

successful project tend to accelerate the speed of the public sector in reaching planning decisions. A generation of public officials has learned to appreciate the public relations advantages of building a reputation for entrepreneurial skills.

Finally, the list of emerging trends that favor waterfront development must include the overriding globalization of communications, travel, economics and, therefore, tourism. While old ports provide an outstanding vehicle for tourism development, by doing so they also find themselves in a world-wide competition for visitors – after satisfying the local population as the irreducible base. The eyes of both the world and their local constituency will be fixed on them in the years to come.

### **Waterfront cities at the turn of the Millennium**

The opportunity for waterfront development has not been lost on many of the “celebrity” cities in the highly developed world. A list might include such high-profile centers as London, Singapore, Sydney, Buenos Aires, Rotterdam, Honolulu, Chicago, Pittsburgh, New Orleans, Miami, Osaka, Vancouver and Barcelona. Other equally celebrated international cities have lagged behind: one might name Shanghai, Marseilles, Rome, Rio, New York, Los Angeles, Detroit, Hong Kong, Paris, Cairo and Athens. The opportunity is now being approached in most of these cities. It is also on the priority agenda for countless cities in the underdeveloped areas that are emerging onto the global playing field – less well-known cities in Africa, Asia, the Middle East and South America. A steady stream of municipal officials from those nations is visiting the United States to learn from the experience and theories of American professionals on both the public and private sides of the table. A third category might include those cities that have always had an ambient waterfront image, and have never lost it: cities like Venice, Copenhagen, Stockholm, Victoria, Charleston, Quebec, Florence and Amsterdam (in Amsterdam, there are questions being raised about whether there is too much tourism). Finally, for the information of those who are interested in a further pursuit of knowledge on the subject there are the cities which, regardless of their place in history, have emerged as the models for achievement in waterfront development. This might include Baltimore, Boston, San Diego, San Antonio, Cape Town, Toronto, Vancouver and Yokohama, to name just a few in the English-speaking world.

### **How to meet the challenge**

From the experience of a developer who has spent twenty-five years in the implementation of one city's old port development in Baltimore, and another fifteen years advising other cities around the globe on the subject, there are some generic lessons that can be pointed out as instrumental to the success of a waterfront development program. These include:

- 1 It must be realized that the public and private sectors have common objectives, and can form real public-private partnerships for economic development. This should include an agreement on objectives within