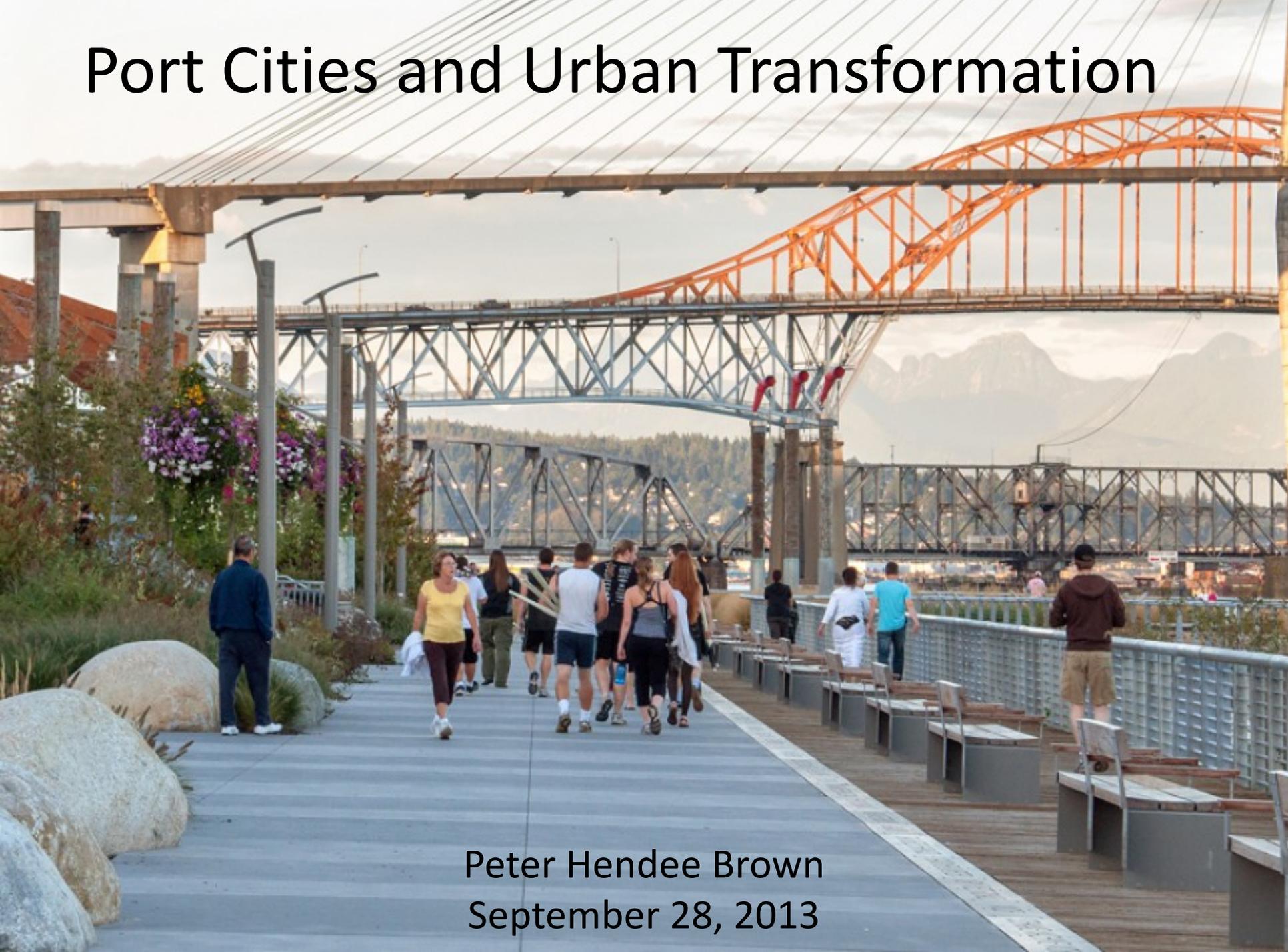


# Port Cities and Urban Transformation



Peter Hendee Brown  
September 28, 2013

# *America's Waterfront Revival*

- Nine years
- 150 interviews
- 3,500 news articles
- Countless master plans, project proposals, annual reports, capital and operating budgets, legislative acts, etc.
- One book
- Four Stories
- Ten Basic Lessons

