

**Urban tourism and waterfronts: Exploring the case of the
Auckland waterfront development**

Juliane Adamietz

A dissertation submitted to
Auckland University of Technology
in partial fulfilment of the requirements for the degree
of
Master of Tourism Studies (MTourS)

2012

School of Hospitality and Tourism

Attestation of Authorship

“I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.”

Juliane Adamietz

Table of Contents

<i>Attestation of Authorship</i>	<i>ii</i>
<i>List of Figures</i>	<i>v</i>
<i>List of Tables</i>	<i>vi</i>
<i>List of Abbreviations</i>	<i>vii</i>
<i>Abstract</i>	<i>viii</i>
<i>Acknowledgements</i>	<i>ix</i>
<i>1 Introduction</i>	<i>1</i>
1.1 Research background	1
1.2 Structure	2
<i>2 Literature review</i>	<i>4</i>
2.1 Urban tourism	4
2.1.1 Urban tourism demand	5
2.1.2 Urban tourism supply	6
2.1.3 Urban tourism planning	9
2.2 Urban waterfronts and tourism	11
2.3 Urban waterfront renewal projects	14
2.3.1 Baltimore's Inner Harbour redevelopment	17
2.3.2 Darling Harbour, Sydney	19
2.4 The Auckland waterfront	23
2.5 Tourism in the Auckland region	26
2.5.1 Major events	29
2.5.2 Cruise ship industry	31
2.6 Summary of the literature review	33
<i>3 Method</i>	<i>35</i>
3.1 Research design	35
3.2 Content analysis	36

4	<i>Data Analysis</i>	38
4.1	Public spaces and accessibility	42
4.2	Connectivity and views	46
4.3	Cultural heritage	49
4.4	Recreational value and tourist experience	51
4.5	Economic value	52
4.5.1	Cruise ship industry	55
4.5.2	Major events	56
5	<i>Key Findings</i>	59
6	<i>Conclusion</i>	64
	<i>References</i>	68

List of Figures

Figure 2.1: The elements of the urban tourism product	7
Figure 2.2: The elements of a tourism plan	10
Figure 2.3: Functions of tourism precincts	12
Figure 2.4: Aerial view of Baltimore's Inner Harbour	18
Figure 2.5: Map of the Darling Harbour precinct and its attractions	20
Figure 2.6: Darling Harbour with Harbourside Shopping Centre	22
Figure 2.7: Darling Harbour	22
Figure 2.8: Viaduct Harbour	24
Figure 2.9: Map of Central Auckland and the waterfront area	26
Figure 2.10: International visitor arrivals to Auckland & New Zealand 1999-2011	27
Figure 2.11: SWOT-analysis of tourism in Auckland	28
Figure 2.12: Cruise ship berthing at Princes Wharf	32
Figure 4.1: Parts of the future waterfront development	40
Figure 4.2: Bridge connecting Wynard Quarter with the Viaduct Harbour	48
Figure 4.3: Queens Wharf – ferry terminal	49
Figure 4.4: Employment at the waterfront in 2040	54
Figure 4.5: Strategic themes to position Auckland as a major events destination	57

List of Tables

Table 2.1: Characteristics of the Baltimore waterfront development _____	19
Table 2.2: Visitor nights spend in the Auckland region 2007 _____	28
Table 2.3: America's Cup 2000 spendings _____	29
Table 4.1: Planning documents for the Auckland waterfront development _____	41
Table 5.1: Summary of themes that emerged from the content analysis _____	60

List of Abbreviations

ACC	Auckland City Council
AIA	Auckland International Airport
ARC	Auckland Regional Council
ARST	Auckland Regional Service Trust
ATEED	Auckland Tourism, Events and Economic Development
AUD	Australian Dollar
CBD	Central Business District
CCO	Council Controlled Organization
DHA	Darling Harbour Authority
FTE	Fulltime Equivalent
GDP	Gross Domestic Product
NZCPS	New Zealand Coastal Policy Statement
NZD	New Zealand Dollar
POAL	Port of Auckland Limited
PWC	PricewaterhouseCoopers
RMA	Resource Management Act
RWC	Rugby World Cup
UNWTO	World Tourism Organization
USD	United States Dollar

Abstract

This dissertation deals with urban tourism and the role of waterfronts. Urban tourism is becoming increasingly acknowledged as an important part of a city's economy and more urban centres are investing in the creation of a viable tourism industry by encouraging major infrastructure development, such as waterfront precincts. Waterfront areas have always played an important role for urban environments. For example, in the early stages as working ports which acted as hubs for trade and shipping. However, in the latter half of the 20th century there has been a shift from production to consumption on the waterfront. Because of modernization of shipping technologies, many port areas were left abandoned, forcing city councils to search for different usages to mitigate water-front town's economic decline. The attempt to transform waterfronts from industrial spaces into leisure environments became a popular approach and Baltimore, USA has become an example for other waterfront re-developments worldwide. Much of Auckland's waterfront has historically been cut-off from public access because of its initial role as a working port and as a hub for the marine industries. However, development plans are seeking to change this by providing a long-term strategy that aims at transforming the city's waterfront into a world-class tourism destination. This supports Auckland's focus on becoming an urban tourism destination in its own right rather than a gateway to the rest of New Zealand. The development of a major events portfolio and a significant upgrade of the cruise terminal facilities are seen as important parts to achieve this goal, but also increased public space, better connections to the waterfront and a focus on Auckland's heritage are prominent themes throughout the plans to transform the area. The involvement of all stakeholders in the planning process for the transformation of the Auckland waterfront is an important priority.

Key words: Auckland; waterfront redevelopment; urban tourism

Acknowledgements

First and foremost, I would like to thank my supervisor, Professor Mark Orams, for supporting me throughout the completion of this dissertation. His valuable advice, patience and understanding have helped me in getting through this often bumpy journey. Not only during this dissertation, but also at the very beginning of this Master's degree, his knowledge and thoughts have helped me to find the right way to get through the last two years successfully and I am grateful for that.

I would also like to thank all the lecturers during the last two years who prepared me to complete this dissertation and who have been always approachable and offered words of advice.

My parents and sister, who I love deeply and who have always supported me in whatever I wanted to do, even if that meant moving to the other side of the world. I could not have done it without you. Thank you for always being there for me especially during those times when I wanted to give up or simply did not want to board the airplane. I miss you.

I am also grateful for the rest of my family, my granddad, my aunts and cousins and all my friends back home. Thank you for always cheering me up during the last few months and for thinking of me even though I did not have much time to keep in touch. To all my amazing friends here in New Zealand: Thank you helping me to find a home away from home. I could not ask for better people in my life.

A big thank you to my work colleagues as well, Katie Tanaka especially, for proofreading and providing valuable feedback. I could not ask for a better place to work at.

1 Introduction

1.1 Research background

Urban tourism, in its modern form, is a relatively recent phenomenon. Although people have travelled to cities and towns for a long time, the acknowledgement of tourism as a major contributor to an urban region's economy has been widely neglected. One of the reasons for this is the difficulty of measuring urban tourism as such because tourism attractions and facilities are most likely used by residents as well as visitors. This creates mixed-use spaces and makes it more difficult to define the borders of urban tourism.

One mixed-use space is the urban waterfront. Waterfronts, as part of many urban areas around the world, have long been an object of interest for various parties in the urban region, whether as a riverside, lakeside or seaside waterfront. A waterfront can incorporate several functions such as a traffic artery, a frontage for industrial and commercial activities, a drain, a reservoir, a residential area and a recreational resource.

The latter, waterfronts as a recreational space, is the focus of this dissertation. In particular, this dissertation will analyse the waterfront's relevance in terms of urban tourism, i.e. what importance do waterfront areas have when it comes to tourism development. Special attention will be given to the development of the Auckland waterfront on the Waitemata Harbour, reaching from Harbour Bridge Park in the West to TEAL Park in the East, and the role that tourism plays in these development plans.

The research question that provides the basis for this research is:

- How is tourism considered in the planning of the Auckland waterfront development?

To investigate this research question the following objectives form the guideline for this dissertation:

- (1) Identify key themes in the Auckland waterfront planning and development.
- (2) Explore the representation of tourism in the planning documents relevant to the Auckland waterfront development.

- (3) Compare the role of tourism in the Auckland waterfront planning and development with regards to two other waterfront renewal projects from around the world.

These objectives will assist in answering the research question and will also work as guidelines for conducting the research.

While numerous examples of quantitative oriented research in terms of urban tourism exist, the study of urban tourism and its influence on urban regeneration has been somewhat neglected.

This dissertation narrows that gap by investigating the role that tourism has played and will play in the future development of the Auckland waterfront.

An extensive list of planning documents has been studied and themes have been extracted in order to get an insight into the research topic.

1.2 Structure

This dissertation is presented in six chapters. Following this introduction, which has pointed out the research question and objectives as well as the background of the study, the literature review will set the scene for the data analysis.

The literature review firstly investigates the overall role of tourism in urban regions, by looking at the demand, supply and planning of urban tourism to help understand the importance that tourism can have for towns and cities. Secondly, it will explore the relevance of waterfronts for tourism by looking at examples of urban waterfront renewal projects. In more detail the redevelopment projects of Baltimore's Inner Harbour and Sydney's Darling Harbour will be examined. The final two subchapters of the literature review turn to the situation in Auckland itself and explain the development of the waterfront until the early years of the 21st century and also describe the significance of the tourism industry for the Auckland region.

Chapter three gives an overview of the method that has been used to conduct this research. This chapter is followed by data analysis which gives a detailed explanation of the themes that have been identified in the relevant planning documents. The data analysis is followed by the key findings chapter which interprets the results in relation to the research question and objectives expressed in this introduction. Chapter six will

then give a conclusion including recommendations and a consideration of the limitations of this research.

2 Literature review

2.1 Urban tourism

Visitors, ever since people first started to live in cities, have always been attracted to urban areas (Schofield, 2001), and urban tourism has become a broad field for tourism research, although this is a relatively recent focus in tourism studies. The reason for this development can be found in the complexity of the field. Tourism is not often recognised as one of their major functions of metropolitan areas. In addition, the identification of tourism provides a number of difficulties due to the fact that tourism resources are not exclusively used by visitors but also by residents and people working in an urban area (Page, 1995; Law 1996).

To gain a clearer understanding of urban tourism it is necessary to define the term “urban”. A number of publications offer possible definitions. Law (2002) presents a fairly simple definition and characterizes urban tourism as tourism in urban areas. This explanation still needs some clarification. Jansen-Verbeke (1986) offers a definition of an inner-city tourist and characterizes this type of tourist “as a visitor coming from outside the service area of the town and visiting the inner-city predominantly for leisure reasons” (p. 83). This implies a further question: Who is a tourist? The World Tourism Organization (UNWTO) defines tourists as people who travel to a destination and stay away from home for at least 24 hours i.e. spending the night away from home (UNWTO, 2008). These definitions do not consider day visitors and Jansen-Verbeke’s suggestion also excludes business travellers. Both groups are believed to be responsible for a significant share in people visiting urban areas (Law, 1996).

Consequently, it is “apparent that major gaps exist in our understanding of the processes contributing to tourism ... and the way it functions in different environments, particularly urban areas” (Page 1995, p. 3) and in addition “urban tourism is complex, difficult to pin down and define, and depends on many factors such as the size of the town, its history and heritage, its morphology and its environment, its location, its image, etc” (European Commission 2000, p. 21).

Urban tourism only started to be researched in the late 1980s and 1990s in more detail which can be attributed to the search for new economic opportunities as a result of economic decline in many inner city areas in industrialised countries in the 1970s and

1980s. At that time many economic activities left these areas (van den Berg, van der Borg & van der Meer, 1995).

Although, there are a wide range of publications covering the field (e.g. Tyler, 1999; Smith, Macleod & Hart Robertson, 2010), many questions concerning tourism in urban environments have not yet been answered. The main themes dealt with in these publications are: the demand for urban tourism; the supply of urban tourism; urban tourism marketing; policy, planning and management issues; and the impacts of urban tourism (Law, 1993, 1996 & 2002; Shaw & Williams, 1994; Swarbrooke, 1999; Page, 1995; Page & Hall, 2002; Warren & Taylor, 2003).

2.1.1 Urban tourism demand

There are a number of reasons why cities are a major point of interest for tourism development. Firstly, urban areas are usually places with a dense population which attracts the visiting friends and relatives (VFR) segment of the tourism spectrum. Secondly, cities often have the role of being a major transport hub and act as a gateway for further travel in the region. Thirdly, the opportunity for business and conference travel is increased due to the cities often being commercial, financial and industrial centres and finally, cities can attract visitors because of a great variety of recreational, cultural and artistic experiences (Ashworth & Tunbridge, 1990; Page, 1995). Overall urban tourism can act as an important generator for income and employment. In fact, governments often receive a higher return from tourism in urban areas than from any other kind of tourism destination (Schofield, 2001). This indicates that there exist a whole set of possible motives for visiting a city (Ashworth & Tunbridge 1990; Jansen-Verbeke, 1996; Shaw & Williams, 2002) including:

- Visiting friends and relatives.
- Business travellers.
- Conference and exhibition visitors.
- Educational tourists.
- Cultural and heritage tourists.
- Religious travellers (pilgrims).
- Hallmark event visitors.
- Leisure shoppers.
- Day visitors.

This variety in types of tourists underlines the complexity of urban tourism and is complemented by the number of different urban areas that have been identified as tourism destinations (Law, 1996; Page 1995). For example:

- Capital cities such as London or Paris and also cultural capitals (e. g. Rome).
- Metropolitan centres & walled historic cities.
- Large historic cities.
- Inner city areas.
- Revitalised waterfront areas.
- Industrial cities.
- Seaside and wintersport resorts.
- Purpose built integrated resorts.
- Tourist entertainment complexes.
- Specialised tourist service centres.
- Cultural/ art cities.

The attraction of urban areas to tourists is highlighted by the fact that more and more cities seek to attract visitors by developing their tourism product and infrastructure. Actually, urban tourism is one of the biggest and most important forms of tourism but also one of the most complex forms to manage (Smith, Macleod & Hart Robertson, 2010).

2.1.2 Urban tourism supply

In this dissertation the main focus is on urban waterfronts and their function for urban tourism. Waterfronts represent, amongst many others, one component of the supply side of urban tourism, i.e. a city's tourism product. The tourism product in general is defined as being "composite in nature and includes everything that tourists purchase, see, experience, and feel from the time they leave home until they return" (Collier, 2006, p. 20). This tourism product is unique for each urban destination and is based on a number of characteristics such as: architecture, climate, heritage, physical settings, image, cultural diversity as well as activities (Warren & Taylor, 2003). Jansen-Verbeke (1986) provide a model which formalizes the tourism product regarding inner-city tourism. This model was facilitated by Page (1995) (Figure 2.1). It comprises primary

elements (activity place and leisure settings), secondary elements (hotels, shopping, markets) and additional elements.

The function for tourism often overlaps with the leisure function of a city which is defined by local residents as well as tourists. This indicates the significant relationship between the leisure product and the tourism product (Jansen-Verbeke, 1986). The primary elements of the leisure product are separated into “activity place” and “leisure setting”. The former refers to facilities and attractions used by visitors when they are coming to urban areas. The latter identifies major physical characteristics of a city that are used likewise by visitors and residents. Waterfronts are claimed to be a part of those (Jansen-Verbeke, 1986; Page, 1995; Shaw & Williams, 2002). The primary elements are complemented by the secondary elements and additional elements.

Figure 2.1: The elements of the urban tourism product

Primary Elements		Secondary Elements
<i>Activity Place</i>	<i>Leisure Setting</i>	<ul style="list-style-type: none"> - Hotel and catering facilities - Markets - Shopping facilities
<i>Cultural Facilities</i> <ul style="list-style-type: none"> - Concert halls - Cinemas - Exhibitions - Museums and art galleries - Theatres 	<i>Physical Characteristics</i> <ul style="list-style-type: none"> - Ancients monuments and statues - Ecclesiastical buildings - Harbours - Historical street patterns - Interesting buildings - Parks and green areas - Water, canals and river fronts 	
<i>Sports Facilities</i> <ul style="list-style-type: none"> - Indoor and outdoor 	<i>Socio-cultural features</i> <ul style="list-style-type: none"> - Folklore - Friendliness - Language - Liveliness and ambience of the place - Local customs and costumes - Security 	Additional Elements <ul style="list-style-type: none"> - Accessibility and parking facilities - Tourist facilities: Information offices, signposts, guides, maps and leaflets
<i>Amusement facilities</i> <ul style="list-style-type: none"> - Bingo halls - Casinos - Festivities - Night clubs - Organised events 		

Source: Derived from Page, 1995a

Although, some would argue that the secondary elements are the primary force for some tourists to visit a location (Schofield, 2001; Shaw & Williams, 2002), others disagree and claim that the part of the leisure product comprising the secondary elements are not the primary motivation when travelling to a city. However, those

elements (like accommodation, shopping, restaurants etc.) significantly influence the decision to come to a city or not (Schofield, 2001; Warren & Taylor, 2003). Page (1995) states that many European cities have used the opportunity to establish a successful tourism destination by improving town centres by creating pedestrian precincts, establishing park and ride facilities to ease access and congestion, developing the city's marketing around a characteristic theme such as cultural or historical attractions and increasing the attractiveness of the built environment by, amongst others, investing in modern indoor shopping centres.

