New York (cont'd)**

	<b>New York</b>
<b>Authorities responsible for waterfront development (cont'd)</b>	
Constitution of the governing board	(a) Deputy Mayor for Economic Development as the Chairman; (b) Commissioner of Small Business Services as the Vice-Chairman; (c) Chairman of the City Planning Commission; (d) Commissioner of Environmental Protection; (e) One City Council member designated by the City Council; and (f) 12 members <sup>8</sup> appointed by the Mayor with the advice and consent of the City Council.
Main responsibilities relating to waterfront planning and development	(a) Providing advice on matters relating to the industrial, commercial, residential, recreational or other use or development of wharves, waterfront property and waterfront infrastructure in the city; and (b) Exploring opportunities for expanding the recreational use of the waterfront.
Accountability	Issuing a biennial report to the Mayor, the City Council and the Borough Presidents on the development of the waterfront. <sup>9</sup>

<sup>8</sup> Of the 12 appointed members, they shall include at least one appointed member from each of the five boroughs of New York, representatives of labour, the maritime, transportation, real estate, and hospitality industries, as well as environmental and community advocates.

<sup>9</sup> The first report of WMAB is expected to be published on 1 March 2010.

**Table 1 – Waterfront management in New York (cont'd)**

New York	
<b>Selected waterfront development/enhancement projects</b>	
Waterfront development/enhancement projects	<p>(a) Battery Park City</p> <ul style="list-style-type: none"> <li>(i) 92-acre reclaimed site situated on the southwest tip of Manhattan fronting the Hudson River, with facilities such as commercial and residential buildings, public schools, hotels, 35 acres of public parks, plazas and a 1.2-mile riverfront esplanade;</li> <li>(ii) developed according to an evolving series of master plans and built largely in the 1980s and 1990s; and</li> <li>(iii) developed as a public-private partnership<sup>10</sup> between the Battery Park City Authority (a public benefit corporation<sup>11</sup>) and private developers.</li> </ul> <p>(b) Hudson River Park</p> <ul style="list-style-type: none"> <li>(i) 550-acre waterside park located on the west side of Manhattan, with facilities such as public piers, a waterside esplanade and limited commercial activities at several sites;</li> <li>(ii) construction began in 1999. It is scheduled to complete 80% of the construction by late 2009/early 2010; and</li> <li>(iii) the Hudson River Park Trust, a joint state-city agency established in 1998, was tasked with the planning, construction and management of the Hudson River Park.</li> </ul> <p>(c) South Bronx Greenway Project</p> <ul style="list-style-type: none"> <li>(i) project aiming to overhaul South Bronx, a low-income district with the least amount of green open space in New York City, into a useable green space. When completed, the project will provide 1.5 miles of waterfront greenway, 8.5 miles of inland green streets, and nearly 12 acres of new waterfront open space;</li> <li>(ii) project divided into three phases and Phase I is expected to be completed by the end of 2010; and</li> <li>(iii) project created through the efforts of a community-based organization (Sustainable South Bronx) and partners such as the New York City Economic Development Corporation.</li> </ul>

<sup>10</sup> For example, when the Battery Park City Authority put up an undeveloped parcel of land for bidding, it would require developers to include the development of public amenity space in their proposals.

<sup>11</sup> A public benefit corporation is a public organization chartered by a state designed to perform public service.

**Table 1 – Waterfront management in New York (cont'd)**

<b>New York</b>	
<b>Public engagement in waterfront planning and development</b>	
Public engagement	<p>(a) WRP is considered<sup>12</sup> as a locally prepared, comprehensive land and water use plan and strategy, as local consultation and public hearings are required at the various planning stages to assure local community endorsement and obtain popular support; and</p> <p>(b) The establishment of the Uniform Land Use Review Procedure (ULURP)<sup>13</sup> also reflects the increasing involvement of the city's Community Boards<sup>14</sup> in the waterfront development of the city.<sup>15</sup> It is required under the City Charter that the city government shall consult and inform the Community Boards of all matters requiring public hearings and provide them with all the relevant information.</p>

<sup>12</sup> New York State Division of Coastal Resources (2004).