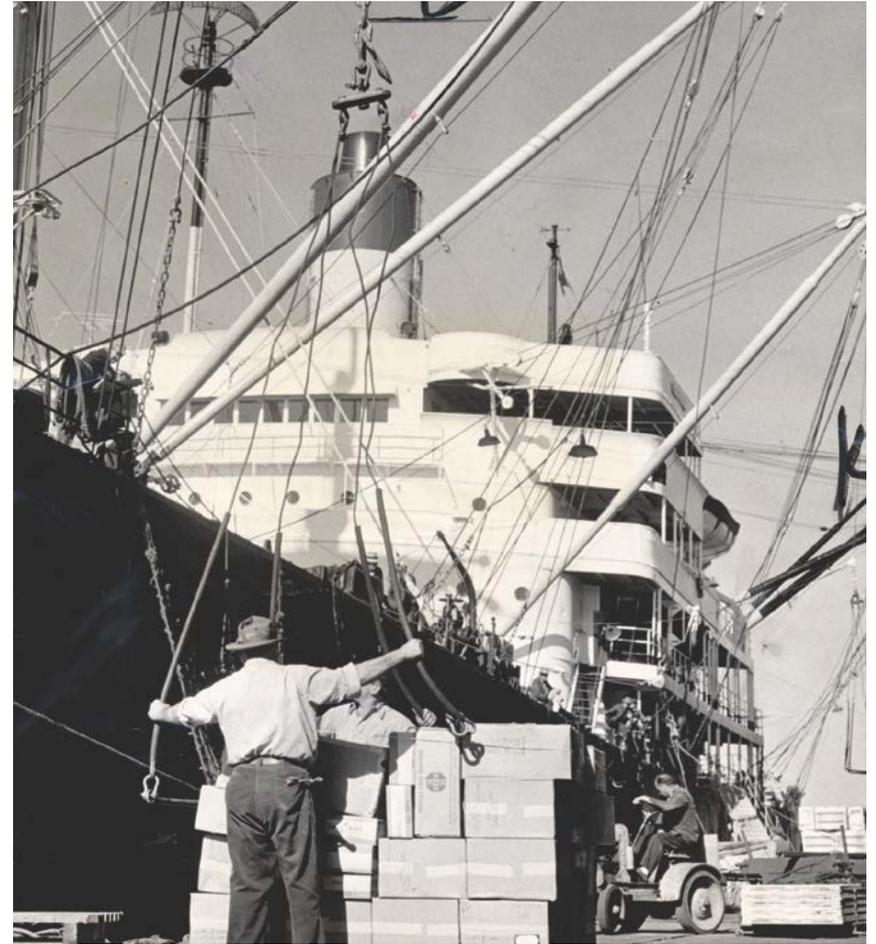
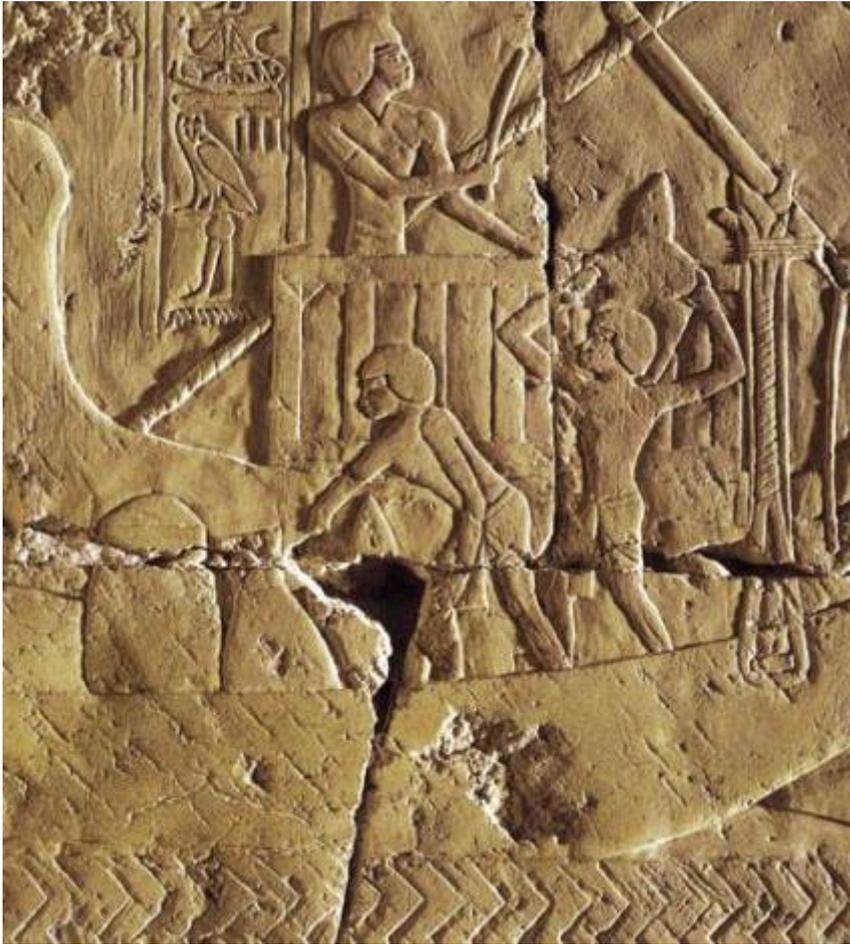


**America's Waterfront Revival**  
*Port Authorities and Urban Redevelopment*  
PETER HENDEE BROWN



# A History of the Waterfront

## 5,000 BCE – 1958





PIER NO. 22.