The final components of Jansen-Verbeke's (1986) model are the additional elements that comprise features like: Accessibility, parking facilities and supporting tourism infrastructure such as tourist information offices, signposts and guides.

With regards to urban tourism elements, Warren & Taylor (2003) argue that cities attract visitors because they are home to major cultural amenities (museums, art galleries and live performance venues). Other attractions, such as dining, shopping, event and nightlife facilities as well as a range of accommodation types, contribute to the growing acknowledgement of cities as destinations in their own right (Warren & Taylor, 2003). However, the users of these resources are not only tourists but also the local community and city-region residents as well as people working within the city (Page & Hall, 2002) because many of these services and spaces are shared by both tourists and residents (Pearce, 2001). Therefore, Warren & Taylor (2003) again point out that the extent to which a city can attract visitors as a tourism destination highly depends on how well it meets the needs of its own citizens. If residents are not attracted by their own city, it is certain that visitors will not be either (Warren & Taylor, 2003).

Consequently, urban tourists are only one set of users in multifunctional cities. This sometimes leads to conflicts, particularly when it comes to major development projects which are perceived to be for tourism purposes only and have perceived negative outcomes for the local community (Pearce, 1981). As an important element of the urban tourism setting, the waterfront is no exception to this.

2.1.3 Urban tourism planning

Inskeep (1991) points out that there is only a limited number of publications available dealing with urban tourism planning and urban planning tends to neglect the role tourism plays (Krolikowski & Brown, 2008; Warren & Taylor, 2003).

The potential of urban areas for tourism development is rich, and the role of tourism in urban development has been acknowledged but there exists a need for planning (Page & Thorn, 1997). In particular with regards to the complexity of urban tourism the necessity for planning becomes apparent and the rationale has been defined by Cooper, Fletcher, Gilbert and Wanhill (1993) as:

The development of tourism will not be optimal if it is left in the hand of private sector entrepreneur, for they are primarily motivated by the profit and loss accounts. But on the other hand, if tourism development is dominated by the public sector then it is unlikely to be developed at the optimal rate from the economic point of view. (p. 130)

This underlines the significance of both the private and public sector for tourism development. The latter can incorporate a number of players. Alongside the local authorities, national and regional governments, development corporations as well as tourism boards, form the public sector (Law, 1993).

The inputs and outputs within the urban tourism system and the understanding of the existing relationships is essential for policy makers and planners to ensure that the benefits that tourism brings are always greater than the costs (Page, 1995). Although some destinations have been able to create a successful tourism sector without planning efforts it is still an essential element in the long-run.

If tourism is not planned or controlled it can lead to significant problems that are unmanageable and uncontrollable (Page, 1995). Common issues that urban tourism planners face are the competition between the tourism sector and other economic sectors for prime locations, traffic congestion that is increased by tourism and an over-use or even degradation of tourist attractions due to intensive usage (Inskeep, 1991). Also, if excessive development is permitted and uncontrolled tourism growth appears, it is likely to cause damage to the special qualities that are essential for sustainable development and it can weaken the basis of tourism, i.e. it reduces the quality of the

city's tourism product that has led to tourism development in the first place (Connell, Page & Bentley, 2009)

Tourism development has multiple impacts on any host region, in this case urban areas. These impacts are physical as well as social and cultural (Collier, 2006). Figure 2.2 identifies the elements of a tourism plan which should be the basis for urban planners to create a tourism strategy which incorporates the promotional focus of the city and the needs of residents as well as visitors (Warren & Taylor, 2003). Again, Warren & Taylor (2003) give an example: For those that are unfamiliar with the urban area it should be accessible through the effective use of signs and sufficient transport possibilities but should also retain aesthetic values and heritage. With regards to signage and transport, these are a part of the additional elements of the leisure product (Jansen-Verbeke, 1986; Page, 1995) and are essential for the creation of a successful tourism economy.

Figure 2.2: The elements of a tourism plan



Source: Derived from Page, 1995

The most important roles of planning are to reconcile the different interests of various parties and to ensure the long-term focus of each development project to reduce possible problems in the future (Pearce, 1995). This is because “unplanned development or short-term planning which does not anticipate the future, will almost surely lead to a division of people, organization and institutions that must be in agreement for quality development” (Gartner, 1996, p. 57). In other words urban tourism planning needs to be continuous and long lasting in order to achieve results

(Grabler, Mazanec & Wöber, 1996). If one considers the image marketing of a city it is most likely a result of guidelines that have been installed through a development strategy or tourism plan and it is supplemented by the product planning of tour operators as well as other public and private tourism service providers (Grabler et al., 1996).

2.2 Urban waterfronts and tourism

According to Jansen-Verbeke's (1986) model, waterfronts, as part of the urban tourism product, belong to the primary elements being one of the main physical characteristics in the leisure setting of an urban tourism destination and therefore can play an important role in attracting visitors to a city.

Waterside areas incorporate a number of functions within a city environment: It can act as a traffic artery, a location for industrial and commercial activities, a drain or reservoir, residential area as well as a recreational resource. The diversity in usage indicates a number of different groups who use the waterfront for various reasons. It can be a place of residence, work or recreation. These are the major usages of waterfronts which lead to a number of features within a waterside area such as housing, industry, commerce, transport and numerous leisure and recreational facilities (Craig-Smith, 1995).

Depending on the primary use different factors are considered crucial in the development stage. However, the characteristic of having a waterfront location make these sites interesting for tourism uses (Griffin, Hayllar & Edwards, 2008). Regarding recreational and tourism use of waterfront areas, accessibility, parking, open-space facilities, water quality, sports areas etc. may be of high importance (Jansen-Verbeke & Lievois, 1999). Pedestrian access and open spaces offer visitors the opportunity to engage in a variety of activities. Also, if waterfronts provide convenient linkages between their internal parts it encourages the exploration of that area, in particular for pedestrian tourists (Krolkowski & Brown, 2008). In general, tourism precincts such as waterfronts perform a number of functions for the visitor that can be characterised as facilitating, place connecting and state-of-mind functions (Figure 2.3) (Griffin et al., 2008).

The rise in leisure time, resulting in increased tourism and recreational activity as well as growing concern for heritage conservation and environmental conservation to attract visitors to a destination, has meant that “a number of the waterfronts in major cities around the world ... have been redeveloped with conservation, recreation, and tourism in mind” (Craig-Smith, 1995, p. 8), which leads to the creation of new leisure and tourism spaces as well as increased visitor numbers (Craig-Smith, 1995; Dodson & Killian, 1998; Law, 1996).

Figure 2.3: Functions of tourism precincts

- Providing places for tourists to meet orient themselves and begin the process of exploring the city.
- Providing places that assist the tourist to compress their experience of the city and economize on their time and effort.
- Providing respite or refuge from the everyday life of the city being visited.
- Putting the tourist into a state of mind that reflects their desires as a tourist (at leisure) within a setting (the city) that is not normally associated with being a tourist.
- Enabling the visitor to connect with the people of the city in a setting where the needs and mind-states of both tourists and residents are compatible.
- Enabling the tourist to develop a better understanding of the city, its people and its history.
- Providing opportunities for convivial encounters, with other tourists, with locals and with aspects of local life.
- Enabling the tourist to experience a more distinctive sense of place than is afforded by an “internationalized” city centre.
- Providing an environment where the tourist has more freedom to wander and explore.

Source: Griffin, Hayllar & Edwards, 2008

Waterfronts started to become recognised as an important feature of urban development and regeneration in the latter half of the twentieth century. At that time, many cities, and especially their waterside locations had to face the negative consequences of fast technological and economic development resulting in abandoned and neglected waterfront or port areas (Breen & Rigby, 1996; Craig-Smith, 1995; Dodson & Killian, 1998; Griffin & Hayllar, 2007; Warren & Taylor, 2003). A shift from production to consumption on the waterfront can be identified (Norcliffe, Bassett & Hoare, 1996; Waitt & McGuirk, 1997). Warehousing and goods production activities that were clustered around ports have been replaced with luxury hotels that have become a new characteristic of waterfront areas in urban tourism destinations (Fainstein & Gladstone, 1999). The shift is not a new phenomenon but is increasingly

used to secure future growth and to be internationally competitive (Oakley, 2009). It is argued that leisure and tourism are used to fill the gap that resulted from the abandonment of waterfront areas. Tourism becomes either the major objective behind the redevelopment or the areas' original uses are partly maintained with tourism incorporated into these plans (Fagence, 1995; Griffin & Hayllar, 2007). However, people's natural attraction to waterside regions is often reason enough for water-oriented tourism development (Breen & Rigby, 1996; Fagence, 1995). Although, tourism and recreation are not the main focus for the majority of waterfront development projects, the importance and potential of these sectors often gains more attention while the project progresses (Warren & Taylor, 2003) and the waterfront develops partial dependency on tourism-related uses (Fagence, 1995). Warren and Taylor (2003) point out the importance of historic structures within waterfront areas and their use for tourism. In their study of Millers Point in Sydney, Waitt and McGuirk (1997) engage with the significance of cultural tourism as a means for revitalising waterfront precincts. Often the reuse of redundant buildings can provide a profitable economic basis for tourism related income. However, only a small number of waterfront development plans have a sole tourism and leisure related background. A mixed-use approach to renewal is more common and increases the chances of developing a flourishing waterfront area (Fagence, 1995). Nonetheless, some argue that cultural and place-specific elements should be incorporated into the physical form of these precincts, rather than only supplying spatial diversity for anticipated uses (Jones, 2007; Krolikowski & Brown, 2008).

Examples commonly referred to are the redevelopment of Baltimore's Inner Harbour (USA) (Craig-Smith 1995; Fainstein & Gladstone 1999; Jones, 2007) and Sydney's Darling Harbour (Australia) redevelopment (Craig-Smith 1995; Hall, 1999). These two cases will be investigated more closely in section 2.3. Although these projects date back to the 1960s, until the 1980s the idea of regenerating waterfront areas to create "new leisure and tourism quarters as a basis for urban tourism and regeneration initiatives" (Jones, 2007, p. 145) remained popular with urban planners as it also is in the new century (Jones, 2007). Current examples include Dubai, Abu Dhabi and Wellington.

Leisure, recreation and tourism activities are not necessarily dependent on waterside locations. However, they still have become closely associated with these parts of a city through the provision of quality public space for tourists as well as residents (Sairinen & Kumpulainen, 2006). Therefore waterfronts have received important recognition in terms of planning, design, management and use of waterside areas (Fagence, 1995). Law (1996) also recognises that “the sea has merely become a themed background for entertainment, conferences and shopping” (p. 20) which acknowledges the tourism function of waterfront areas. This is supported by the fact that tourists visit waterfronts often not for specific attractions but for the feel and ambience of these areas (Griffin & Hayllar, 2006; Krolkowski & Brown, 2008) hence for a “sense of place”.

In addition, waterfront development projects often shape the image of a destination which can be a major draw factor in attracting visitors (Sairinen & Kumpulainen, 2006). This is particularly relevant for New Zealand. Coastal areas, whether in rural or urban settings, are important recreational and tourism resources. A wide range of stakeholders, in addition to the tourism sector, compete for that space (Hall, 2009). As a result “the coastal zone [has become] one of the most contested planning spaces in New Zealand” (Hall, 2009, p. 120).

The legislative framework which seeks to manage these often competing demands are set out in the Resource Management Act (RMA). The RMA requires the creation of a nationwide New Zealand Coastal Policy Statement (NZCPS) which in turn must be considered and implemented at a regional level through regional coastal plans (Hall, 2009).

2.3 Urban waterfront renewal projects

Urban waterfront renewal has appeared all around the world over the last 40 years or so. Examples of major urban renewal approaches can be found in the USA (e.g. Baltimore, Boston), in Australia (e.g. Sydney, Melbourne, Brisbane) and Singapore and more recently in Dubai. Also, urban waterfront regeneration has gained increased significance over recent years in urban politics. This is due to rising competition for waterfront space and the wish for more public access. There are also increasing questions over the waterfront as a natural resource and as a source for biodiversity. These are all important parts of recent urban policies as well (Sairinen & Kumpulainen,

2006). In fact, Sairinen and Kumpulainen (2006) acknowledge that “the recent shift from industrial uses of the urban waterfronts is as profound as the initial eighteenth and nineteenth century of development of harbours and shores for industry, and their use in earlier times for shipping, storage and shipbuilding” (p. 121). Breen and Rigby (1996) provide an extensive summary of waterfront renewal projects. They differentiate waterfronts into six types: Commercial waterfronts, cultural, educational and environmental waterfronts, historic waterfronts, recreational waterfronts, residential waterfronts and working waterfronts.

The reasons why waterfront development occurs was explained briefly in section 2.2. Originally waterfront areas were occupied by ports, warehouses, factories and transportation facilities (Sairinen & Kumpulainen, 2006). However, during the last few decades waterfronts have become increasingly attractive to other uses or were forced to find opportunities for new usages because of being abandoned after industrial change, such as increased containerization (Goodwin, 1999). This development often forced existing sectors to relocate to more convenient places and resulted in new types of usage being proposed for these areas (Craig-Smith, 1995).

The renewal of Baltimore’s waterfront is seen as an influential example of waterfront redevelopment. Vallega (2001) even describes it as the “Baltimore syndrome” which also indicates a danger of countless repetition of the same development pattern resulting in the loss of uniqueness of waterfront areas (Mann, 1988). This concern has been raised particularly in the development of the Singapore Riverfront development. In this case, tourists raised concerns over the waterfront being “Disney-like” and acknowledging that a number of waterfronts around the world are alike, reflecting little or nothing of the city’s culture or heritage (Chang & Huang, 2011; Chang, Huang & Savage, 2004). In general two forms of waterfront renewal projects can be identified: There are the projects where waterfronts have undergone a complete transformation and significant tourism and leisure functions have been incorporated in the new concept. Alternatively, there are waterfronts that have been transformed with leisure and tourism in mind but where original usages such as commercial maritime activities have been kept (Griffin & Hayllar, 2007). In fact, Griffin and Hayllar (2007), in their study of the Fremantle, Australia waterfront development, point out that the working port element is a major draw factor for visitors.

Fremantle in Western Australia was established in 1829 as a port for the colonial town that became Perth and it still serves as a port for Perth today. The hosting of the 1987 America's Cup defence acted as a catalyst for significant development initiatives from the public and private sector (Hall & Selwood, 1995). This resulted in the creation of a tourism precinct that offers "a rich history and diverse cultural mix where tourism has been superimposed on, but not replaced, the commercial maritime fabric" (Griffin & Hayllar, 2007, p. 5) of Fremantle.

The initiation of waterfront development through the hosting of a major or hallmark event is a common theme in urban regeneration. Other examples include the development of the Brisbane Southbank (Australia) because of the hosting of the World Expo in 1988 (Fagence, 1995) or Barcelona's (Spain) waterfront because of the hosting of the Olympic Games in 1992 (Jones, 2007). Sydney's Darling Harbour redevelopment in the course of Australia's celebration for its bicentenary and at a second stage for the Olympic Games in 2000 provides another example (Craig-Smith, 1995; Edwards, Griffin & Hayllar, 2008; Hall, 1999) which will be further investigated in section 2.3.2 below. However, despite the prominence of urban waterfront renewal projects it is often a major issue in urban planning debates and can lead to conflicts amongst the various stakeholders (Hall, 1998; Sairinen & Kumpulainen, 2006).