<sup>13</sup> The City Charter requires that "applications by any person or agency respecting the use, development, or improvement of real property subject to city regulation shall be reviewed pursuant to [ULURP]".

<sup>14</sup> There are 59 community districts in the city, each represented by a Community Board with up to 50 members who live or work within the district. Community Boards serve as local representative bodies that serve as advocates for the residents of the respective community districts. Community Board members are appointed by the Borough Presidents.

<sup>15</sup> New York City Department of City Planning (2009a).

**Table 2 – Waterfront management in Singapore**

<b>Singapore</b>	
<b>Waterfront policies</b>	
Relevant waterfront policy documents	<p>(a) <i>The Clean-up of the Singapore River and Kallang Basin</i> – the first government action plan introduced in 1977 to phase out polluted uses of the Singapore River and Kallang Basin;</p> <p>(b) <i>1985 Singapore River Concept Plan</i> – identifying three development zones, namely Boat Quay, Clarke Quay and Robertson Quay, for the Singapore River;</p> <p>(c) <i>Singapore River Development Guide Plan 1994</i> – detailed plans on the planning intention and development potential of the Singapore River; and</p> <p>(d) <i>Master Plan 2008</i> – translating the intentions of the <i>Concept Plan 2001</i> into detailed land use plans for different planning areas.</p>
Highlights on relevant waterfront policy documents	<p>(a) As a 10-year action plan, <i>the Clean-up of the Singapore River and Kallang Basin</i> involved massive housing development and resettlement of squatters, industrial workshops, backyard trades and farming activities located along the rivers and canals;</p> <p>(b) <i>1985 Singapore River Concept Plan and Singapore River Development Guide Plan 1994</i> set out the stage for the infrastructure development of the Singapore River; and</p> <p>(c) <i>Master Plan 2008</i> specified sites in Marina Bay as "White site"<sup>16</sup> to allow developers greater autonomy and flexibility in deciding the most appropriate mix of uses for each site, including housing, offices, shops, hotels, recreation facilities and community spaces. This increased the potential for mixed-use developments.</p>

<sup>16</sup> The zoning system was revised in *Concept Plan 2001* to allow a new "White" zone which permitted most uses such as commercial, residential, sports, recreational and other compatible uses in the area.

**Table 2 – Waterfront management in Singapore (cont'd)**

	<b>Singapore</b>
<b>Authorities responsible for waterfront development</b>	
Major authority involved in waterfront planning and development	Urban Redevelopment Authority of Singapore (URA) <sup>17</sup> .
Institutional framework	Statutory national land use planning and conservation authority.
Governing authority	Board with a Chairman and between four and 12 other members.
Term of appointment	Three years and eligible for re-appointment.
Constitution of the governing board	(a) All members including the Chairman are appointed by the Minister of National Development; and (b) The Chief Executive Officer of URA may be appointed by the Minister of National Development as the executive member of the Board.

<sup>17</sup> The Urban Renewal Department was set up in 1967 under the Housing and Development Board of Singapore to carry out urban renewal projects in Singapore. In 1974, the Department was turned into an independent statutory body, URA, under the Ministry of National Development. The URA Act was enacted in 1989 to give effect to the merger of URA with two former departments of the Ministry of National Development. As a result of the merger, URA is charged with the responsibility of national land use planning and development control.

**Table 2 – Waterfront management in Singapore (cont'd)**

	<b>Singapore</b>
<b>Authorities responsible for waterfront development (cont'd)</b>	
Main responsibilities relating to waterfront planning and development	<ul style="list-style-type: none"> <li>(a) Planning and implementing the Singapore Government Land Sales Programme, which makes land available to the private sector on fixed term leases for the purposes of the development or redevelopment of the land;</li> <li>(b) Preparing long-term strategic plans and detailed local plans including those of the waterfront areas for the physical development of Singapore;</li> <li>(c) Acting as the development agency for Marina Bay, a 360-hectare development, planned to seamlessly extend the central business district to the southern tip of Singapore; and</li> <li>(d) Co-ordinating efforts of various departments in city development.</li> </ul>
Accountability	<ul style="list-style-type: none"> <li>(a) Accountable to the Minister of National Development;</li> <li>(b) Major plans and development works are subject to the scrutiny of the Minister of National Development;</li> <li>(c) Required under the URA Act to provide annual reports to the Minister of National Development and through the Minister to the Singapore Parliament; and</li> <li>(d) Required under the URA Act to submit all annual and supplementary estimates to the Minister of National Development for approval and the approved estimates shall be published in the Gazette.</li> </ul>