FRED OLSEN LINE  
WORLD ROUTING  
AND  
STEAMSHIP SERVICE

# The 1950s



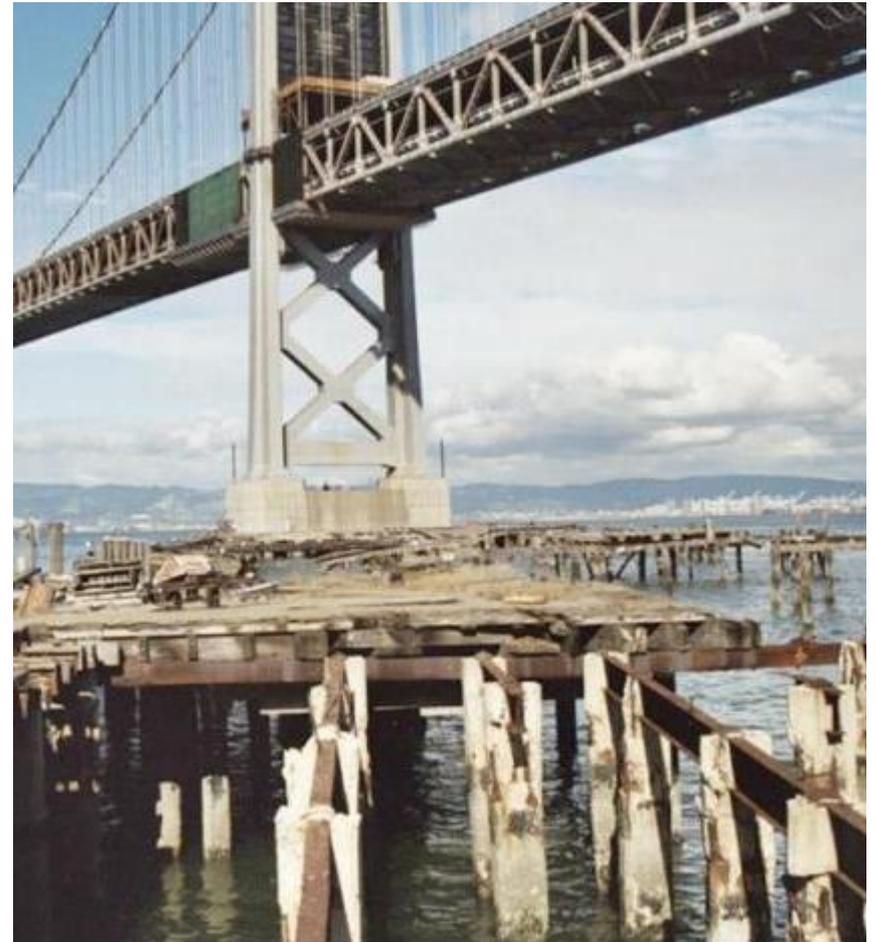
- Federal-Aid Highway Act of 1956
  - \$21B and 41,000 miles of new highways
  - The “rails to rubber” movement accelerates
- The Boeing 707 enters service in 1958
  - The age of cheap transatlantic air travel begins
  - The end of passenger liners means redundant berths
- Malcolm McLean invents the Shipping Container
  - Cranes replace longshoreman
  - The cost of shipping plunges
  - A new kind of port