Within New Zealand, the redevelopment of the Wellington waterfront serves as an important example. Nguyen (2010) identified a number of key drivers for this project and pointed out that tourism was not considered as an objective in the transformation of this waterfront area. This contradicts Doorne (1998) who acknowledges that the redevelopment of Wellington's waterfront embraced "tourism as a significant element in the local economy" (p. 129). The key players in this project have been the Wellington City Council (WCC), the Greater Wellington Regional Council, various council-controlled organizations, urban planners, property owners and the public. Nguyen (2010) claims that various stakeholders have been consulted during the planning to ensure the project's success. However, Doorne's (1998) contradicts this claim and considered the consultation of important stakeholders has been inadequate. This chapter cannot cover all waterfront development projects but will examine more closely two important examples. First the redevelopment of the Baltimore Inner

Harbour will be explored and then the Darling Harbour Project in Sydney will be examined more closely. The former has been selected because of its dominant role with regards to waterfront redevelopment as the first major international waterfront renewal project. The latter is of importance because of its spatial proximity to New Zealand and the direct competition that Auckland faces with Sydney in terms of attracting visitors. However, both projects have been described as a “festival marketplace” which are characterised by a variety of specialty shopping, restaurants and a number of distinctive entertainment venues (Griffin et al., 2008)

2.3.1 Baltimore’s Inner Harbour redevelopment

Baltimore’s redevelopment of its inner harbour area stands out as the first major waterfront redevelopment project that has been considered successful (Warren & Taylor, 2003) and has become an example of modern waterfront development around the world.

This project features characteristics that provide for both residents as well as tourists (Breen & Rigby, 1996). The Inner Harbour has become an attraction in its own right by incorporating major themes for tourism and leisure requirements (Law, 1996; Vallega, 2001). In fact, Judd (1999) characterizes the Baltimore waterfront development as “an excellent example of a pure tourist space carved out of urban decay” (p. 36).

In the 1970s the Harborplace development was initiated and resulted in the creation of a number of facilities directed at the needs of tourists and each year Baltimore’s waterfront receives around 30 million visitors (Judd, 1999).

The plan for the redevelopment of the inner harbour in Baltimore was released in 1964 and covered an area of more than 100 hectares. The plan was comprised of several different elements with the major one being the creation of an area within the development that consisted of recreational, cultural and entertainment facilities. This consideration focussed mainly on the piers and on the shoreline around the inner harbour basin (Craig-Smith, 1995). More than 35 hectares of land were redeveloped with creating public spaces in mind, which included wide promenades, picnic sites etc. (Craig-Smith, 1995). These features targeted tourists and residents alike, however, the permanent mooring of one of the oldest warships of the US Navy was specifically intended to serve as a tourist attraction for the area (Craig-Smith, 1995). With the

exception of the decision to site the ship in the waterfront area, tourism was not an initial consideration for the development plan but its inclusion began to grow during the development and received higher priority after financial cutbacks in the city's funding. The attraction of visitors was anticipated through the launch of tourism activities and free entertainment. This strategy resulted in not only tourists, but also citizens of Baltimore becoming attracted to the city thus supporting the creation of a successful urban tourism destination. However, the city's waterfront developed from a local point of interest to a national tourist attraction also because of the launch of four major building projects: A convention centre, the Harbour Place shopping complex, the National Aquarium and the Hyatt Regency Baltimore Hotel (Figure 2.4). Until 1995 around USD 2.5 billion had been invested in the development of Baltimore's Inner Harbour (Craig-Smith, 1995). Craig-Smith (1995) also points out four general conclusions that can be drawn from the Baltimore experience that can help to evaluate other waterfront renewal projects around the world (Table 2.1).

Figure 2.4: Aerial view of Baltimore's Inner Harbour



Source: Derived from GoogleEarth, 2012.

Table 2.1: Characteristics of the Baltimore waterfront development

1. Success is not immediate. The development of the Baltimore waterfront began in 1956 and the first significant visitor numbers were recorded in the 1980s.
2. Large scale investment is needed which normally cannot be provided by the city council alone. Funds from the national government were necessary as well as private sector investment.
3. An organization outside the local government proved successful in initiating the development process but the involvement of the private sector was also necessary.
4. During the course of the development, recreation and tourism gained increasing importance although it was not an initial objective of the waterfront development

Source: Craig-Smith, 1995

2.3.2 Darling Harbour, Sydney

Sydney is Australia's largest city. Over the last few decades a number of urban development projects have impacted on the city's structure. One of them is the redevelopment of a significant part of its waterfront: Darling Harbour. In general Sydney differs significantly from the Baltimore case. Since its foundation it has always remained the main urban centre in Australia and never had to fight economic decline to the extent other cities around the world have had to (Craig-Smith, 1995). However, it still faced dereliction and decay at its waterside locations. Darling Harbour is one of these locations that had become redundant because of innovations in shipping and containerization. Initially it was planned to use the area for parkland and housing before the idea to transform Darling Harbour into a major tourism destination within the city's boundaries occurred. It was finished for Australia's bicentenary in 1988 and since then has become "a defining element for the city" (Edwards, Griffin & Hayllar, 2008, p. 275) and tourists perceive it as having a "strong sense of place" (Griffin et al., 2008, p. 46). In the second stage of the redevelopment, in anticipation of the Olympic Games in 2000, it was further developed and functioned as a centre for visitors to gather. The same patterns could be observed during the Rugby World Cup held in Australia in 2003 (Edwards et al., 2008).

The Darling Harbour precinct covers an area of approximately 54 hectares and had an estimated public cost of AUD 200 million which increased to more than AUD 1 billion funded by public as well as private sources (Craig-Smith, 1995; Edwards et al., 2008). Until 2006 the number of tourists visiting the precinct had risen to 26 million annually (Edwards et al., 2008). In the case of Darling Harbour, Baltimore's waterfront

redevelopment was taken into account and the creation of high quality tourism infrastructure has been a part of the development plan. Examples include: The Sydney Aquarium, the Sydney Convention and Exhibition Centre and the Australian National Maritime Museum (Figure 2.5). The objectives behind the Darling Harbour redevelopment were to (Craig-Smith, 1995):

- Improve the derelict waterfront location.
- Establish a major recreation and tourism facility.
- Create a conference and exhibition centre.
- Create income and provide employment.

Figure 2.5: Map of the Darling Harbour precinct and its attractions



Source: Sydney Harbour Foreshore Authority, 2011

The Darling Harbour project is considered to have been a success (Breen & Rigby, 1996) and is now marketed as a fun place through the slogan “Play Darling Harbour” (Edwards et al., 2008).

However, throughout the planning and design stages the project had to face massive criticism from various stakeholders (Edwards et al., 2008; Hall, 1999). In particular, the local community was not consulted during the planning process. Also, a number of decisions regarding the redevelopment of Darling Harbour were made exempt from the control of the local council. They were transferred to federal and national decision levels. In addition, power over planning decisions was granted to the Darling Harbour Authority (DHA), which is also the landowner, resulting in potential conflicts of interest (Edwards et al., 2008; Hall, 1999; Searle & Byrne, 2002).

The main points of criticism were the accessibility of the Darling Harbour area. It has been perceived as being cut off from the rest of the city and other major waterfront sites such as Circular Quay or The Rocks. This has been increased even further because of poor urban planning (Edwards et al., 2008; Marshall, 2001; Searle & Byrne, 2002). This cut-off state is planned to be overcome by creating a 14 km promenade which connects the Sydney foreshore from Anzac Bridge in the West to Woolloomooloo in the East including Darling Harbour, The Rocks, Circular Quay, the Sydney Opera House and the Botanical Gardens (Edwards et al., 2008). Also to enhance the visitor experience markers have been placed in the area that help tourists to find their way around.

Despite the fact that millions of tourists and residents visit Darling Harbour each year, a number of experts claim that it is not distinctive from other waterfronts around the world and appears to be a “largely impersonal and homogenous space placing in the same category with Auckland’s American Express Viaduct Harbour” (Edwards et al., 2008, p. 288). However, tourists acknowledge that Darling Harbour is one of the attractions in Sydney where they head to on return visits (Figure 2.6 & Figure 2.7) (Griffin et al., 2008).

Figure 2.7: Darling Habrour



Source: Own photograph, March 2011.

Figure 2.6: Darling Harbour with Harbourside Shopping Centre



Source: Own photograph, March 2011.

2.4 The Auckland waterfront

The Waitemata Harbour is one of the key features of Auckland and the city has been branded as the “City of Sails” indicating the importance of its waterside setting (Lawton & Page, 1997).

Historically, the Waitemata Harbour and its waterfront have always held a strong link for Maori culture. Many of the Iwi (Maori tribes) that are recognised in the Auckland region have a strong connection to water in general and the Waitemata Harbour in particular (Waterfront Auckland, 2011b).

After the colonisation of New Zealand, the Auckland waterfront began to see significant changes with the construction of warehouses, sawmills, boat building yards etc. In 1852 the first Queen Street wharf was built and this was followed by a number of other wharf constructions (Bradbury, 2009, 2010; Waterfront Auckland, 2011b).

The Auckland waterfront has undergone significant changes over recent decades and this has been a major driver for the revitalisation of the central city. Local government invested in infrastructural development with the aim to increase tourism activity and to support the local economy by making it more accessible to the public (Lawton & Page, 1997; Murphy, 2008). These investments included harbour-front reconstruction, the redesign of the city square (Britomart) in order to link it more to the new harbour front and a renewal of a number of recreation and tourism facilities (Thorns, 1997).

In more detail, the initial part of the Auckland waterfront redevelopment was the renewal of the Viaduct Basin (Figure 2.8) (Bradbury, 2009) which was left behind, redundant, after the relocation of port activities eastwards and thus offered the potential space for redevelopment (Murphy, 2008). This potential was not used before the winning of the America’s Cup in 1995 by Team New Zealand. The subsequent hosting of the next America’s Cup became the catalyst for a redevelopment and activated private as well and public investments. The hosting of the America’s Cup in 2000 and 2003 as well as Auckland being one of the stage destinations for the Whitbread Round the World Yacht Race (Thorns, 1997) led to substantial redevelopment of the Auckland waterfront in general and the Viaduct in particular from 1996 onwards (Hall & Kearsley, 2001; Parker, 2003). Parker (2003) describes it as a “thoroughly transformed and gentrified space” (p. 3) which caters to the wealthy

elite (Murphy, 2008; Parker, 2003). However, it has developed into a popular tourist destination which owes its “entire existence to a sailing race, the America’s Cup” (Parker, 2003, p. 4) and increased the “CBD’s role as a locale for tourism and consumption practices” (Murphy, 2008, p. 2534).

This example illustrates the importance of mega events in creating urban renewal and infrastructure enhancement. Actually, 20% of waterfront renewal around the world was initiated because of a major event such as the Olympics (ARH, 200). In the case of the Viaduct Harbour, the Auckland City Council (ACC) invested NZD 40 million into the creation of more public space such as walkways and public squares. Other contributions came from the Auckland Regional Service Trust (ARST) which invested NZD 70 million and the national government spent NZD 10 million on the building of the syndicates’ bases and new wharves (Murphy, 2008). The overall objective and reason why the ACC and the Auckland Regional Council (ARC) supported the holding of the 2000 and 2003 America’s Cup defences was “inserting Auckland into a global circuit of tourism” (Murphy, 2008, p. 2526).

Figure 2.8: Viaduct Harbour



Source: Own photograph, February 2011

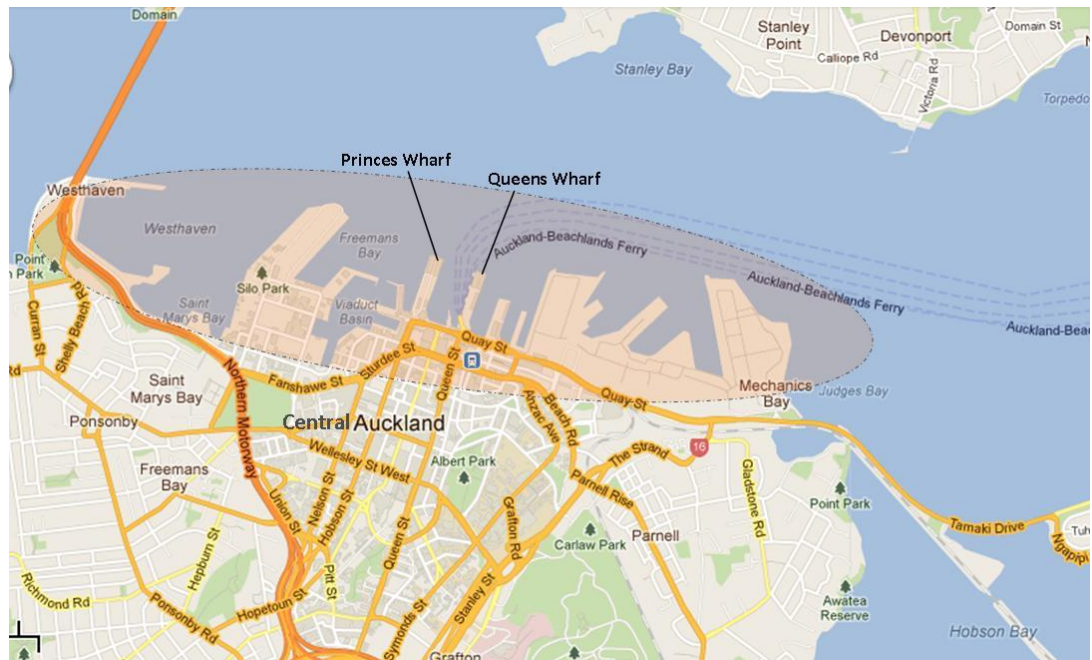
However, the initial project towards a redevelopment of waterfront areas was the idea to create a maritime museum, reflecting on New Zealand's and Auckland's seafaring history (New Zealand Maritime Museum, 2011). It also underlines the shift from industrial usage to recreational and leisure usages (Thorns, 1997). Originally, the idea was presented in the 1980s but due to economic conditions at that time it was not realized until the 1990s. It was opened in 1993 at Hobson Wharf and was completely privately funded (Thorns, 1997). In the 2010/11 financial year the museum, which is now called Voyager – New Zealand National Maritime Museum, received around 100,000 visitors (New Zealand Maritime Museum, 2011).

Besides the development of the Maritime Museum and the Viaduct Harbour, further interest in the regeneration of Auckland's waterfront area has not been prioritised for a long time. However, the increase in international visitor arrivals has led to a change in strategy. In particular, the rising number of cruise ships that use Auckland as a port of call or turnaround destination, has shown the necessity to create high-standard cruise terminal facilities (ARC, 2009c). The existing facilities at Princes Wharf were at capacity. During the summer cruise season, often two cruise ships berth in Auckland at the same time or the cruise ship is basically too large for the Princes Wharf terminal. In that case cruise ships have to berth at a wharf in the port area, making it inconvenient for visitors and less attractive to visit the city and the waterfront (ARC, 2009b, 2009d). Queens Wharf has been used as a second berthing location. However, the facilities there are not of a high-standard and need significant investment, which has also been expressed by passengers (dis)embarking at this location. Nonetheless, Queens Wharf has been described as being an ideal location for passengers to discover Auckland and extensive planning on future development has been undertaken (ARC, 2009a, 2009b, 2009c; Bradbury, 2009, 2010).

The Queens Wharf development however, is part of a comprehensive strategy to redevelop the Auckland waterfront (ARC & ACC, 2005). This strategy sets the framework for the waterfront development until 2040 and has been allocated NZD 1.2 billion in funding (Waterfront Auckland, 2011b). Figure 2.9 illustrates the different parts of the waterfront area.

Recently, the Wynyard Quarter, also part of the development strategy has been reopened to the public.

Figure 2.9: Map of Central Auckland and the waterfront area



Source: Derived from Google Maps, 2012.

2.5 Tourism in the Auckland region

Auckland's tourism function is closely related to the tourism performance for the whole of New Zealand. Auckland is the major city of New Zealand, in terms of population and size as well as its economic importance (Covec, 2008).

The growth of international tourism is relatively recent in New Zealand and was initiated by improved air access during the 1960s and 1970s (Hall & Kearsley, 2001). Prior to that, only a small number of tourist shops opened at the bottom of Queen Street "in case a tourist ship was visiting the port" (Thorns, 1997, p. 189). However, tourism is not the driving force of Auckland's economy but its economic dominance supports business tourism in the city. It is the main gateway for travelling in and out of New Zealand. 75% of international visitors coming to the country arrive at Auckland International Airport (AIA) (Covec, 2008; Hall & Kearsley, 2001). Often Auckland is perceived as a gateway city and not as a destination in its own right. However, it is the leading urban tourism destination in New Zealand (Lawton & Page, 1997) with regard to visitor numbers. The region also receives the largest amount of tourism related

investment and has also benefited from increased private sector tourism growth (Hall & Kearsley, 2001).