**Table 2 – Waterfront management in Singapore (cont'd)**

Singapore	
<b>Selected waterfront development/enhancement projects</b>	
Waterfront development/enhancement projects	<p>(a) Revitalization of Singapore River</p> <p>(i) revitalization started as early as the mid-1980s to turn the Singapore River into a lively activity corridor in the city while keeping the architectural heritage of the river<sup>18</sup>;</p> <p>(ii) project was conducted in several stages, with the commencement of the first stage of construction in the mid-1980s. Recently, URA unveiled a development plan in February 2008 under which the Singapore River would undergo infrastructure enhancements and host new events to develop it into an even more compelling waterfront precinct; and</p> <p>(iii) project was conceived and spearheaded by several government departments, primarily URA and the Singapore Tourism Board.</p> <p>(b) Marina Bay project</p> <p>(i) aiming to provide premier urban outdoor recreation space for the Singapore people with the development of three distinctive waterfront gardens (known as <i>Gardens by the Bay</i>) on a 101-hectare site in Marina Bay. There will be two conservatories in the Gardens at Marina South and Esplanade Theatres in the Gardens at Marina Centre. For the Gardens at Marina East, it will be themed for aquatic sports and waterfront recreation;</p> <p>(ii) site preparation works for the <i>Gardens by the Bay</i> commenced in April 2007, and construction of the first phase of the Gardens is in progress and expected to be completed in 2011; and</p> <p>(iii) the National Parks Board of Singapore is the lead agency developing <i>the Gardens by the Bay</i>.</p>

<sup>18</sup> The initial phase of the Revitalization of Singapore River consisted of several discrete projects, such as developing Boat Quay as a riverside dining and entertainment area, Clarke Quay as a riverside "festival village" and Robertson Quay as a hotel and residential area.

**Table 2 – Waterfront management in Singapore (cont'd)**

	<b>Singapore</b>
<b>Public engagement in waterfront planning and development</b>	
Public engagement	<p>(a) Singapore's urban planning has been characterized by its top-down approach until recent years.<sup>19</sup> URA employed focus groups comprising members from the private sector, community groups and professional institutions in developing the <i>Concept Plan 2001</i> and <i>Master Plan 2008</i>. Before the findings of the focus groups were officially incorporated into the <i>Concept Plan 2001</i>, a public dialogue (alongside a public exhibition and feedback via internet and survey forms) was organized for the general public to review the proposals in the draft <i>Concept Plan</i>. A public forum was also held to invite public feedback on the focus groups' interim report; and</p> <p>(b) The draft <i>Master Plan 2008</i> went through public consultation through focus groups, discussions with stakeholders, and draft plan exhibitions.</p>

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<sup>19</sup> Soh & Yuen (2006).