# Industry moves away from the urban waterfront, but what is left behind?

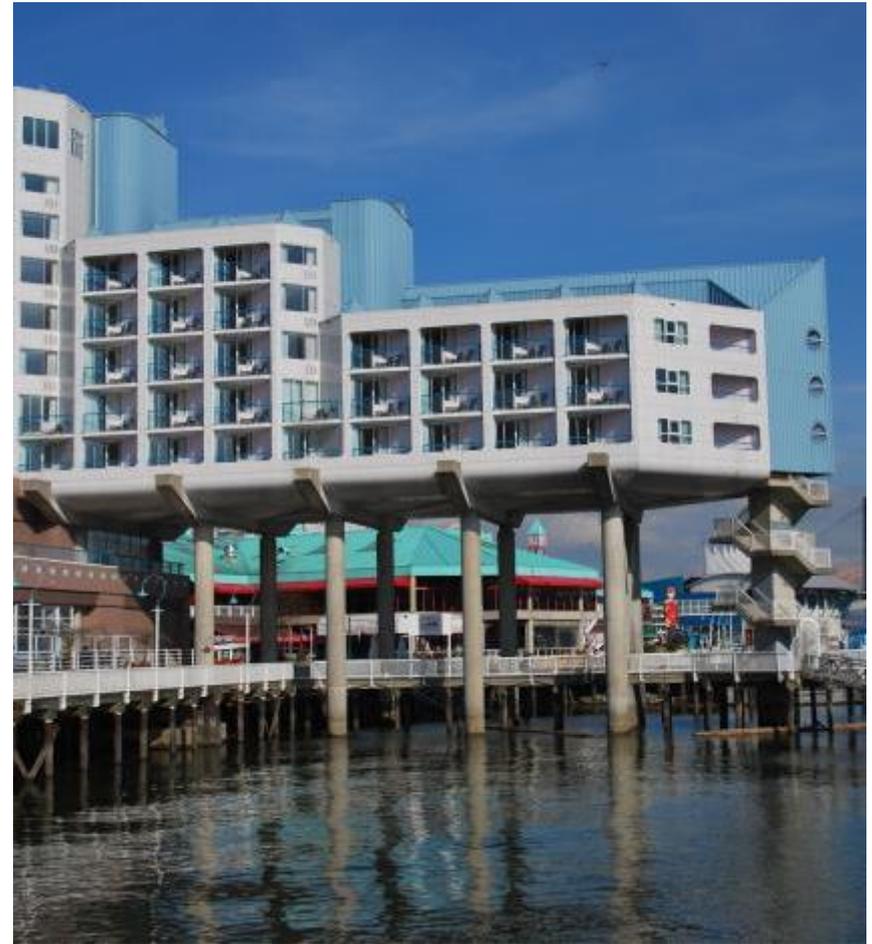
- Dilapidated marine terminals and docks
- Large underutilized industrial land areas
- Sparse infrastructure or, no infrastructure at all
- Mismatch between existing institutional framework and the new problem/opportunity
- The rise of the diversified waterfront begins



*From 1958 – 1968, The Port of San Francisco's share of shipping on San Francisco Bay dropped from 95% to 5%; There were a few winners and many losers.*

# New Uses on the Diversified Waterfront

- Nontraditional Maritime
  - Cruise
  - Dinner cruise
  - Sport fishing
  - boating, marinas
  - Heritage ships
- Real Estate
  - Office, residential, retail, hospitality, entertainment
- Other
  - Parks, public art
  - Historic preservation
  - Water quality, habitat restoration



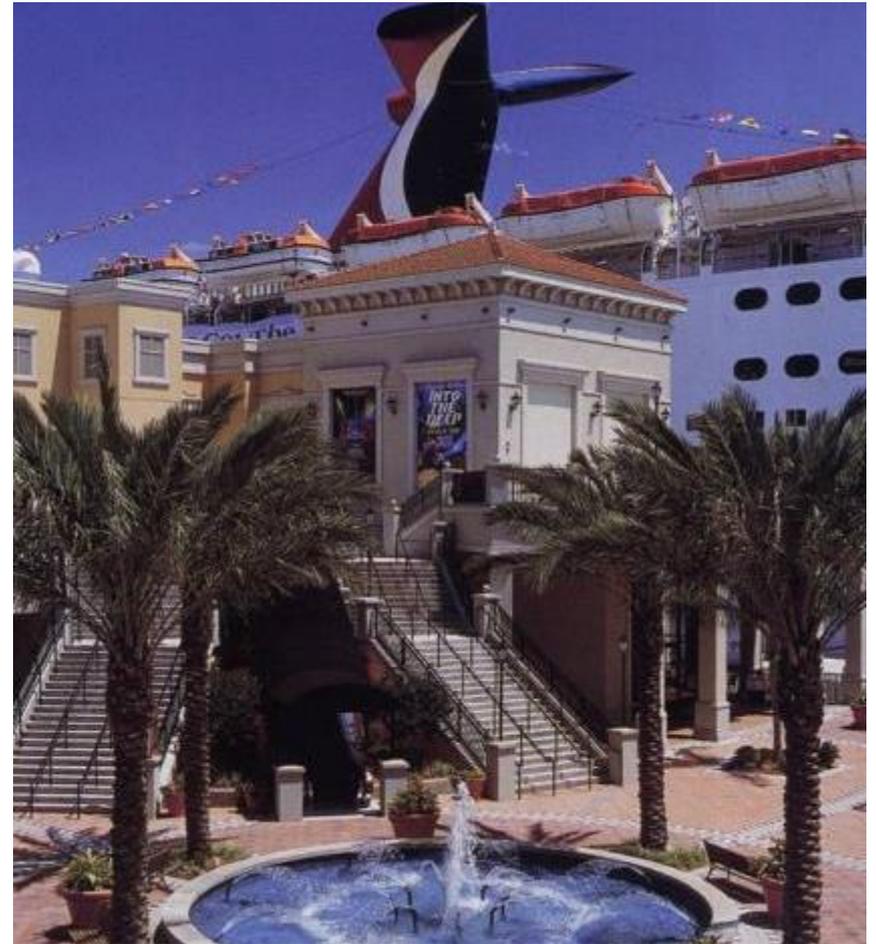
# Old Uses – That Do Not Go Away

- Traditional Maritime
  - Cargo
  - Commercial fishing
  - Ship Services
  - Shipbuilding/repair
- Transportation
  - Bridges/tunnels
  - Light rail/trolley
  - Freight rail
  - Ferry/water taxi
  - Aviation