Over the last 12 years the number of international visitors to Auckland has increased from approximately 1.1 million in 1999 to more than 1.75 million in 2011 (Figure 2.10) (Ministry of Economic Development, 2011). Data for domestic visitors for the same period were unavailable but in 2007 domestic travellers accounted for 9.5 million visits (6.6 million day visits and 2.6 million overnight visits) to the Auckland region (ARC, 2009).

Figure 2.10: International visitor arrivals to Auckland & New Zealand 1999-2011



Source: Ministry of Economic Development, 2011

On average, overnight visitors spend 4.5 nights in the Auckland region. This number differs significantly depending on whether it is a domestic or international visitor and it is also dependant on the purpose of the visit (Table 2.2). On average, tourism contributes 4% to the region's GDP. In 2006 tourists spent NZD 3.745 billion, with international tourists accounting for NZD 2.52 billion and Auckland City receiving 55% of overall visitor spending. In the same period the number of people employed directly in the tourism sector was specified as 45,675 full-time equivalent (FTE) positions (ARC, 2009; Covec, 2008).

A study regarding the outlook for tourism in the Auckland region prepared for the ARC conducted a SWOT-analysis and identified a number of characteristics in each category (Figure 2.11) (Covec, 2008).

Table 2.2: Visitor nights spend in the Auckland region 2007

	Domestic	International
Visiting friends and relatives	2.4	3.2
Holiday	2.5	13.5
Business	1.8	5.7
Education	2.2	22.3
Other	2.1	26
Total	2.3	7.4

Source: Derived from ARC, 2009

The SWOT-analysis showed that

Auckland has a number of strengths and offers numerous opportunities for tourism development but is also facing significant threats and weaknesses that need to be overcome to reach its full potential as an urban tourism destination.

However, this study also identified four key drivers for tourism demand in Auckland:

- Major events.
- Cruise ship industry.
- A national convention and exhibition centre.
- Low cost airlines.

Figure 2.11: SWOT-analysis of tourism in Auckland

Strengths <ul style="list-style-type: none"> • Landscape • Coastal environment • Safety and security • Airport 	Weaknesses <ul style="list-style-type: none"> • Public transport • Road network • Entertainment/ nightlife
Threats <ul style="list-style-type: none"> • Competition from other cities, in particular Australian cities • Loss of identity • Environmental sustainability • Auckland's own lack of belief • Weak and indecisive leadership • Lack of unity across the region 	Opportunities <ul style="list-style-type: none"> • Conference and convention market • Major events • Maori and Pacific experiences • Greater amenity underwritten by visitor spend • More vibrant and exciting city • A unified region

Source: Derived from Covec, 2008

While the latter two are important the former two are of specific interest in the following sub-chapters because they also play a significant role for waterfront development in Auckland.

2.5.1 Major events

A major event is also referred to as hallmark event or mega event. These kinds of events can be major fairs, festivals, expositions, cultural and sporting events and take place either on a one-off basis or regularly (Hall & Kearsley, 2001). A number of major events have impacted on New Zealand in general and on Auckland in particular in the recent past.

The holding of the America's Cup defences in 2000 and 2003 as well as the hosting of the Rugby World Cup (RWC) in September and October 2011 have influenced the tourism economy in particular (Chadwick, Semens & Arthur, 2011, McDermott Fairgray Group & Ernst&Young, 2000; Market Economics, 2003).

The hosting of the America's Cup regatta in 2000 generated around NZD 640 million in value added to the New Zealand economy with Auckland profiting the most receiving NZD 473 million (McDermott Fairgray Group & Ernst&Young, 2000). The structure of where the expenditure was generated is specified in Table 2.3. Furthermore, employment was increased equalling around 8070 FTE positions and 1.5% of employment in the Auckland region during that year.

Comparable figures resulted from the hosting of the America's Cup defence in 2003. During this event around NZD 450 million of additional expenditure was generated and 8180 FTE positions were created in the

Table 2.3: America's Cup 2000 spendings

Spending generated by	America's Cup 2000
Syndicates	149.2 million
Regatta organisers and sponsors activity	44.3 million
Infrastructure & government	130.9 million
Superyachts	118 million
Media	12.8 million
International visitors	164 million
Businesses	20.2 million
Total	639.4 million

Source: Derived from McDermott Fairgray Group & Ernst&Young, 2000

Auckland region. This equals 1.6% of total employment in the Auckland region for the year 2002 (Market Economics, 2003).

In addition to the monetary benefits that Auckland gained from the staging of the regattas it had the opportunity to showcase itself because of the global exposure resulting from the TV and press coverage of the event. This also raised international visitor awareness for New Zealand in general and Auckland in particular as a tourism destination.

Other outcomes have been the increased credibility for the New Zealand marine sector and private sector construction investment to upgrade the Viaduct Basin precinct. The latter was also the initial step for plans to open up the waterfront area to the public and increase the recreational and residential value substantially (Market Economic, 2003; McDermott Fairgray Group & Ernst&Young, 2000). Other sailing regattas like the Louis Vuitton Pacific Series in 2009 have been perceived as relatively low profile events amongst New Zealanders but still contributed significantly to the Auckland economy (Covec, 2009) although, not to the same level as the America's Cup events. Again, it also raised awareness for New Zealand and Auckland as attractive tourism destinations, showcasing the city with 340 hours of airtime on over 30 channels broadcasting in more than 100 countries and reaching 600 million viewers. The research around this event also found that visitors perceived Auckland as an excellent host for major events and supported further hallmark events to be held in the region (Covec, 2009).

Mega events can also contribute to increased residents' pride for the place they live, in particular if the home team is successful. This was pointed out during the holding of both the America's Cups and the Louis Vuitton Pacific Series (Covec, 2009; Market Economic, 2003; McDermott Fairgray Group & Ernst & Young, 2000).

The most recent event that influenced the tourism industry in Auckland was the RWC in September and October 2011. This had economic as well as social impacts and infrastructure development can be attributed to the hosting of the RWC as well. New Zealand experienced an influx of 133,000 international visitors coming to the country during the event. Out of these, 95% were interested in the RWC and 81% attended games in Auckland or elsewhere (Auckland Council, 2011e). With regards to economic

effects, it was estimated that the direct economic effect accumulated to approximately NZD 411 million and the long-term economic impact has been projected to be at around NZD 2 billion (Chadwick, Semens & Arthur, 2011).

2.5.2 Cruise ship industry

The cruise ship sector is another important and steadily growing sector of the tourism industry in Auckland.

In the past fifteen years the cruise industry in New Zealand has grown from 27 cruises catering for 19,400 passengers in the 1996/97 season to 81 cruises catering for 109,951 passengers in 2009/10. It is expected to rise to around 200,000 passengers in the 2011/12 season (Hall & Kearsley, 2001; Market Economics, 2010; POAL, 2008). Auckland will host the majority of the vessels bringing also approximately 80,000 crew members to the city (Angus & Associates, 2011). The total direct expenditure has also increased significantly from NZD 42 million in the 1996/97 season to over 271 million in the 2009/10 season (Market Economics, 2010). The Auckland region received around 60 % or NZD 163.3 million of the total cruise industry direct expenditure which also includes airfares and bunkering. The total effect of this injection into the regional economies generated NZD 63 million of value added in the Auckland region (Market Economic, 2010). The Auckland Tourism Events and Economic Development Ltd (ATEED) (2011) stated an even higher amount of NZD 105 million of added value in the Auckland region. The Auckland region and Ports of Auckland (POAL) are the most important area of crew and passenger exchanges as well as industry expenditure and often exchanging passengers spend additional days in Auckland before or after their cruise (Market Economics, 2010).

Auckland attracted the most cruise activity with passenger exchanges focussed on this port. Approximately 91,000 passenger days were spent in Auckland by international and domestic passengers or around 16% of all passenger days spent in New Zealand.

However, despite the significant growth of the cruise industry in Auckland, there are constraints that keep the region from profiting as much as it could. The existing berthing facilities at Princes Wharf (Figure 2.12) and Queens Wharf cannot handle the bigger sized ships or are not adequate (ARC, 2009b). Also with the existing facilities it takes around half a day to either embark or disembark the vessel which takes valuable

time off the visitors stay in Auckland and therefore spending is reduced (Market Economics, 2010).

For that reason research suggests a new cruise ship terminal needs to be built (ARC, 2009c) to avoid cruise ships refusing to berth in Auckland. This would result in significant economic losses not only for the region but also for the whole of New Zealand (Covec, 2008). Furthermore, the ability to handle two large cruise ships at the same time is likely to secure more cruise ships coming to Auckland (Covec, 2008). These ships may otherwise relocate to Australian ports (Market Economics, 2010). Currently, each passenger visiting New Zealand on a cruise ship contributes approximately NZD 1,700 to the nation's GDP accumulated through the passengers'

Figure 2.12: Cruise ship berthing at Princes Wharf



Source: Own photograph, February 2010.

own spending while in port and through the expenditure of cruise ship operators (Covec, 2008). The same research also indicates that the construction of a new cruise ship terminal is likely to increase the number of cruise ships coming to Auckland by 45 by the 2014/15 season resulting in NZD 70,000 additional passengers. If this can be reached the industry will add a further NZD 120 million to the New Zealand GDP and government income would increase by NZD 26 million. Nearly half of these earnings will flow into the Auckland economy (Covec, 2008; POAL, 2008). Furthermore,

Auckland acts as the terminal port for New Zealand where passengers both join and leave ships. The exchange experience can give either their first or last impression of New Zealand as a destination, therefore what happens in Auckland has a long term impact on the future of the cruise industry. This underlines the necessity for modern and efficient berthing facilities (Market Economics, 2010) and it indicates the importance of Auckland's waterfront as a whole for the tourism industry.

2.6 Summary of the literature review

The literature review has shown what significance urban tourism has in general and for Auckland in particular. Many cities in the world have started to incorporate tourism into their economic development strategies as it has been acknowledged as an instrument to increase GDP earnings and support infrastructure development.

Waterfront development projects are often in the centre of these infrastructure developments. In the latter half of the last century many of these areas had to look for alternative activities after they had been left abandoned due to industrial changes. New uses are often incorporating recreational or tourism themes. Amongst a number of others, the Baltimore Inner Harbour and Sydney's Darling Harbour redevelopments stand out as important examples. In the case of Darling Harbour major events, like the Olympic Games, have been drivers in revitalising the area.

However, waterfront development projects often face criticism from various stakeholders, as in the cases of Wellington and Sydney. The engagement of all stakeholders in the planning process can be crucial for the success of the project.

Auckland has an interest in developing its tourism industry to establish the city as destination in its own right rather than a gateway to the rest of New Zealand. The city centre waterfront can play a significant role to achieve this. It already is important with regards to certain tourism uses such as the cruise industry or as a gateway to the islands of the Hauraki Gulf. Also, the Viaduct Harbour, as one part of the waterfront, had already been redeveloped in the course of the staging of the America's Cup in 2000 and 2003.

This waterfront redevelopment is planned to become of a more extensive scale in the future. What these plans propose in detail and its focus on tourism uses will be analysed in the following chapters.

3 Method

A qualitative research approach was applied to conduct this research. Qualitative research, in contrast to quantitative research, is characterised by emphasising words rather than numbers (Bryman & Bell, 2007; Smith, 2010). It is also seen as a cornerstone of qualitative research to describe people, places and events (Denzin & Lincoln, 2000). I adopted constructionism as my ontological paradigm. Ontology refers to the philosophy of the nature of reality (Williams, 1998) and I believe that social constructs are derived from interactions between individuals and they are not separate from those involved in their construction. In this research, I also adopted an interpretivist epistemological approach. This position requires the researcher to comprehend the subjective meaning of social action (Bryman & Bell, 2007), i.e. it focuses on the understanding of the social world through the examination of the participants' interpretation of that world.

3.1 Research design

This research project focused on waterfront planning with regards to its function for the urban tourism industry. Therefore, literature has been reviewed (Chapter 2 above) to gain an insight into past and present research that has been conducted regarding urban tourism and waterfront (re)development as well as its impacts on urban life in general and on the tourism industry in particular.

To approach this research the following steps were taken:

- A census of all publications on the Auckland waterfront development since 2000 was undertaken.
- These publications were prioritised in terms of their relevance for this study.
- The content of the most important documents (up to a maximum of 20) with regards to tourism development were analyzed.
- The results of that analysis in terms of other waterfront development projects around the world was considered.

Thus, a review of secondary data sources was the approach taken with regard to this research. Although, no primary research was carried out, it was still crucial to consider a wide range of information and a diversity of views. Hence a variety of sources were

reviewed with regards to the Auckland waterfront planning, published either by the public sector or on behalf of the former. The analysis of a maximum of 20 documents was decided after the scanning of possibly relevant resources as an appropriate number of documents for the scope of this research.

3.2 Content analysis

Qualitative content analysis was chosen as a research tool to analyse the documents relevant to the research question and objectives. This technique is often used to study textual material and can be applied to various forms of communication including public documents such as annual reports or development plans (Finn, Elliott-White & Walton, 2000). A list of documents that were part of the content analysis in this research is provided in Table 4.1 (p. 41).

Qualitative content analysis is defined as: “A research method for the subjective interpretation of the content of text data through systematic classification process of coding and identifying themes or patterns” (Hsieh & Shannon, 2005, p. 1278). However, despite a wide acceptance of content analysis as a research tool, no mutual consent amongst researchers exists regarding the application of this method (Finn et al., 2000; Kohlbacher, 2006).

Qualitative content analysis is a rather inductive research method which allows themes to emerge from the studied documents and it also recognizes the importance of understanding the meaning of an analysed item within the context it has appeared in (Bryman & Bell, 2007, Zhang & Wildemuth, 2009). In contrast to quantitative content analysis, the process of, how themes are extracted, is often left implicit and important themes are pointed out through the usage of exemplary quotations taken from the studied documents (Bryman & Bell, 2007).

Coding forms an integral part of the chosen content analysis approach. In this research this was done manually in an inductive way, which means emergent themes were extracted from the data set through careful examination and constant comparison of the relevant documents relating to the research question and objectives rather than through having predetermined categories (Smith, 2010; Veal, 2006).

Elo and Knygäs (2008) classify this as “open coding”, that is, headings and notes were written down while reading the documents. This process was repeated several times to ensure that all content was covered by a heading or note (Hsieh & Shannon, 2005). This process is rather subjective and requires the researchers own interpretation skills. This abstraction creates a tree-like figure and should be continued “as far as [it] is reasonable and possible” (Elo & Knygäs, 2008, p. 111). This practice was followed during this research.

The advantage of this procedure is that themes that gain significance throughout the analysis can be taken into account which would not be possible if a-priori coding were used (Altheide, 1996; Kohlbacher, 2006; Zhang & Wildemuth, 2009).

The findings that are produced in qualitative content analysis do not present themselves as countable units or statistical data but uncover themes, patterns and categories that are relevant to the research topic. While results are usually reported by using illustrative quotes from the texts analysed, they can also be useful to provide graphs, charts etc. to present results (Altheide, 1996; Zhang & Wildemuth, 2009).

However, qualitative research in general, and qualitative content analysis in particular, are entirely interpretive approaches that rely on the theoretical and personal understanding of the researcher (Bryman & Bell, 2007; Hall & Valentin, 2005; Zhang & Wildemuth, 2009). Thus, the method applied in this research is interpretivist in its approach.

4 Data Analysis

The planning documents that were analysed for this dissertation all referred to the future development of the Auckland waterfront. While the Draft Auckland Plan (Auckland Council, 2011b) sets an overall development strategy for the whole of the Auckland region, reaching from the Wellsford area in the north to the Bombay Hills in the south, it is complemented by the Draft Auckland City Centre Masterplan (Auckland Council, 2011c), the Draft Economic Development Strategy (Auckland Council, 2011d) and the Draft Waterfront Plan (Waterfront Auckland, 2011b). The latter specifically sets an agenda for the future of the Auckland waterfront. However, all these documents define the waterfront area as reaching from Harbour Bridge Park in the East to Teal Park in the West which will therefore also be adopted for the purpose of this analysis.

All reviewed documents have been published by or on behalf of the Auckland Council (or the former ARC and ACC) or Council Controlled Organisations (CCOs) such as Waterfront Auckland. The latter was established in 2009 to look after the development and revitalisation of the waterfront adjacent to the city centre.

The Draft Auckland Plan is a long-term strategy to set social, economic, environmental and cultural objectives for Auckland to become “the world’s most liveable city” (Auckland Council, 2011a, p.2).