**Table 3 – Waterfront management in Sydney**

<b>Sydney</b>	
<b>Waterfront policies</b>	
Relevant waterfront policy documents	<p>(a) <i>Sharing Sydney Harbour Regional Action Plan 2000</i> (RAP 2000) – the first whole-of-government plan providing precise development principles for a series of important harbour sites; and</p> <p>(b) <i>Sydney Harbour Catchment Regional Environmental Plan 2005</i> (REP 2005) – planning framework for Sydney Harbour.<sup>20</sup></p>
Highlights on relevant waterfront policy documents	<p>(a) RAP 2000 set out the four essential characteristics of Sydney Harbour, namely natural harbour, urban harbour, working harbour and people's harbour. Twenty state agencies participated in the implementation of the priority projects identified in the action plan such as enhancement of public access and open space along the foreshores, conservation of bushland, securing facilities for the maritime industries, and addressing specific concerns regarding the quality of architecture on Sydney Harbour and its tributaries; and</p> <p>(b) REP 2005 aims to establish a balance between promoting a prosperous working harbour, maintaining a healthy and sustainable waterway environment and promoting recreational access to the foreshore and waterways. It establishes a set of planning principles to be used by</p> <ul style="list-style-type: none"> <li>(i) local councils for the preparation of planning instruments;</li> <li>(ii) consent authorities<sup>21</sup> for the assessment of development applications that fall within the foreshores and waterway area;</li> <li>(iii) proponents in the preparation of their development applications and plans; and</li> <li>(iv) the Minister for Planning for the assessment of state significant development.</li> </ul>

<sup>20</sup> There are quite a number of waterfront policy documents governing various aspects of waterfront development of Sydney Harbour. For example, in 2002, an agreement, *Our Harbour*, was signed by 19 Sydney Harbour Councils (comprising councils surrounding Sydney Harbour), the New South Wales (NSW) Minister for Planning and the Sydney Harbour Executive (comprising senior officials of 20-state and three Commonwealth agencies and chaired by the Deputy Director-General of the Premier's Department) with an aim to progressively remove impediments to public foreshore access. The agreement was valid for three years to 2005. *Sydney Harbour Foreshores and Waterways Area Development Control Plan 2005* provides design guidelines for development, assessment criteria for marinas and criteria for natural resource protection. *Sharing Sydney Harbour Access Program* aims to enhance the recreational enjoyment of Sydney Harbour and its tributaries.

<sup>21</sup> Consent authorities are those authorities empowered by the *Environmental Planning and Assessment Act 1979* to determine development applications. They may be the Council of the City of Sydney or the Minister for Planning.

**Table 3 – Waterfront management in Sydney (cont'd)**

	<b>Sydney</b>
<b>Authorities responsible for waterfront development</b>	
Major authority involved in waterfront planning and development	Sydney Harbour Foreshore Authority (SHFA) <sup>22, 23</sup> .
Institutional framework	Statutory agency responsible for planning and managing the Sydney Harbour foreshore land.
Governing authority	Board of Directors with not more than seven members.
Term of appointment	Not exceeding five years and eligible for re-appointment.
Constitution of the governing board	(a) Chief Executive Officer of SHFA; (b) Director-General of the Department of Urban Affairs and Planning; (c) Not more than five persons appointed by the Minister for Planning; and (d) One of the five members appointed by the Minister for Planning as the Chairman.

<sup>22</sup> SHFA was established in 1999 under the SHFA Act 1998 to consolidate the work and functions of the City West Development Corporation, the Sydney Cove Authority and the Darling Harbour Authority.

<sup>23</sup> A number of government bodies have retained responsibility for the planning, operational and regulatory aspects of Sydney Harbour. For example, the NSW Department of Planning is responsible for the state's strategic land use planning, major development and infrastructure projects including their assessments and approval. The Maritime Authority (formerly the Waterways Authority) is responsible for marine safety, regulation of commercial and recreational boating and oversight of port operations. The Sydney Harbour Federation Trust is responsible for preserving and conserving land in the Sydney Harbour region. The Sydney Harbour Councils have strategic and statutory planning responsibilities for land use in their council areas. Since SHFA takes on the leading planning and managing role for the strategic foreshore sites of Sydney Harbour, this information note will only discuss SHFA.