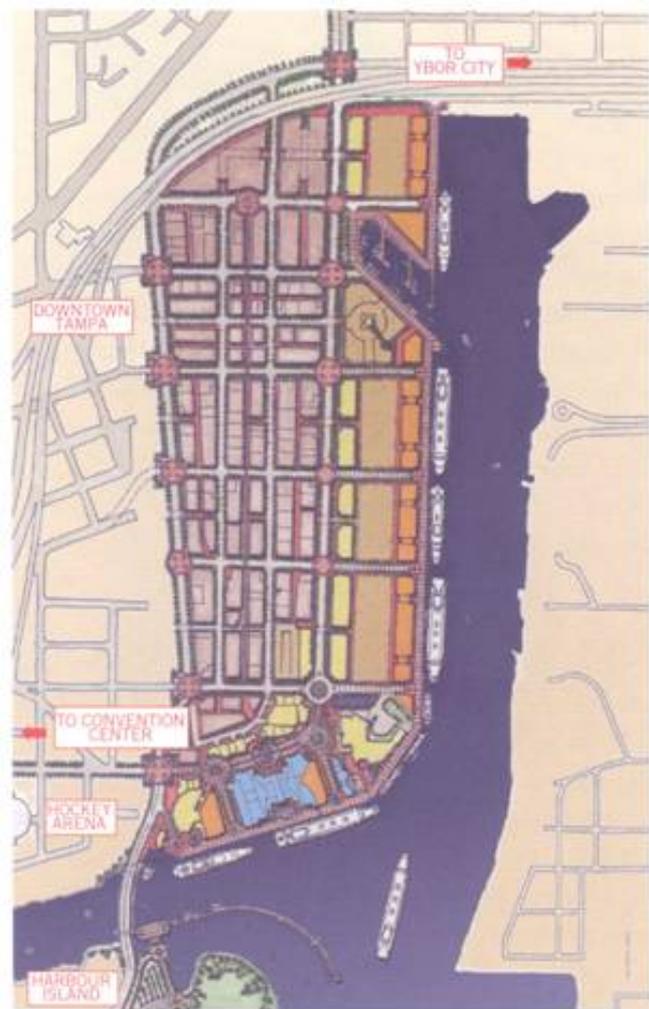


# Four (Other) Waterfronts

- Tampa: From Cargo to Cruise & Plan to Reality
- San Diego: Serendipity, Chance & Key Actors
- San Francisco: Preservation, Parks, Development & Finance
- Philadelphia/Camden: Geography, topography & Infrastructure







## GARRISON SEAPORT CENTER

DISTRICT PLAN

*Tampa, Florida*



## SITE PLAN



# Big Strategy and Big Plans

- The big *plan* has not yet been fully realized
- But the big *strategy* continues to work well
- Support regional economy by keeping longshoreman jobs and creating new jobs
- But redevelopment takes a long time – 30-50 years









# Politics, People, Money, and Serendipity

- Solution looking for a problem: Need a new Convention Center
- Problem: State legislators threaten to seize reserves
- Port steps in - Who are those guys?
- And that's how San Diego became a convention tourism destination













# What do you want, what do I want, and how can we agree?

- Problem:
  - Historic piers falling apart
  - Commercial use prohibited
  - No funds to restore
  - Plus, public wants parks
- Solution:
  - Restore piers
  - Rent to commercial users
  - Surplus rents fund parks
  - Preserve historic assets
- Much more complicated than financing a pier or warehouse