All the investigated documents refer to the Auckland waterfront either directly or indirectly and are interdependent, e.g. the Draft Waterfront Plan is a supporting document of the Draft Auckland Plan.

Currently, the Auckland region contributes around 35% of New Zealand’s GDP and 33% of the New Zealand population lives in the region. This is likely to rise to around 40% by 2040. It is also the gateway to and from New Zealand for visitors and also goods that are imported or exported. This means that infrastructure that meets the standards that are needed to manage the growth of this urban environment is important. For this reason one of the main goals of the plan is to set out:

Existing and future locations of critical infrastructure facilities, such as transport, water supply, wastewater and stormwater, other network utilities, open space and social infrastructure areas of national and regional significance for ecology, recreation and open space, landscapes, heritage, natural features and environmental importance. (Auckland Council, 2011b, p. 8)

The Draft Auckland Plan seldom refers to the Auckland waterfront specifically. It does, however, recognise the three harbours around Auckland (Waitemata, Kaipara and Manukau Harbours) as some of the most significant parts of the Auckland region and also acknowledges these environments as major assets for the region. The Waitemata Harbour in particular is seen as a major recreational resource that draws residents and visitors alike. It is the gateway to a number of tourist attractions important to Auckland's visitor economy, such as the islands of the Hauraki Gulf, ferry services and recreational boating. This gateway function of the waterfront has been pointed out in the majority of the documents. Also, the harbours are seen as a unique attribute for the future success of the Auckland region with regards to physical assets, recreational value and cultural identity.

One of the two strategic initiatives identified in the Draft Auckland Plan to ensure Auckland becomes a city of international reputation is focussed on Auckland's city centre because of its significance in contributing to the future economic performance of Auckland. In particular, the city's centre is anticipated to see "transformational change to create a global city centre and destination of international repute" (Auckland Council, 2011b, p. 30). Therefore, one of the stated eight growth areas in the Auckland region is the "city centre including the Waterfront" (Auckland Council 2011b, p. 33).

It also acknowledges the region's coastal and marine environment, which the waterfront belongs to, as one of the most characteristic features that supports the image of Auckland as a green urban environment and "city of sails". Therefore, this first spatial development plan sets out strategies and policies to ensure that the "green and blue rural, coastal, marine and natural environments can co-exist in a balanced way with the working activities that leverage off them and help sustain" (Auckland Council, 2011b, p. 35) the region and its people. The roles that the port, the waterfront

and the airport play for Auckland and New Zealand are also pointed out. These places play a major role in connecting Auckland to the rest of the country and to the world. This role will be further discussed in chapter 4.2. Furthermore, the city centre and the waterfront are identified as key visitor destinations. However, the Draft Auckland Plan also points out that there is further development needed to achieve the goal of positioning Auckland and its city centre and waterfront as a competitive visitor destination that is globally seen as a destination in its own right rather than only being the gateway to the rest of New Zealand.

The Draft City Centre Masterplan (Auckland Council, 2011c) and the Draft Waterfront Plan (Waterfront Auckland, 2011b) have been prepared to enforce the strategies pointed out in the Draft Auckland Plan.

The Auckland Waterfront Vision 2040 (ARC & ACC, 2005) and the City Centre Waterfront Masterplan (ACC, 2009) as well as the Draft Waterfront Plan (Waterfront Auckland, 2011b) have identified distinctive precincts along the waterfront (Figure 4.1) which have been adopted for this analysis. These are:

- Westhaven.
- Western Reclamation (Wynard Quarter) and Viaduct Harbour.
- The Central Wharves (Princes Wharf, Queens Wharf and Captain Cook Wharf).
- The port.

Figure 4.1: Parts of the future waterfront development



Source: Derived from GoogleEarth, 2012.

Nonetheless, a number of other documents (which have been identified in Table 4.1) are also relevant in identifying the main objectives and themes regarding the waterfront development in Auckland, in particular for tourism purposes.

Table 4.1: Planning documents for the Auckland waterfront development

Documents
Auckland city centre waterfront masterplan (ACC, 2009)
Auckland Regional Plan: Coastal (ARC, 2011)
Metro project action plan: Implementing the Auckland regional economic development strategy (ARC, 2006)
Bringing the world to Auckland. Auckland (ARC, 2008)
Auckland waterfront vision 2040 (ARC & ACC, 2005)
Creating the world's most liveable city: Executive summary draft Auckland plan (Auckland Council, 2011a)
Draft Auckland plan (Auckland Council, 2011b)
Draft city centre masterplan (Auckland Council, 2011c)
Draft economic development strategy (Auckland Council, 2011)
Auckland Waterfront Development Agency. (2011). Draft annual plan. Auckland: Auckland Council.
Port development plan (POAL, 2008)
The economic value of the redeveloped Auckland waterfront (Pricewaterhouse Coopers 2010)
Sustainable development framework (Sea + City, 2009)
Draft Waterfront Plan (Waterfront Auckland, 2011b)
Our charter, our promise to Aucklanders (Waterfront Auckland, 2011c)
Statement of intent for the 8 month period from 1 November 2010 to 30 June 2011 (Waterfront Auckland, 2011c)
Statement of intent for the period 1 July 2011 to 30 June 2014 (Waterfront Auckland, 2011d)

The analysis of the documents specified in Table 4.1 produced a number of themes that are important to the waterfront development in Auckland in general and with regards to its tourism function in particular:

- Open and public spaces and access.
- Connectivity and view.
- Cultural heritage.
- Recreational value and tourism experience.
- Economic impact;
 - Cruise ships,
 - Major events.

While each category is significant with regards to the tourism industry, these are not exclusive to tourism use and this will be specified during the discussion of each category.

However, the implementation of any of those plans requires changes to district plans, consent for coastal and land-use as well as significant investment from the public and private sector.

4.1 Public spaces and accessibility

Public spaces, open spaces and public access, are all themes that are frequently observed in the planning for the Auckland waterfront development. One of the strategic directions in the Draft Auckland Plan (Auckland Council, 2011b) states:

Auckland has a tremendous linked network of green and public open space - from maunga to moana. Our safe streets, parks and playgrounds are lined with trees and form green oases throughout the city. Protected native bush and wetlands abound and help create our many stable eco-systems. (p. 25)

Maunga refers to hills and mountains and moana to the sea or ocean, which underlines the relevance of Auckland's location close to the sea.

"A public waterfront" (Waterfront Auckland, 2011b, p.7) is also one of the four main goals and business objectives of Waterfront Auckland, a CCO that was established to plan and influence the city's waterfront development. The public waterfront objective aims at creating a place for all Aucklanders and visitors to the city by creating "a destination that is recognised for outstanding design and architecture, public spaces, facilities and events; a place where we can express our cultural heritage and history, and celebrate our great achievements as a city and nation" (Waterfront Auckland, 2011d, p. 5). Although, this objective relates to themes other than public access as well, it can be seen as an overall aim that needs to be achieved in order to realise other goals such as celebrating cultural heritage etc.

However, before Waterfront Auckland was created and before the Draft Auckland Plan and supplementary documents were published, the need for the development of the Auckland city waterfront had been acknowledged and the former ARC and ACC published the Auckland Waterfront Vision 2040 (ARC & ACC, 2005) and the Auckland

City Centre Masterplan (ACC, 2009). The latter has had the purpose of giving physical and spatial definition of the principles that have been specified in the former.

These documents also emphasize the waterfront as one of Auckland's greatest assets and the significance of open, public spaces on the waterfront in order to make it attractive for visitors and residents alike by maximising the "public access to the water, and maintain the area's character while balancing local businesses' needs for commercial return" (ARC & ACC, 2005, p. 1).

Specific elements that are intended to be prioritised to gain improved public access to the waterfront are:

- Prioritising the improvement of public access and people's enjoyment of the waterfront and the Waitemata Harbour setting.
- Avoiding privatisation of public spaces.
- Creating safe urban spaces through the application of environmental design that supports crime prevention.
- Designing public spaces to maximise sunshine and enhanced views to the water.
- Recognising that public access around the custom-bonded areas of the working port is restricted. However public access to the port will become a greater point of interest when the port moves its operations eastwards.
- Creating a number of public spaces that provide the visitor with diversified experiences.
- Easy access to and from the waterfront areas.

For the different parts of the waterfront, which have been identified earlier, this could result in the extension of walk and cycle ways and the creation of parklands as is intended for the boundary of the waterfront west of the Harbour Bridge to form the western gateway to the waterfront precinct. The proposed features to enhance access to Westhaven Marina in particular include (ACC, 2009):

- A wide promenade along the water's edge.
- Boardwalks over water and floating pontoons.
- Footpaths on the land's edge.

These will connect new park spaces, viewing points, wharves, play areas for children, boat vantage points and the marina village.

The Draft Waterfront Plan also intends to enhance the public access to the Westhaven Marina, in particular to give visitors the opportunity to engage closely with Auckland's sailing and boating lifestyle.

Another focal point of the waterfront development is the enhancement and opening of the Wynard Quarter to the public. This will integrate this part of the waterfront with the other parts along this axis such as the Viaduct Harbour and also connect it to Auckland's city centre improving the possibility for tourists and other visitors to experience the waterfront as a whole. It is planned to achieve this through increased access for cyclist and pedestrians as well as through improved public transport (ACC, 2009; Waterfront Auckland, 2011b).

The Viaduct Harbour already offers significant public access to the waterfront compared to the other parts of the precinct due to its upgrade for the America's Cup defences in 2000 and 2003. However, the planning documents still identified further opportunities to increase public access.

Features for the development of the Wynard Quarter and the Viaduct Harbour include (ARC & ACC, 2005):

- A headland park at Wynard Quarter that incorporates Wynard Wharf with additional spaces for events and more access to the water's edge.
- Promenades that connect the Wynard Quarter with the Viaduct Harbour and Westhaven Marina.
- An entertainment and retail area around Jellicoe Street and North Wharf that integrates the harbour views to Rangitoto Island in its design.
- A boulevard that connects Victoria Park with the Wynard Quarter.
- Day-berth facilities for visiting boats in Wynard Quarter and Viaduct Harbour to ease the access to the city centre.
- Pontoons in the Viaduct Harbour to enhance the visitors' harbour experience closer to the water.

Adjacent to the Viaduct Harbour are the Central Wharves, which are planned to be opened up to the public, although there still exists a wide range of opinions on how to

achieve this. However, it offers the opportunity to create major public spaces that could accommodate new tourist attractions (ACC, 2009). Also, within the port areas the aim is to create viewing platforms to allow visitors to experience the working port.

Like the western end of the waterfront, the TEAL Park on the eastern end of the waterfront offers valuable open space that is aimed to be developed for the public to use.

The recently published Draft Waterfront Plan (Waterfront Auckland, 2011b) specifies six key actions to create a successful public waterfront and complements the targets that have been pointed out by the Auckland Waterfront Vision 2040 and the City Centre Waterfront Masterplan:

1. Provide continuous public access to the water via a 10km public promenade from the Harbour Bridge in the West to Tamaki Drive in the East.
2. Transform Quay Street into a grand civic boulevard and the primary organising element of the waterfront.
3. Establish an old foreshore avenue providing an East-West connection along the original foreshore.
4. Reinforce existing, and create new, North-South links connecting the waterfront and the Central Business District (CBD), which includes the extension of the light rail network, easier access to public transport, pedestrian bridges to allow tourists and workers to reach the waterfront more conveniently and safely.
5. Strengthen and expand the existing network of public open space.
6. Deliver 20 new places where Aucklanders can enjoy their waterfront (e.g. promenade, beaches, open spaces and public buildings).

Overall increased accessibility through pedestrian walkways and cycle ways is a major instrument to allow for improved public access. Public open spaces that are proposed in the Draft Waterfront Plan are: Harbour Bridge Park, St Mary's Bay Open Space, Headland Park on Wynard Point, Central Park within Wynard Quarter, Queens Wharf, Point Resolution and TEAL Park. Further focus is also put on improving the direct accessibility of the water's edge and enhancing the waterfront experience through the creation of small boat launching facilities and new beaches at St Mary's Bay and TEAL

Park. There is also a proposition to build a salt water pool at Queens Wharf (Waterfront Auckland, 2011b).

4.2 Connectivity and views

“A connected waterfront” (Waterfront Auckland, 2011b, p. 7) is another main goal that the Draft Waterfront Plan sets out to achieve.

The vision behind this is “A place where people are highly connected locally and with the inner city, to the rest of Auckland and New Zealand; that is highly accessible and safe for pedestrians, cyclists, and passengers, with telecommunications that support connectivity” (Waterfront Auckland, 2011b, p. 7).

The term connectivity has different layers of meaning in this case. On one hand it refers to the spatial connection of the waterfront to other parts of Auckland and on the other hand the emotional connection of residents and tourists to the city. Both play a major role to create a successful waterfront. However, there also exists connectivity in economic terms, which will be discussed further in chapter 4.5.

The Auckland Council (2011b) admits that Auckland has an attractive natural environment, but that one of its most valuable assets, the waterfront, is largely disconnected from the city centre. This seems to be a big contrast to Auckland’s role as a gateway city. However, it is a result of the working port function that used to be the key role of the waterfront area and which often does not allow public access. Nonetheless, the waterfront and the Waitemata Harbour still have a significant role as a gateway. It is the departure point for ferries and tourist boats to the islands of the Hauraki Gulf, cruise ship berthings are becoming more frequent and the port is New Zealand’s primary port for importing and exporting goods.

Only recently has it been recognised that the waterfront needs to be opened up further to the public in order to achieve the mayor’s overall goal and to turn Auckland into “the world’s most liveable city”.

The need to connect the waterfront has been acknowledged in the Metro Project Action Plan (ARC, 2006). It refers to other projects around the world and acknowledges that development of the waterfront would boost the quality of life and economic prosperity. In particular it would benefit the tourism industry. These interrelationships

have also been recognised in a number of other planning documents (ACC, 2009; ARC & ACC, 2005; Auckland Council, 2011b; 2011c).

One of the main points to achieve this is sufficient transport and linkages that ensure that passenger transport services and the supporting infrastructure, including water-based services, are fully integrated into future development (ARC & ACC, 2005). The Draft Economic Development Strategy (Auckland Council, 2011d) that complements the Draft Auckland Plan (Auckland Council, 2011b) also supports this finding:

In a survey of national and regional tourism stakeholders, Auckland's public transport and road network were identified as the two most significant weaknesses of Auckland as a visitor destination. Visitors to the region need to have easy access to information and transport options to allow them to move between areas and visitor attractions. Difficulty in getting to the city centre from the airport and lack of a simple, unified public transport ticketing system are seen as key issues for visitors to Auckland. (p. 44)

A number of other features can be identified to improve the connectivity of the waterfront and neighbouring areas:

- An opening bridge and promenades that connect Wynard Quarter to the Viaduct Harbour, Quay Street and downtown Auckland (Figure 4.2).
- A passenger transport system that connects Wynard Quarter with the city centre.
- An expanded regional ferry terminal on Queens Wharf (Figure 4.3) for commuter services, including berths and operational waterspace between Queens and Princes Wharves.

Connectivity will also be targeted by improving "wayfinding" opportunities through improved signage, information centres and mobile technology to make it easier for visitors, residents as well as tourists, to identify waterfront locations. These will also be used to inform people about the region's history on the proposed heritage trail, which can also help to connect residents to the place they live in.

Another feature of a successful connection is to allow for visual links, i.e. views and sightlines to and from the harbour are seen as the waterfront's strongest pull factors for Aucklanders and tourists alike. Also, the view of Auckland's waterfront and its CBD is a signature characteristic for the city and the country around the world (ACC, 2009). Therefore "ensuring city views are visible from pedestrian promenades, streets and public open spaces, as well as from most wharves and land promontories" (ACC, 2009, p. 21) by creating viewing points and a viewing axis, is a vital part of the waterfront development.

Figure 4.2: Bridge connecting Wynard Quarter with the Viaduct Harbour



Source: Own photograph, July 2011

This is planned to be achieved by installing these key actions, outlined in the Draft Waterfront Plan:

1. Integrate development with the harbour tunnel preserving the character, amenity and accessibility of the waterfront.
2. Support the blue highway by expanding and improving ferry services around the harbour.
3. Link the waterfront with a high quality waterfront tram service between Wynard Quarter and Britomart.
4. Stitch the city and waterfront together by improving Fanshawe, Quay and Customs Streets for pedestrians.

Overall, the waterfront is anticipated to become “A place for all people, an area rich in character and activities that link people to the city and the sea” (Waterfront Auckland, 2011d, p. 4).