**Table 3 – Waterfront management in Sydney (cont'd)**

	<b>Sydney</b>
<b>Authorities responsible for waterfront development (cont'd)</b>	
Main responsibilities relating to waterfront planning and development	<ul style="list-style-type: none"> <li>(a) Protecting and enhancing the natural and cultural heritage of the foreshore area;</li> <li>(b) Promoting, co-ordinating, managing, undertaking and securing the orderly and economic development and use of the foreshore area; and</li> <li>(c) Promoting, co-ordinating, organizing, managing, undertaking, securing, providing and conducting cultural, educational, commercial, tourist, recreational, entertainment and transport activities and facilities.</li> </ul>
Accountability	<ul style="list-style-type: none"> <li>(a) Accountable to the New South Wales Minister for Planning;</li> <li>(b) All draft Master Plans and development proposals must be submitted to the approval of the Minister for Planning or the City Council under the <i>State Environmental Planning Policy (Major Projects) Amendment (Sydney Harbour Foreshore) 2009</i>; and</li> <li>(c) Required to produce annual reports and is subject to the financial scrutiny of the NSW Auditor-General<sup>24</sup>.</li> </ul>

<sup>24</sup> The NSW Auditor-General leads the Audit Office to assist the NSW Parliament in holding the NSW government accountable for fulfilling its responsibilities through audits and related services.

**Table 3 – Waterfront management in Sydney (cont'd)**

<b>Sydney</b>	
<b>Selected waterfront development/enhancement projects</b>	
Waterfront development/enhancement projects	<p>(a) Daring Harbour waterfront development</p> <p>(i) occupying 148 acres of land near Sydney's central business district, in what was once the major sea-to-rail interchange of the metropolitan area. The site has been developed as a public entertainment district, with facilities such as a maritime museum, aquarium, hotels, exhibition/convention centre, restaurants, cafes and harbour-side market. Well-designed public walkways and open space are also significant features of the Darling Harbour;</p> <p>(ii) the NSW government announced the development of the Darling Harbour in 1984. The bulk of the development was completed between 1984 and 1988, coinciding with Australia's bicentennial; and</p> <p>(iii) the development was a government project led by SHFA.</p> <p>(b) The Barangaroo project</p> <p>(i) 22-hectare site previously used for stevedoring operations will be transformed into an area with a 1.4-km foreshore promenade and an 11-hectare headland park;</p> <p>(ii) the Barangaroo project is a 10-year development with the first phase of construction scheduled to begin in 2010; and</p> <p>(iii) the project was a government project led by SHFA.</p>
<b>Public engagement in waterfront planning and development</b>	
Public engagement	SHFA employs the following public participation mechanisms in developing master plans and development applications: interviews and surveys, feedback via websites, regular community meetings relating to projects; community newsletters and updates, consultation with interested parties and stakeholders, peak industry bodies, conservation bodies, academics and individual businesses as appropriate, circulation of draft documents to interested bodies for comment and formal invitations for public comment on development proposals.

**Table 4 – Waterfront management in Vancouver**

	<b>Vancouver</b>
<b>Waterfront policies</b>	
Relevant waterfront policy documents	<i>Central Waterfront Port Lands Policy Statement 1994 (PS1994)</i> – providing general guidelines governing the development of the lands situated between Canada Place and Portside Park to the east.
Highlights on relevant waterfront policy documents	PS1994 sets out, among other things, the construction of waterfront facilities in Canada Place, including a cruise ship terminal, a convention centre and public open space (such as waterfront walkway around the pier). It aims to foster urban development of the Central Waterfront Port Lands with a view to reinforcing key port, regional, civic and community functions and requirements, while integrating all new developments with its neighbouring areas.

**Table 4 – Waterfront management in Vancouver (cont'd)**

	<b>Vancouver</b>
<b>Authorities responsible for waterfront development</b>	
Major authority involved in waterfront planning and development	Port Metro Vancouver (PMV) <sup>25, 26</sup> .
Institutional framework	Not-for-profit statutory corporation. Its subsidiary, Canada Place Corporation, is the site manager of Canada Place.
Governing authority	Board of Directors with 11 members.
Term of appointment	Three years and may be renewed once only.

<sup>25</sup> In June 2006, the Federal Minister of Transport, Infrastructure and Communities invited the Fraser River Port Authority, the North Fraser Port Authority and the Vancouver Port Authority to examine port amalgamation. In 2008, the three port authorities integrated to form the Vancouver Fraser Port Authority under the *Canada Marine Act 1999*. The Vancouver Fraser Port Authority markets itself as PMV, though the company's legal name remains the Vancouver Fraser Port Authority.