Google e



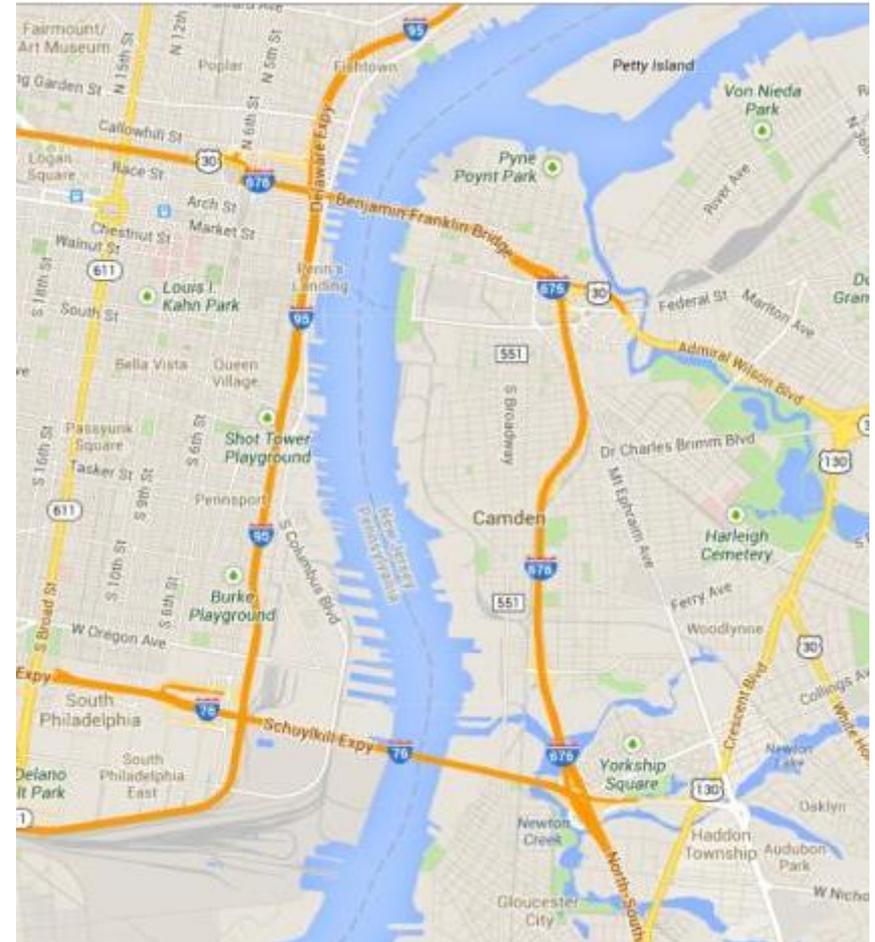






# The Influence of Infrastructure

- Bridges can skip over waterfronts - and leave them behind
- Prior infrastructure decisions influence us for generations to come
  - I-95 in the 1960s
  - I-676 in the 1980s
- If too close, riverfront is separated from city
- New Connections can be difficult to create



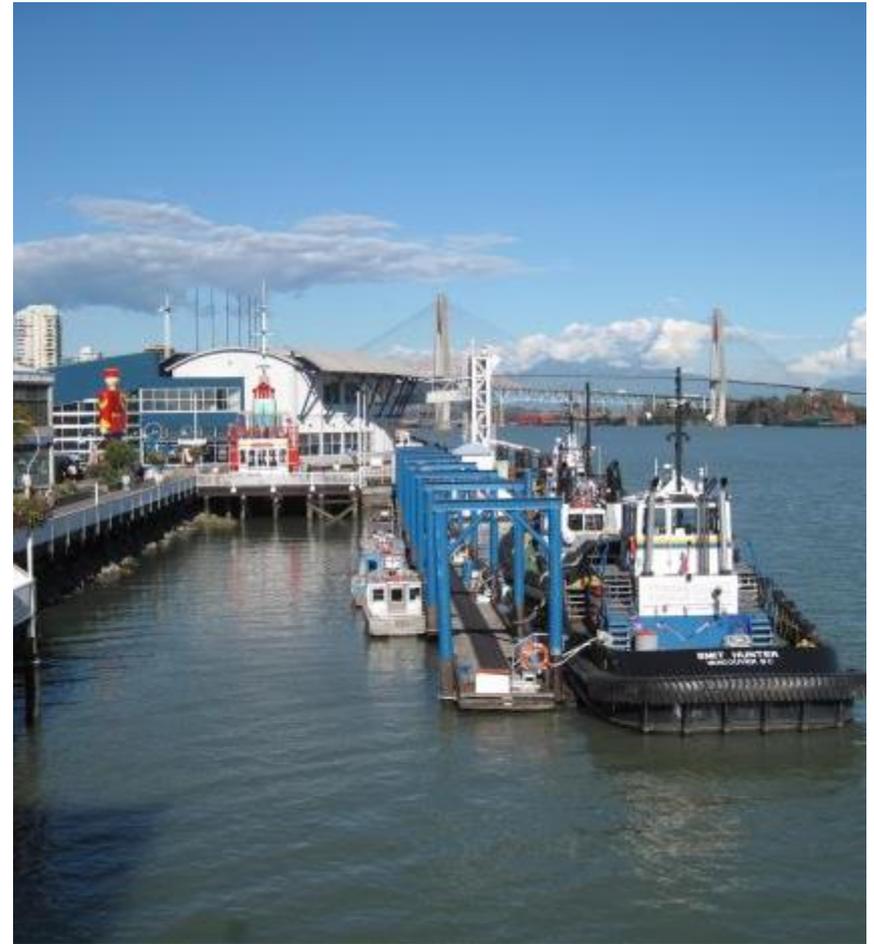
*How to forge new connections between the city and the river's edge?*