Figure 4.3: Queens Wharf – ferry terminal



Source: Own photograph, February, 2011.

4.3 Cultural heritage

The relating strategic direction that is stated in the Draft Auckland Plan (Auckland Council, 2011b) is that the city centre and the waterfront are Auckland’s business and cultural heart. With regards to tourism the latter is of particular interest in this chapter although the former also plays a role for the tourism industry.

Auckland’s cultural institutions are mainly located in the city centre and to pursue this pattern is economically sensible and the clustering of visitor attractions also supports the tourism industry (ACC, 2009; ARC & ACC, 2005). The creation of cultural precincts is part of the Draft Auckland City Centre Masterplan (Auckland Council, 2011c) and therefore plays a significant role in the waterfront being part of the city centre. Auckland’s historic heritage is closely connected to its natural heritage. The Draft Auckland Plan summarizes this connection as follows (Auckland Council, 2011b):

Our volcanic landscape and multiple harbours have defined Auckland’s settlement in physical and cultural terms, and our built and cultural heritage contributes hugely to Auckland’s unique character and local identity. It is also

part of Auckland's distinctive appeal to visitors and migrants. It is crucial that we value our heritage sites: they are vulnerable and irreplaceable. (p. 64)

The Auckland city waterfront and the Waitemata Harbour are seen as the birthplace of Auckland and relate to an extensive maritime history (ACC, 2009; Waterfront Auckland, 2011d). Also, the past and present characteristics as a working port offer rich potential for cultural attractions that let visitors experience Auckland's heritage (Sea + City, 2009). Along the waterfront there exist a number of places that are culturally and historically significant. The Draft Waterfront Plan identifies 18 sites that are relevant to Auckland heritage along the waterfront between the Harbour Bridge and TEAL Park, which include "geological features, archaeological sites, Maori heritage sites including pa and wahi tapu, ecological sites, and a wide range of buildings and objects" (Waterfront Auckland, 2011b, p. 21). These offer the opportunity to:

Highlight, leverage and celebrate Maori culture, the urban Pasifika influence and the melting pot of influences which are all creating their own stories and legacies here, along with the descendents of the European settlers and more recent migrants from Europe. (Waterfront Auckland, 2011b, p. 21)

The Auckland City Centre Waterfront Masterplan (ACC, 2009) also recognises the former and indicates to display this heritage through the use of public art, interpretative displays and design of public spaces. An example is the paving in the Viaduct Harbour which resembles a Maori panel design. The Maori culture offers the opportunity to strengthen cultural and heritage tourism. However this should be done in a way that protects the Maori values and their heritage and designs should include outcomes that are relevant to Tamaki Makaurau, the resting place of a number of waka (ARC & ACC, 2005). Wakas are canoes typically used by Maoris. The first Maoris arrived in New Zealand in seven wakas.

Waterfront Auckland (2011b) also points out the increasing demand for cultural and heritage tourism experiences and the contribution these experiences can have to an improved visitor satisfaction for both domestic and international visitors. In particular Auckland and New Zealand's rich Maori culture can act as a driver to achieve this. Therefore the acquisition of a fleet of waka that can be used for special events and be displayed on the waterfront has been proposed.

Other initiatives to showcase Auckland's cultural heritage include:

- The Britomart restoration project.
- The design of public spaces that reflect and interpret history and context, e.g. the roof of the new Viaduct Events Centre refers to the shape of a wave reflecting Auckland's seafarer heritage and connection to the water and the Karanga Kiosk which functions as an information point for visitors to learn about the development of the waterfront is made of shipping containers referring to the marine industries and working port heritage.
- The ground in the Silo playspace in the new Wynard Quarter is made of shells, mussels etc. reflecting the seafloor nature.
- A number of cultural events are planned to be held in the Viaduct Events Centre.

The Draft Waterfront Plan also proposes to create a heritage trail along the waterfront walk and cycle way and a heritage yacht and waka basin at Wynard Point. Overall, the Maori and Pasifika heritage is envisaged to become a draw factor for many visitors and should develop along the waterfront (ARC, 2008).

4.4 Recreational value and tourist experience

The waterfront has recognised recreational value and contributes to the tourists' experience and Auckland needs to use its unique geography, culture and heritage to create signature experiences and attractions (ARC, 2008). Its proximity to the city centre is especially recognised as a competitive advantage: "The waterfront setting of the city centre, its built environment and open spaces, its distinct shopping experience and its role as a hub for cultural events and activities underpin the city centre's attraction for residents and visitors" (Waterfront Auckland, 2011b, p. 16). Attributes like public space, connectivity and cultural heritage all contribute to the recreational value of a destination. However, it is also complemented by other characteristics such as attractions, shopping or entertainment facilities. Although it is a subjective category as every individual values these experiences differently, it is important to how the waterfront is perceived as a recreational resource that enhances the visitors' experience when they are in Auckland. To achieve this, a mix of activities is anticipated that caters for different needs through the creation of tourist attractions on the

waterfront (ARC & ACC, 2005). Those activities can range from creating public attractions, entertainment and leisure activities to retail activity that is relevant to Aucklanders and tourists. Accomplishing this goal requires adequate infrastructure that “supports and promotes its attractiveness and unique identity” (ARC, 2006, p. 27). The waterfront is seen as a future retail and entertainment growth area. The plans also propose more cafes, restaurants, markets and retail areas that are strategically located along the waterfront in order to complement and benefit from the various activities located there (ACC, 2005). “Facilitating a mix of uses and activities to establish cohesive, living, working and entertainment destinations” (Waterfront Auckland, 2011b, p.20) within the waterfront precincts is anticipated to enhance the recreational value and the tourist experience.

4.5 Economic value

The overall economic value of tourism for the Auckland economy has been discussed in chapter 2.5. To establish the economic importance of the waterfront is not as straight forward. However the vision indicates, that “the waterfront plays a major role in the region’s economy” (ARC & ACC, 2005, p. 4). Tourism is not the only use of the site. In particular the operations of the port play a significant role, not only in the economic prosperity of Auckland but for the whole of New Zealand. It is expected that the waterfront redevelopment will contribute approximately a further NZD 4.3 billion to the Auckland economy (Waterfront Auckland, 2011b).

In general, it is widely accepted that Auckland needs to transform its economy from being import-led to export-driven. This is anticipated to be achieved by supporting the occurrence of new economy sectors in addition to long-term sustainable growth in internationally competitive sectors, like marine, tourism, food and beverage, high tech, screen and creative, finance, and tertiary education and training (Auckland Council, 2011b).

The Auckland Council (2011b; 2011d) again point out that the coast and sea have always been a significant driver of the Auckland economy and are vital parts of the region’s culture. Auckland has a range of coastal uses that significantly support its economy and employment. These include one of NZ’s major ports, marine transport links, the aquaculture, fishing and marine industries as well as a destination waterfront

development. This indicates the relevance of a successfully redeveloped waterfront and how it can influence the future economic well-being of the Auckland region. The Draft Economic Development Strategy (Auckland Council, 2011d) identified four drivers that can, if carried out correctly, influence the city's economic development positively:

- Built environment.
- Connectivity.
- Image and identity.
- Amenities.

The built environment refers to buildings, property and land that support the functions and characteristics of the city region. Business and investment decisions are often made with regards to architectural structures (historic or iconic structures, adequate office space). Waterfront locations can also play a fundamental role when it comes to business decisions.

Connectivity refers to fast, efficient and reliable infrastructure links, whether it is transport or communication infrastructure, to process the transfer of goods, services, people, technology, knowledge and investment in the best possible manner.

Image and identity refer to how the region is perceived on a national and international scale in terms of its significance as a place to live, work and do business. The natural environment, housing affordability, cultural diversity, event facilities and the overall quality of life play an important role when economic decision are made.

Amenities are a crucial element to attract businesses, workers and visitors to the city. This category is widespread and includes a range of quality retail and cultural amenities (shopping precincts, entertainment precincts, restaurants and cafés, theatres, sports facilities, galleries and museums), natural amenities (harbours, beaches, natural landmarks including the volcanic field, parks, reserves, lack of pollution), and public amenities (low crime, access to health services).

All the categories refer directly or indirectly to Auckland's waterfront location and it becomes evident that the waterfront can contribute significantly to the city's economic prosperity. The waterfront enhances Auckland's objective of becoming a

well recognised visitor destination on one hand but also a place to invest and do business in, impacting directly on its economic development.

The waterfront, i.e. the functions located within that area, impact on Auckland's economy directly and will grow their influence in the future. PricewaterhouseCoopers (PWC) (2010) conducted a study about the economic value of the redeveloped waterfront, modelling the economic future with and without redevelopment by 2040.

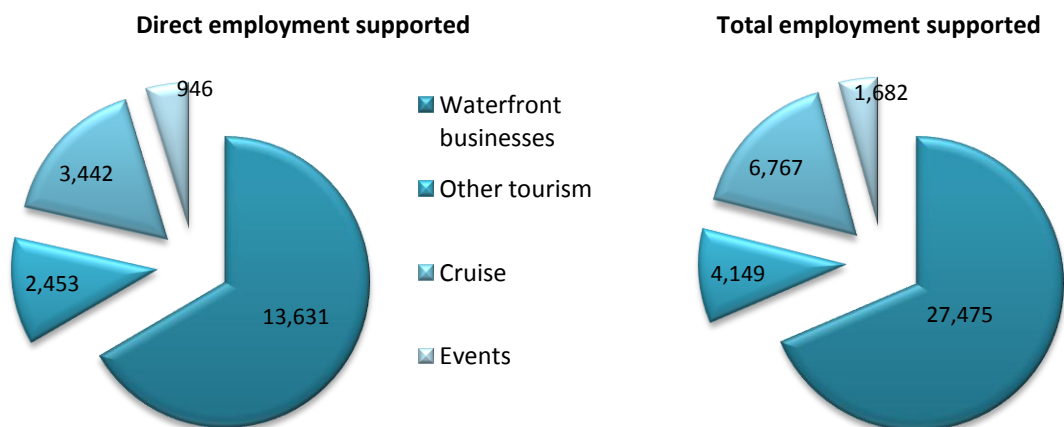
The redevelopment is expected to create a number of positive economic impacts that can be directly measured such as employment, GDP and output. Other impacts are not as easily quantified and refer to the four economic drivers discussed above.

The direct employment at the waterfront is expected to rise from 4,350 FTE in 2009 to around 20,400 FTE in 2040 following the redevelopment. The total employment that is supported by the waterfront economy is expected to rise to around 40,000 FTE (see Figure 4.4).

The largest growth in employment is expected to be in high-productivity business services. However, there will be jobs for people with a variety of skill levels which will majorly be influenced by an increasing tourism industry on the waterfront. In particular the cruise industry and a major events portfolio are planned to boost the tourism industry in that area (PricewaterhouseCoopers, 2010; Waterfront Auckland, 2011b).

In addition, tourist-oriented uses like street vendors, kiosks etc. will contribute to the

Figure 4.4: Employment at the waterfront in 2040



Source: Derived from PricewaterhouseCoopers, 2010

visitor related economic outcomes. Also, it is aimed to turn the waterfront into a centre of water recreation and associated businesses (Sea+City, 2009).

4.5.1 Cruise ship industry

The current state of the cruise industry in New Zealand has been discussed in chapter 2.5.2. The berthing facilities are already at full capacity and the predicted future growth is expected to be significant. This provides increasing reason to overhaul these facilities in order to cope with that growth and reduce the risk of losing ships to other ports in the Pacific because of inadequate infrastructure:

... Auckland in particular and New Zealand in general stand to lose if Auckland does not continue to develop as a cruise destination. To remain attractive, the waterfront must have the infrastructure and activities in place to make Auckland not just attractive for tourists, but also for cruise operators. Operators will be looking for infrastructure that allows the efficient embarkation and disembarkation of passengers and crew. (PricewaterhouseCoopers, 2010, p. 33).

Upgraded cruise facilities are likely to result in an increase in employment and GDP share. The number of FTE is likely to grow from 928 in 2010 to 6,770 in 2040 resulting in a GDP growth from NZD 63.9 million to NZD 466 million by 2040 (PricewaterhouseCoopers, 2010). Additionally, direct expenditure related to cruise ship visits will impact on the Auckland economy. This expenditure is generated through:

- Cruise vessel related spending such as port costs, bunkering, provisioning and maintenance.
- Cost incurred by passengers and crew getting to and from the cruise ship and pre-post cruise packages.
- Cruise passenger-related spending in port.
- Cruise crew-related spending in port.

Also, cruise passengers tend to spend more money due to their age and origin profile as well as their higher disposable incomes.

Queens Wharf is expected to become the second cruise ship berthing facility in addition to Princes Wharf. While the latter will continue to be the primary berthing place the former will be a back-up facility in the short-term but will grow to a facility of

the same importance in the long-run (POAL, 2008). However, others see Queens Wharf as the primary cruise ship berthing dock for the next 20 years (Auckland Council, 2011c). The cruise ship terminal project on Queens Wharf will get underway between 2012 and 2018 and is envisaged to deliver a “world-class, multi-use” (Auckland Council, 2011c) facility. Wynard Wharf has also been discussed as a third possible berthing location which could result in Auckland being able to accommodate three cruise ships at any one time (ACC, 2009).

4.5.2 Major events

Attracting international sporting events unites us and builds on New Zealand’s reputation for sporting excellence in specific codes. The social and economic benefits these bring also present a positive image of Auckland nationally and internationally. This, in turn, helps to attract high-profile sporting events to New Zealand. (Auckland Council, 2011b, p. 67)

Major events can help raise the profile of a destination by contributing “to a lasting legacy in infrastructure, social and cultural development, environmental sustainability, tourism and economic development” (ARC, 2008b, p. 3) and Auckland can already look back on a number of major sporting events that have been hosted successfully.

However, the tendency to be reactive and uncoordinated has been acknowledged when bidding to host events. This means that Auckland has not yet reached its full potential to create an extensive events portfolio and therefore claim potential economic benefits (ARC, 2006).

Many of the events that are held in Auckland are closely related to the waterfront and Waterfront Auckland will work closely with ATEED to host upcoming events successfully and in consistency with the waterfront brand. Waterfront Auckland will also cooperate with Tourism Auckland to promote the waterfront as a tourist destination (Waterfront Auckland, 2011d).

The Viaduct Harbour and Wynard Quarter area are seen as a key locale to hold events on the waterfront because their existing features already provide infrastructure that would have to be constructed first in other places (ARC & ACC, 2005). Other facilities that can be used to raise the waterfront’s profile as a events destination are: the

Viaducts Events Centre, the Voyager New Zealand Maritime Museum, Victoria Park, Karanga Plaza, Queens Wharf (including Shed 10, the Cloud and open space) and Vector Arena (Waterfront Auckland, 2011b).

Overall, six strategic themes have been developed to position Auckland as a major events destination (Figure 4.5).

These themes indicate that Auckland is primarily interested in hosting mega events because these act as an opportunity to showcase Auckland's distinctive landscape and culture internationally. They also deliver economic benefits to the region and maximise the use of existing regional structure, as well as enabling new infrastructure development and raise Auckland's profile in the long-run (ARC, 2008a) as has been in the case of the Viaduct Harbour upgrade for the America's Cup. This is also supported by PricewaterhouseCoopers (2010). The waterfront is of particular interest as an events venue. In 2010 it was estimated that major events held on the waterfront would generate approximately NZD 18.5 million in direct GDP and NZD 41 million including direct and induced impacts. Considering the proposed development of the waterfront this amount could rise to NZD 97 million by 2040.

Figure 4.5: Strategic themes to position Auckland as a major events destination

Regional Approach

- Auckland adopts a unified partnership approach to identifying, winning and delivering major events

Exciting Place

- Auckland has a unique, cultural and vibrant CBD with a strong connection to its waterfront and a diverse, accessible hinterland

Quality infrastructure

- Auckland wins major events based on its infrastructure including a national convention centre, a marine events centre, more high quality inner city hotels, a national stadium and transport links

Outstanding people

- Auckland offers sustainable careers and professional development opportunities to skilled experienced event managers

Well Supported Events

- Aucklanders embrace major events resulting in higher attendances and greater public sector funding and operational support

Sustainable

- Auckland develops its major events industry in a sustainable manner - environmentally, culturally, economically and socially

Source: ARC, 2008

The positioning of Auckland as a major events destination has been recognized in the broader development plan to establish Auckland as a world-class visitor destination “Bringing the world to Auckland” (ARC, 2008a; ARC, 2008b). It recognizes that:

If Auckland gets it right, the returns will be immense. Major events create opportunities to showcase the host to the world. They offer a way to create economic benefit, increase a region’s profile and attractiveness to domestic and international visitors, as well as to highlight its unique value proposition and provide a platform for industry and business promotion. They can also help to celebrate and strengthen residents’ pride in their region and their sense of belonging. (ARC, 2008b, p. 3)

This strategy also points out, that mega events can contribute to the revitalization or creation of modern infrastructure, social and cultural as well as tourism and economic development. Also, Auckland is seen as the only region in the country to be able to host events of the type described before which will also have multiplier effects for the rest of New Zealand.