<sup>26</sup> In Vancouver, the Planning Department of Vancouver is responsible for undertaking area planning and policy development, rezoning processing, heritage management and major project planning throughout the city. As most of the waterfront area and the implementation of waterfront development in the city of Vancouver are under the control of PMV, this information note will only discuss PMV.

**Table 4 – Waterfront management in Vancouver (cont'd)**

<b>Vancouver</b>	
<b>Authorities responsible for waterfront development (cont'd)</b>	
Constitution of the governing board	<p>(a) One member nominated by the Minister of Transport is appointed by the Governor-in-Council;</p> <p>(b) One member appointed by the municipalities as specified in the <i>Certificate of Amalgamation of Port Authorities</i>;</p> <p>(c) One member appointed by the Province of British Columbia;</p> <p>(d) One member jointly appointed by the Provinces of Alberta, Saskatchewan and Manitoba;</p> <p>(e) The remaining seven members nominated by the Minister of Transport in consultation with the Nominating Committee<sup>27</sup> are appointed by the Governor-in-Council, and</p> <p>(f) The Board shall elect a chairperson from among their members for a term not exceeding 2 years, the term being renewable.</p>
Main responsibilities relating to waterfront planning and development	<p>(a) Formulating its land use plan, leasing land and facilities to private port operators, and leasing waterfront parkland to the Vancouver Park Board<sup>28</sup> for public access; and</p> <p>(b) Its subsidiary, Canada Place Corporation, is responsible for:</p> <p style="padding-left: 20px;">(i) managing, leasing or licensing the federal real property on Canada Place;</p> <p style="padding-left: 20px;">(ii) producing, co-ordinating, sponsoring and hosting of public or civic events; and</p> <p style="padding-left: 20px;">(iii) promoting, marketing and undertaking public relations in relation with Canada Place.</p>
Accountability	<p>(a) Accountable to the Minister of Transport;</p> <p>(b) The land use plan of PMV is subject to the endorsement of the Vancouver City Council; and</p> <p>(c) All directors are required to comply with the Code of Conduct as stipulated in the <i>Certificate of Amalgamation of Port Authorities</i>. The objectives of the Code of Conduct are to preserve and enhance public confidence in the integrity and impartiality of directors and officers of PMV.</p>

<sup>27</sup> The Nominating Committee consists of representatives of port users. Its main functions are to receive and review nominations for members of the Board of Directors and provide recommendations to the Minister of Transport for consideration.

<sup>28</sup> Vancouver Park Board is the government agency providing, preserving and advocating for parks and recreation services to the people of Vancouver.

**Table 4 – Waterfront management in Vancouver (cont'd)**

<b>Vancouver</b>	
<b>Selected waterfront development/enhancement projects</b>	
Major waterfront development/enhancement project	<p>Canada Place</p> <p>(a) originally opened as the Canada pavilion in 1986 for Expo 86. It was later converted into landmark waterfront development, with facilities such as a trade and convention centre, a hotel and office complex, cruise ship berthing and passenger facilities for up to five vessels, an Imax theatre, amphitheatre for performances, shops, boutiques, restaurants and cafes;</p> <p>(b) construction began in 1983 and completed in late 1985. Canada Place was opened in 1986 for Expo 86 as the Canada pavilion; and</p> <p>(c) developed as a public-private partnership between the Canada Harbour Place Corporation and private developers. A total of CAN\$400 million (HK\$2,936 million)<sup>29</sup> was spent on capital investment, of which 40% or CAN\$160 million (HK\$1,174 million) was provided by private firms for the hotel, office and commercial facilities.</p>
<b>Public engagement in waterfront planning and development</b>	
Public engagement	<p>(a) Members of the public were involved in the development of PS1994 through open houses, public workshops and public meetings; and</p> <p>(b) PMV's land use plan was developed with input from adjacent communities and other stakeholders.</p>

<sup>29</sup> The average exchange rate in 2008 was CAN\$1 = HK\$7.34.

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