# Some thoughts on the Fraser River



# Riverfront Transformation Embraces:

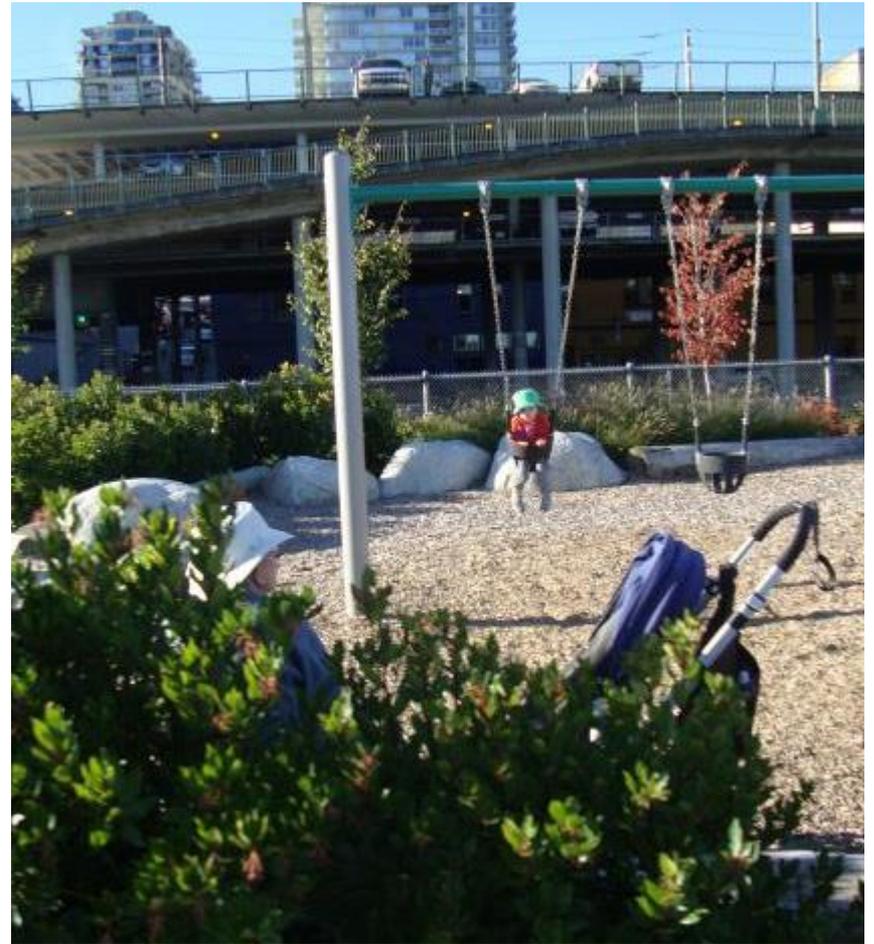
- History and Culture
- Nature
- Past & Current Land Uses
- Property Ownership
- Existing Infrastructure
- Technological Innovation
- Diversity of Users
- Population demographics
- Authenticity
- Slow, Incremental Change



*“We do best when we stay close to the river”*

# What kind of Riverfront?

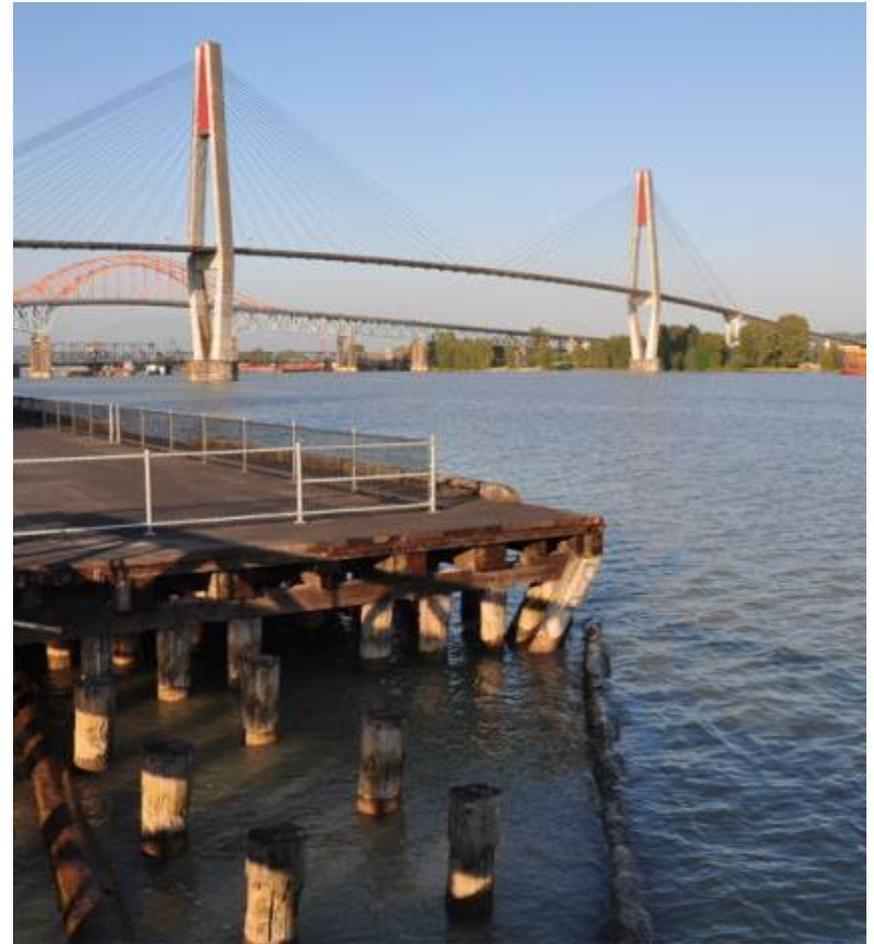
- The Common Themes
  - Residential
  - Commercial
  - Recreational
  - Maritime
- The Reality
  - Diverse and Mixed Use
  - Opportunistic
  - Long time frames
  - Many real estate cycles