5 Key Findings

The former chapter gave a detailed insight into the most apparent themes that were identified with regards to tourism as part of the future Auckland waterfront development. Although tourism and recreation play an important role in these plans the working waterfront and marine activities along the precinct are acknowledged as significant usages that will continue to be of high value in the future and will be part of the waterfront development along with the tourism uses. Table 5.1 summarizes the themes that have been extracted during the data analysis.

The themes that have been pointed out all play a significant role for the tourism sector in Auckland and for the visitor experience in the city. Although, not exclusive to tourism use, these themes are vital to establish the waterfront as a visitor destination and contribute to creating a “sense of place”. Being connected to the waterfront and allowing improved public access are crucial elements to attract visitors to the area and to create a successful tourism destination. However, both characteristics often do overlap or one follows the other.

The plans to develop Auckland’s waterfront attach great importance to these attributes and aim to reconnect the waterfront to the city centre and the rest of the Auckland region. The creation of a promenade reaching from the Western end of the waterfront at Harbour Bridge Park to TEAL Park at the Eastern end is not only going to improve public access and increase open spaces. It will also provide a connection for the whole of the waterfront, linking areas that have either been not accessible at all or disconnected from each other.

One part of this connection is already visible today. The new bridge connecting the new Wynard Quarter with the Viaduct Harbour and above all with the city centre, is one action that was completed in July 2011. At the same time a new bus route has been introduced connecting the adjacent suburbs with the city centre and the waterfront. Tourists and other visitors get the opportunity to come to the waterfront and experience the setting more extensively and it is likely to be enhancing Auckland’s tourism product as accessibility and connectivity have been identified as vital elements of a region’s tourism product. This indicates the positions the waterfront and tourism take in the development plans.

Table 5.1: Summary of themes that emerged from the content analysis

Emergent theme	Main characteristics
Public spaces and accessibility	Increased public access to the waterfront through the creation of open spaces like parks, promenades, beaches and public buildings linking the whole waterfront. Safe and more convenient access to the waterfront from surrounding areas through pedestrian walkways and bridges as well as cycle ways.
Connectivity and views	Connect the waterfront to the rest of the city through sufficient transport and supporting infrastructure. The lack of public transport is seen as the major gaps that hinders the successful connection of the waterfront. Improved signage and more information centres are anticipated to help visitors' orientation and develop an emotional connection to the waterfront. Specifically, viewing points and a viewing axis along the whole waterfronts are planned to deliver this goal.
Cultural heritage	The waterfront and the Waitemata Harbour are of high cultural and historic value. Auckland's heritage and the role as a working port offer numerous opportunities to establish cultural and heritage tourism attractions. In particular, the Maori history is in the focus of this theme.
Recreational value and tourist experience	The waterfront's recreational value and importance for the tourist's experience has been recognised. Attributes like improved public spaces, accessibility and connectivity will be complemented by a range of tourist attractions, shopping and entertainment facilities as well as other tourism infrastructure to ensure an overall positive tourist experience.
Economic value	The Auckland waterfront is economically valuable because of its role as a working port but also because of its potential for tourism development. Two tourism related uses of the waterfront are set to become major drivers for a prosperous waterfront development: The cruise ship industry and major events. Overall, the waterfront is expected to become a significant area for employment, which will directly support 40,000 FTE positions by 2040.
Cruise ship industry	The cruise ship industry is growing in New Zealand, particularly in Auckland. To capture the whole potential the need to upgrade the cruise terminal and berthing facilities are supported by most parties. Along with Princes Wharf, Queens Wharf is planned to be developed as a new cruise ship berthing spot between 2012 and 2018. The economic impact of the cruise industry for Auckland is expected to rise to NZD 466 million until 2040, offering more than 6700 FTE positions.
Major events	Major events play an important role in the waterfront development. The establishment of an events strategy is a central objective to place the waterfront as a visitor destination. Events of that scale help to showcase Auckland and New Zealand on an international level, helping to attract tourists and investment. Key locales that are seen as areas to hold major events on a regular basis are the Wynard Quarter and the Viaduct Harbour. These already offer sufficient infrastructure to hold events successfully.

Cultural heritage has been identified as another theme in the plans to develop Auckland's waterfront with regards to tourism. The exploration of a destination's cultural and historic heritage form an integral part of the tourism experience. Auckland has a number of cultural attractions along the waterfront which have been

acknowledged to help increase the city's reputation as a visitor destination. While the Viaducts Events Centre can function as a venue for cultural events thus supporting the strategy to establish Auckland as a major events destination it is also visible to the visitor and easy to identify as such.

However, another part of embracing the cultural heritage of the city is to establish a heritage trail along the planned promenade that connects a number of points of interest that are rather unknown, not only to tourists but also to residents. To learn about their own heritage can raise residents' prides in the place they live which can also lead to an increase in the awareness of a place as a destination to visit. The latter also plays a significant role when considering "major events" which have been identified as another theme in the waterfront planning that is important for tourism development.

The creation of an events portfolio which is anticipated for the Auckland region in general and the waterfront in particular, can raise residents' opinions of the place they live. Those events can also showcase a region to the rest of the world, raising its image and attracting visitors. In fact, there are a number of examples where the hosting of a major event has initiated substantial infrastructure investment on the waterfront, such as the case of Sydney's Darling Harbour. The latter has become an iconic destination to visit when travelling to Sydney. In the future this is also anticipated for the Auckland waterfront.

Major infrastructure investment is also acknowledged to be needed to support the growing cruise industry in Auckland. The researched documents all point out the significant role cruise tourism has as part of the tourism industry in Auckland. It also recognises the insufficient facilities that are currently subject to redevelopment. Major economic impacts have been predicted in the case of a redevelopment of the waterfront resulting in an increase in employment and contribution to the region's GDP.

Although, the identified themes are distinctive and each show significant characteristics, they cannot be fully separated from each other. If public access is not allowed or restricted, neither the Auckland resident nor the visitor to the city will feel connected to the waterfront. Residents especially, will not experience the waterfront

as an area belonging to ‘their’ city and therefore will not be able to develop a sense of pride and presumably they will not recommend the waterfront as a place to visit to tourists. Also, if tourists are not able to identify the waterfront easily as a place to visit it will have a negative impact on the visitors’ experiences.

In the long run, this can reduce economic gains and decrease investment in the waterfront. As well, it can have negative social impacts if the waterfront is perceived as a development where money has been “wasted”, instead of solving other problems of the Auckland region. That can result in negative feelings towards tourism and tourists.

A number of waterfront development projects are also perceived as being generic and not unique to the city as it has been mentioned in the Singapore case. This can be a risk for Auckland’s waterfront development as well, particularly with regards to its peripheral location in the world. If tourists have the choice to visit another city that has the same characteristics but is cheaper and easier to reach they will most likely choose to visit the “other” city and not Auckland. Nonetheless, the development plans include a number of cultural and heritage features which support the distinctiveness of the development, helping to create a sense of place and therefore delivering the functions tourists looking for in a tourism precinct.

The reviewed documents were authored by the Auckland Council, its CCOs, or former authorities like the ARC and ACC, which have merged into the newly formed Auckland Council. Hence, the public sector is the driving force behind the waterfront development at this stage.

Overall, these documents were consistent in their content and goals concerning the waterfront development in Auckland. This indicates a strong cooperation between the different departments of the public authorities.

The port development plan was published by the POAL. Although this plan acknowledges the importance of the growing cruise industry, it does not consider other tourism functions of the waterfront. This might be a result of the nature of the document, which is solely concerned with the port area. Also, the role of the port as a working environment, that needs to deliver the best possible outcomes for its stakeholders, leaves no room for considerations about the whole waterfront area.

There are also some inconsistencies regarding the Waterfront Vision 2040 and the Draft Waterfront Plan. The former does not consider the importance of the cruise industry to the same extent as the latter does. Also, the Waterfront Vision 2040 refers to Wynard Wharf as a possible second berthing facility for cruise ships, whereas the documents that followed propose Queens Wharf as the ideal location. The “Bringing the world to Auckland” document also neglects the role of the cruise industry for tourism in Auckland. In both cases, this can be explained with the time these documents have been published. They have been completed several years before most of the others, which indicates the importance that the cruise industry has gained in rather short period of time.

Finally, if the plans to develop the Auckland waterfront are carried out adequately it can lead to an increase in the city’s future well-being, economically and socially as well as environmentally.

The waterfront is identified as a major asset to achieve this, as a destination for residents offering high recreational value on one side and for tourists visiting Auckland on the other side, allowing for a quality tourist experience. If the plans are implemented as anticipated the profile of Auckland as a tourism destination will be raised significantly, establishing the region as an urban tourism destination in its own right rather than as a gateway to the rest of New Zealand.

6 Conclusion

Urban areas have long been unrecognised as tourism destinations in their own right which is mainly a result of the difficulty in pointing out tourism uses in city regions. In particular in urban regions, a number of tourism facilities are often used by residents as well, making it difficult to establish the importance of tourism for urban centres.

Nonetheless, urban tourism is on the rise and waterfront areas are becoming popular tourist attractions and have also been identified as a primary element of a city's tourism product. This encourages the revitalisation of these areas which have often been left abandoned. Commonly referred to examples are, among a number of others, Sydney's Darling Harbour and Baltimore's Inner Harbour redevelopment.

However, the majority of waterfront development projects around the world have not anticipated tourism to be a major use of the site, which could also be a result of the insufficient recognition of tourism in urban areas.

In the case of Auckland this proved to be different. Although, the Auckland waterfront development plans are inspired by the same reasons as most revitalisation projects around the world, the plans show a number of differences. Tourism is not anticipated to be the sole use of the area and the plans follow the mixed-use approach of many waterfront development projects. However, tourism still receives substantial attention in the development plans. This might also be a result of learning experiences when considering other waterfront development projects around the globe. The consideration of the Auckland waterfront as a major asset for tourism and recreation is one example of this.

Often the redevelopment of waterfronts is initiated by the hosting of a major event. As in Fremantle and Sydney, the waterfront development in Auckland was also commenced with regards to the staging of a major event and subsequently led to a number of plans and visions anticipating the complete transformation of the waterfront of Auckland's city centre over the next 20-30 years.

Finally, when looking back at the research question and objectives stated in the introduction, this dissertation has shown that tourism receives significant acknowledgement in the planning of the Auckland waterfront development. A number

of aspects could be identified throughout the analysis of the various documents concerned with the matter. With regards to the first research objective, the key themes that emerged from the content analysis have been discussed in depth. The themes identified are:

- Open and public spaces and access.
- Connectivity and view.
- Cultural heritage.
- Recreational value and tourism experience.
- Economic impact;
 - Cruise ships,
 - Major events.

These themes have proved to be of high importance for the tourism industry in Auckland in general and the waterfront in particular, referring to the second research objective. All of these themes need to be met to ensure the successful development of the waterfront and to establish Auckland as an urban tourism destination in its own right. With regards to the last research objective, a number of parallels to the waterfront developments in Baltimore and Sydney have been pointed out, but also differences became apparent. Similarities occur in particular with regards to the use of major events as a generator of infrastructure development around waterfront areas. Differences that have been identified were attributed to learning processes, which have been incorporated into the Auckland waterfront planning.

Overall, the waterfront has been recognised as one of the most important assets in the planning documents, to establish Auckland as an urban tourism destination in its own right, away from being only a gateway for travelling to the rest of New Zealand.

Limitations of the research:

The planning documents reviewed in this study are highly visionary and some are only draft versions at this stage. This means that the results of the research can only be applied to these documents but not to planning documents that might be closely related but may have been or will be published subsequent to the conduct of this research. However, planning documents that could not be covered in this research will

add more facets to the discussion of the Auckland waterfront development and therefore provide more opportunities for future research.

In addition, the analysis and interpretation of the relevant documents is rather subjective, although, widely recognized research tools have been used throughout the research.

Recommendations:

The results of this research indicate that tourism plays an important role in the future development of the Auckland waterfront. However, the involvement of the different stakeholders is important to increase acceptance of the development process and investments regarding these projects. While this issue was not identified through the content analysis in this research, it is likely that a number of interest groups will come forward to raise their opinions regarding Auckland's waterfront development. Further research into these matters is recommended as the neglect of these parties in the revitalisation of Sydney's Darling Harbour and the Wellington waterfront incurred significant criticism. However, the public consultation process for Auckland's waterfront redevelopment had not been finished before the completion of this dissertation.

Also, reassessment of the plans for the Auckland waterfront throughout the development stages is recommended as the long-term focus of 20-30 years of the anticipated development also faces the challenges of economic and social changes in the region and the plans should be adjusted accordingly where appropriate. If neglected this could result in negative outcomes.

The impacts that the development can cause have been mentioned but were not further discussed in the planning documents except for potential economic influences. However, it is advisable that further research into the environmental and social impacts be conducted. The environmentally sustainable implementation of the plans especially needs to be addressed in more detail as it is vital for the tourism economy for Auckland in particular and New Zealand in general.

Overall, the newly formed Auckland Council, which is still in the early stages of operations, and the successful implementation of the development plans depend significantly on its role to bring all stakeholders together in this process.

Acknowledging the importance of the tourism industry for the region on one side and the significance the waterfront has to deliver a successful tourism product on the other side are vital parts all stakeholders need to understand to establish Auckland as an urban tourism destination in its own right.

References

- ACC. (2009). *Auckland city centre waterfront masterplan*. Auckland: Auckland City Council. Retrieved from <http://www.aucklandcity.govt.nz/council/documents/cbdwaterfront/pdfs/citycentrewaterfrontmasterplan.pdf>
- Altheide, D. L. (1996). *Qualitative media analysis*. London: Sage Publications.
- Angus & Associates. (2011). *RVM - Regional visitor monitor*. Wellington: Auckland Tourism, Event and Economic Development Ltd.
- ARC. (2006). *Metro project action plan: Implementing the Auckland regional economic development strategy*. Auckland: Auckland Regional Council. Retrieved from <http://www.aucklandcouncil.org.nz/subsites/fms/OnePlan/Supporting%20Documents/Regional%20Strategies/Metro%20Action%20Plan.pdf>
- ARC. (2008a). *Bringing the world to Auckland*. Auckland: Auckland Regional Council. Retrieved from http://news.aucklandnz.com/pdfs/IU200807_MichaelBarnett.pdf
- ARC. (2008b). *Positioning Auckland as a major events destination*. Auckland: Auckland Regional Council.
- ARC. (2009a). *Industry snapshot for the Auckland region: The tourism sector*. Retrieved from http://knowledgeauckland.org.nz/home/publications/publications_home.cfm?oID=ED628816-1279-D5EC-ED71-A917B20784F8
- ARC. (2009b). *Auckland cruise terminal project: Cruise passenger survey*. Auckland: Auckland Regional Council: Transport and Urban Development Group. Retrieved from <http://www.arc.govt.nz/albany/fms/main/Documents/Auckland/Waterfront%20development/Cruise%20passenger%20snapshot%20survey%20-%20April%202009.pdf>
- ARC. (2009c). *Auckland cruise terminal project: Options and analysis*. Auckland: Auckland Regional Council: Transport and Urban Development Group. Retrieved from

<http://www.arc.govt.nz/albany/fms/main/Documents/Auckland/Waterfront%20development/Options%20and%20analysis%20-%20April%202009.pdf>

ARC. (2009d). *Auckland cruise terminal project: Understanding cruise ship operations in Auckland*. Auckland: Auckland Regional Council: Transport and Urban Development Group. Retrieved from <http://www.arc.govt.nz/albany/fms/main/Documents/Auckland/Waterfront%20development/Understanding%20cruise%20ship%20operations%20in%20Auckland%20-%20March%202009.pdf>

ARC. (2011). *Auckland regional plan: Coastal*. Auckland: Auckland Regional Council. Retrieved from <http://www.arc.govt.nz/albany/fms/main/Documents/Plans/Regional%20Policy%20and%20Plans/Operative%20ARP%20Coastal/Operative%20Auckland%20Regional%20Plan%20-%20Coastal.pdf>

ARC, & ACC. (2005). *Auckland waterfront vision 2040*. Auckland: Auckland Regional Council & Auckland City Council. Retrieved from <http://www.aucklandcity.govt.nz/council/documents/cbdwaterfront/pdfs/waterfrontvision1.pdf> and <http://www.aucklandcity.govt.nz/council/documents/cbdwaterfront/pdfs/waterfrontvision2.pdf>

ARH. (2009). *Review of governance model for waterfront development and the relationship with port precincts and CBDs*. Auckland: Auckland Regional Holdings. Retrieved from http://www.poal.co.nz/news_media/publications/International%20Waterfront%20Research%20Paper%20Final.pdf

Ashworth, G. J., & Tunbridge, J. E. (1990). *The tourist-historic city*. London: Belhaven.

