

- each sector as well as between sectors: e.g., there should be only one entity empowered to take the lead in speaking for the many private sector interests; again, the port and municipality authorities must recognize that their fates are inextricably intertwined.
- 2 There needs to be a Master Plan of land uses, agreed upon by both sectors. This means a plan that blends the values of both old and new structures and uses, and expresses the desired concept in three dimensions – the only way to achieve a human scale. The plan should provide for public access to and enjoyment of the water (a foreshore, promenade or malecon), with circulation extending from the street grid of the old city, and planned uses of the water as well as the surrounding land. (The view of the skyline from the water may be just as important to the image that is created as the view of the water from the new structures on the land.)
 - 3 There needs to be a realistic Business Plan for the achievement of the concept in the Master Plan based on a realistic projection of market demand and of the availability of public and private funding sources. It should recognize that those sources will be on different timetables, that residential development will probably require some public intervention, that leisure forms of retail development will follow the arrival of people rather than causing it, and that there will probably be a need for some form of “gap” financing for pioneering forms of development.
 - 4 It is important that the plans, and the timetable, have a consensus of support from the community at large. The local population needs to be sold on a concept before it will be embraced by out-of-town developers and investors, and the best way to obtain a sustained community consensus is by making the citizens feel they “own” the project, and the developer is simply the instrument of the public will.
 - 5 Design controls should not be left to the design professionals alone as their priorities are liable to be based on their professional architectural standards, while the public will actually need a project that reflects the implicit values of the local people and their environment. This extends to building sizes, massing, height and proportion, as well as to the aesthetics or good taste reflected in the details. Aerial, or bird’s-eye, views are helpful to gain understanding of a three-dimensional plan, but the final test is the view seen by the man or woman in the street, or at water level.

The “delivery system”

The most successful waterfront development projects have been directed in the implementation, or production, phase by the creation of *ad hoc*, quasi-public management systems. These systems come into play after the Vision of the Master Plan has been established through the playing out of the earlier phases:

- the initial intuitive drive for a new image;
- the sorting out of land planning and urban design alternatives;
- public review and reaction to the Plan and, hopefully,
- authorization through the local political process for the government to proceed with implementation of the Plan.