*It takes 30-50 years to redevelop a waterfront*

# Planning, Politics, and Finance

- Planning
  - Think long-term and big picture but plan for incremental change
- Politics
  - Promote projects that are authentic, realistic, viable, fundable, non-controversial
- Finance
  - Accept the costs of infrastructure repair and seek creative funding strategies



*Plan for implementation, politics, and market timing*

# Design Matters

- Landscape Urbanism
- New life for old infrastructure
- Visual connections AND physical connections
- Authenticity, grit, connections to the past
- Use history as a lens for looking into the future



*God is in the details*

# Think Long Term

- Maritime/railroad people think 50-100 years out
- (Honda thinks in terms of the next 1,000 years)
- Three trends to keep in mind
  - Population growth and demand for goods
  - Value of industrial land
  - Nature and climate change

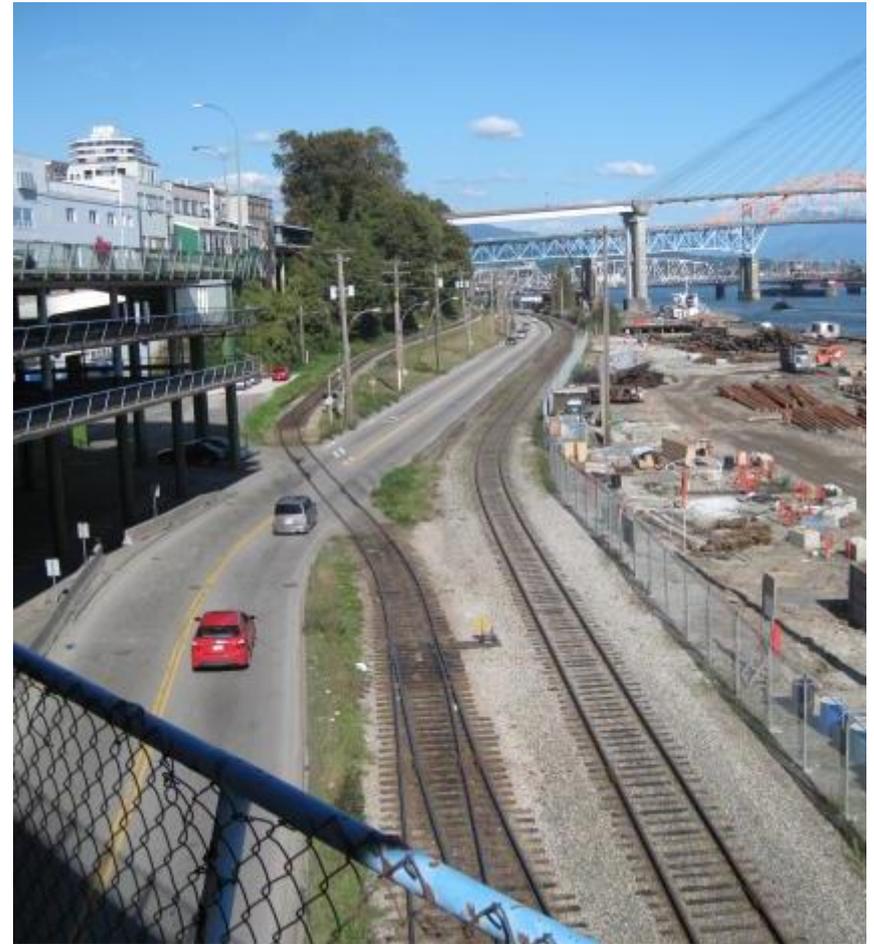


*On the riverfront, the only constant is change . . . slow change*

# Find Opportunities in Constraints

*The highest merit lies not in making beautiful and commodious buildings, but in being able to make due with little, to make beautiful things out of the inadequate and ill-adapted, to make use of a defect in such a way that if it had not existed, one would have had to invent it.*

- Bernini



# Questions

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