Auckland Council. (2011a). *Creating the world's most liveable city: Executive summary draft Auckland plan*. Auckland: Auckland Council. Retrieved from <http://www.aucklandcouncil.govt.nz/SiteCollectionDocuments/aboutcouncil/plans/policiespublications/theaucklandplan/draftaucklandplansummary.pdf>

- Auckland Council. (2011b). *Draft Auckland plan*. Auckland: Auckland Council. Retrieved from
<http://www.aucklandcouncil.govt.nz/SiteCollectionDocuments/aboutcouncil/planspoliciespublications/theaucklandplan/draftaucklandplan.pdf>
- Auckland Council. (2011c). *Draft city centre masterplan*. Auckland: Auckland Council. Retrieved from
<http://www.aucklandcouncil.govt.nz/SiteCollectionDocuments/aboutcouncil/planspoliciespublications/theaucklandplan/draftccmp.pdf>
- Auckland Council. (2011d). *Draft economic development strategy*. Auckland: Auckland Council. Retrieved from
<http://www.aucklandcouncil.govt.nz/SiteCollectionDocuments/aboutcouncil/planspoliciespublications/theaucklandplan/draftedstrategy.pdf>
- Auckland Council. (2011e). *Rugby World Cup 2011: Evaluation report*. Auckland: Auckland Council. Retrieved from
<http://www.aucklandcouncil.govt.nz/SiteCollectionDocuments/aboutcouncil/governingbody/governingbodyagitem15attA1820111222.pdf>
- Bogunovich, D., & Wagner, C. (2010, November). *Showcasing green urbanism on waterfronts: A comparative study of Porto Alegre and Auckland*. Paper presented at the meeting of the 54th IFHP World Congress: Building communities for the cities of the future, Porto Alegre, Brazil. Retrieved from
<http://unitec.researchbank.ac.nz/bitstream/handle/10652/1579/Bogunovich%20-%20showcasing%20green%20urbanism.pdf?sequence=1>
- Bradbury, M. (2009). *Oppidan urbanism: Towards a new public space on the waterfront*. Paper presented at the meeting of the 4th International Conference of the International Forum on Urbanism: The new urban question - Urbanism beyond Neo-Liberalism, Amsterdam/ Deft. Retrieved from
http://newurbanquestion.ifou.org/proceedings/6%20The%20Design%20of%20the%20New%20Urban%20Space/full%20papers/D004_Bradbury_Matthew_Oppidan%20Urbanism.pdf

- Bradbury, M. (2010). *The sustainable waterfront*. Paper presented at the meeting of the 16th Annual International Sustainable Development Research Conference, Hong Kong.
- Breen, A., & Rigby, D. (1996). *The new waterfront: A worldwide urban success story*. London: Thames and Hudson.
- Bryman, A., & Bell, E. (2007). *Business research methods* (2nd ed.). Oxford: Oxford University Press.
- CBD Project Economic Workstream. (2003). *The economy of Auckland's central business district*. Auckland: Auckland City Council. Retrieved from <http://www.aucklandcity.govt.nz/council/projects/cbdproject/docs/theeconomyofcbd%20.pdf>
- Chadwick, S., Semens, A., & Arthur, D. (2011). *Economic impact report on global rugby/ Part IV: Rugby World Cup 2011*. Coventry: Coventry University Business School. Retrieved from <http://www.rugbyworldcup.com/mm/Document/Tournament/Mediazone/02/05/05/75/RWC-ec-report.pdf>
- Chang, T., Huang, S., & Savage, V. (2004). On the waterfront: Globalization and urbanization in Singapore. *Urban Geography*, 25(5), 413-436.
doi:10.2747/0272-3638.25.5.413
- Chang, T. C., & Huang, S. (2011). Reclaiming the city: Waterfront development in Singapore. *Urban Studies*, 48(10), 2085-2100. doi:10.1177/0042098010382677
- Collier, A. (2006). *Principles of tourism: A New Zealand perspective* (7 ed.). North Shore City, N.Z.: Pearson Education.
- Connell, J., Page, S. J., & Bentley, T. (2009). Towards sustainable tourism planning in New Zealand: Monitoring local government planning under the Resource Management Act. *Tourism Management*, 30(6), 867-877.
doi:10.1016/j.tourman.2008.12.001
- Cooper, C., Fletcher, J., Gilbert, D., & Wanhill, S. (1993). *Tourism principles and practice*. Harlow: Pearson.

- Covec. (2008). *The outlook for tourism in the Auckland region*. Auckland: Auckland Regional Council. Retrieved from http://www.knowledgeauckland.org.nz/knowledgeAuckland/home/publications/publications_home.cfm
- Covec. (2009). *The impact of the Louis Vuitton Pacific Series 2009 on Auckland*. Auckland: AucklandPlus & Auckland City Council. Retrieved from <http://www.covec.co.nz/sites/covec.tst/files/resources/2009%20LVPS%20Final%20Report.pdf>
- Craig-Smith, S. J. (1995a). The importance and problems of city waterside regions. In S. J. C. Smith & M. Fagence (Eds.), *Recreation and tourism as a catalyst for urban waterfront redevelopment: An international survey* (pp. 1-12). Westport, Connecticut: Praeger.
- Craig-Smith, S. J. (1995b). The role of tourism in inner-harbor redevelopment: A multinational perspective. In S. J. Craig-Smith & M. Fagence (Eds.), *Recreation and tourism as a catalyst for urban waterfront redevelopment: An international survey* (pp. 16-35). Westport, Connecticut: Praeger.
- Dodson, B., & Killian, D. (1998). From port to playground: The redevelopment of the Victoria and Alfred waterfront, Capetown. In D. Tyler, Y. Guerrier, & M. Robertson (Eds.), *Managing tourism in cities: Policy, process, and practice* (pp. 139-162). Chichester, England: John Wiley.
- Doorne, S. (1998). Power, Participation and Perception: An Insider's Perspective on the Politics of the Wellington Waterfront Redevelopment. *Current Issues in Tourism*, 1(2), 129-166. doi:10.1080/13683509808667836
- Edwards, D., Griffin, T., & Hayllar, B. (2008). Darling Harbour: Looking back and moving forward. In B. Hayllar, T. Griffin, & D. Edwards (Eds.), *City spaces - tourist places: Urban tourism precincts* (pp. 275-295). Oxford, UK: Butterworth-Heinemann.
- Elo, S., & Kyngäs, H. (2008). The qualitative content analysis process. *Journal of Advanced Nursing*, 62(1), 107-115. doi:10.1111/j.1365-2648.2007.04569.x

- European Commission. (2000). *Towards quality urban tourism: Integrated quality management (IQM) of urban tourist destinations*. Retrieved from http://ec.europa.eu/enterprise/services/tourism/doc/studies/towards_quality_tourism_rural_urban_coastal/iqm_urban_en.pdf
- Fagence, M. (1995). City waterfront redevelopment for leisure, recreation, and tourism: Some common themes. In S. J. Craig-Smith & M. Fagence (Eds.), *Recreation and tourism as a catalyst for urban waterfront redevelopment: An international survey* (pp. 135-156). Westport, Connecticut: Praeger.
- Fainstein, S. S., & Gladstone, D. (1999). Evaluating urban tourism. In D. R. Judd & S. S. Fainstein (Eds.), *The tourist city* (pp. 21-34). New Haven: Yale University Press.
- Fainstein, S. S., & Judd, D. R. (1999). Global forces, local strategies, and urban tourism. In D. R. Judd & S. S. Fainstein (Eds.), *The tourist city* (pp. 1-17). New Haven: Yale University Press.
- Finn, M., Elliott-White, M., & Walton, M. (2000). *Tourism & leisure research methods*. Harlow, England: Pearson Education Limited.
- Gartner, W. C. (1996). *Tourism development: Principles, processes, and policies*. New York: John Wiley.
- Goodwin, R. F. (1999). Redeveloping deteriorated urban waterfronts: The effectiveness of U.S. coastal management programs. *Coastal Management*, 27(2-3), 239-269. doi:10.1080/089207599263857
- Grabler, K., Mazanec, J., & Wöber, K. (1996). Strategic marketing for urban tourism. In C. M. Law (Ed.), *Tourism in major cities* (pp. 23-51). London: International Thompson Business Press.
- Griffin, T., & Hayllar, B. (2006). Historic waterfronts as tourism precincts: An experiential perspective. *Tourism and Hospitality Research*, 7(1), 3-16. doi:10.1057/palgrave.thr.6050025
- Griffin, T., Hayllar, B., & Edwards, D. (2008). Places and people: A precinct typology. In B. Hayllar, T. Griffin, & D. Edwards (Eds.), *City spaces - tourist places: Urban tourism precincts* (pp. 39-61). Oxford, UK: Butterworth-Heinemann.

- Hall, C. M. (1999). The politics of decision making and top-down planning: Darling Harbour, Sydney. In D. Tyler, Y. Guerrier, & M. Robertson (Eds.), *Managing tourism in cities: Policy, process, and practice* (pp. 9-24). Chichester, England: John Wiley.
- Hall, C. M. (2009). Coastal tourism planning and policy in New Zealand. In R. Dowling & C. Pforr (Eds.), *Coastal tourism development* (pp. 120-134). New York: Cognizant Communication Corporation.
- Hall, C. M., & Kearsley, G. (2001). *Tourism in New Zealand: An introduction*. Melbourne, Oxford: Oxford University Press.
- Hall, C. M., & Selwood, J. H. (1995). Event tourism and the creation of a postindustrial portscape: The case of Fremantle and the 1987 America's Cup. In S. J. Craig-Smith & M. Fagence (Eds.), *Recreation and tourism as a catalyst for urban waterfront redevelopment: An international survey* (pp. 105-114). Westport, Connecticut: Praeger.
- Hall, C. M., & Valentin, A. (2005). Content analysis. In B. W. Ritchie, P. Burns, & C. Palmer (Eds.), *Tourism research methods: Integrating theory with practice* (pp. 191-209). Wallingford, UK: Cabi Publishing.
- Hoyle, B. (2000). Global and local change on the port-city waterfront. *Geographical Review*, 90(3), 395-417. doi:10.1111/j.1931-0846.2000.tb00344.x
- Hsieh, H.-F., & Shannon, S. E. (2005). Three approaches to qualitative content analysis. *Qualitative Health Research*, 15(9), 1277-1288. doi:10.1177/1049732305276687
- Inskeep, E. (1991). *Tourism planning: An integrated and sustainable development approach*. New York: John Wiley.
- Jansen-Verbeke, M. (1986). Inner-city tourism: Resources, tourists and promoters. *Annals of Tourism Research*, 13(1), 79-100. doi:10.1016/0160-7383(86)90058-7
- Jansen-Verbeke, M., & Lievois, E. (1999). Analysing heritage resources for urban tourism in European cities. In R. Butler & D. Pearce (Eds.), *Contemporary issues in tourism development* (pp. 81-107). New York: Routledge.

- Jones, A. L. (2007). On the water's edge: Developing cultural regeneration paradigms for urban waterfronts. In M. K. Smith (Ed.), *Tourism, culture & regeneration* (pp. 143-150). Wallingford, UK: Cabi.
- Judd, D. R. (1999). Constructing the tourist bubble. In D. R. Judd & S. S. Fainstein (Eds.), *The tourist city* (pp. 35-53). New Haven: Yale University Press.
- Kohlbacher, F. (2006). *The use of qualitative content analysis in class study research*. Retrieved 09/11/2011, from <http://www.qualitative-research.net/index.php/fqs/article/view/75/154>
- Krolikowski, C., & Brown, G. (2008). The structure and form of urban tourism precincts: Setting the stage for tourist performances. In B. Hayllar, T. Griffin, & D. Edwards (Eds.), *City spaces - tourist places: Urban tourism precincts* (pp. 127-149). Oxford, UK: Butterworth-Heinemann.
- Law, C. (1993). *Urban tourism: Attracting visitors to large cities*. London: Mansell.
- Law, C. (Ed.). (1996). *Tourism in major cities*. London: International Thomson Business Press.
- Law, C. (2002). *Urban tourism: The visitor economy and the growth of large cities* (2 ed.). London: Continuum.
- Lawton, G. R., & Page, S. J. (1997). Analysing the promotion, product and visitor expectations of urban tourism: Auckland, New Zealand as a case study. *Journal of Travel & Tourism Marketing*, 6(3-4), 123-142. doi:10.1300/J073v06n03_08
- Mann, R. B. (1988). Ten trends in the continuing renaissance of urban waterfronts. *Landscape and Urban Planning*, 16(1-2), 177-199. doi:10.1016/0169-2046(88)90042-4
- Market Economics Ltd. (2003). *The economic impact of the 2003 America's Cup Defence*. Auckland: Ministry of Tourism.
- Market Economics Ltd. (2010). *New Zealand cruise industry study*. Auckland: Ministry of Economic Development, Cruise New Zealand & Tourism New Zealand. Retrieved from <http://www.med.govt.nz/sectors-industries/tourism/pdf-docs-library/tourism-research-and-data/other-research-and-reports/research->

projects-and-reports/research-reports/Tour.0069%20-%20New%20Zealand%20Cruise%20Industry%20Study.pdf

- Marshall, R. (2001). Connection to the waterfront: Vancouver and Sydney. In R. Marshall (Ed.), *Waterfronts in post-industrial cities*. London: Spon Press.
- McDermott Fairgray Group, & Ernst&Young. (2000). *The economic impact of the America's Cup Regatta, Auckland 1999-2000*. Auckland: New Zealand. Office of Tourism & Sport.
- Murphy, L. (2008). Third-wave gentrification in New Zealand: The case of Auckland. *Urban Studies*, 45(12), 2521-2540. doi:10.1177/0042098008097106
- Norcliffe, G., Bassett, K., & Hoare, T. (1996). The emergence of postmodernism on the urban waterfront: Geographical perspectives on changing relationships. *Journal of Transport Geography*, 4(2), 123-134. doi:10.1016/0966-6923(96)00005-1
- Nguyen, T. H. H. (2010). The Wellington waterfront and tourism development: Planning process and legislative framework (Master's thesis). Victoria University, Wellington.
- Oakley, S. (2007). Public consultation and place-marketing in the revitalisation of the Port Adelaide waterfront. *Urban Policy and Research*, 25(1), 113-128. doi:10.1080/08111140701225594
- Oakley, S. (2009). Governing urban waterfront renewal: The politics, opportunities and challenges for the inner harbour of Port Adelaide, Australia. *Australian Geographer*, 40(3), 297-317. doi:10.1080/00049180903127747
- Page, S. (1993). Urban tourism in New Zealand: the National Museum of New Zealand project. *Tourism Management*, 14(3), 211-217. doi:10.1016/0261-5177(93)90022-d
- Page, S. (1995). *Urban tourism*. London: Routledge.
- Page, S., & Hall, M. (2002). *Managing urban tourism*. Harlow, England: Prentice Hall.
- Page, S. J., & Thorn, K. J. (1997). Towards sustainable tourism planning in New Zealand: Public sector planning responses. *Journal of Sustainable Tourism*, 5(1), 59-77. doi:10.1080/09669589708667276

- Parker, K. W. (2003). *Two visions of globalisation: An account of the America's Cup Harbour and South Auckland*. Paper presented at the meeting of the Creating Spaces Conference: Interdisciplinary Writings in the Social Science, Canberra, Australia.
- Pearce, D. (1981). *Tourist development*. Harlow: Longman.
- Pearce, D. (2001). Integrative framework for urban tourism research. *Annals of Tourism Research*, 28(4), 926-946. doi:10.1016/S0160-7383(00)00083-9
- POAL. (2008). *Port development plan*. Auckland: Ports of Auckland. Retrieved from http://www.poal.co.nz/news_media/publications/POAL_port_development_plan_2008.pdf
- PricewaterhouseCoopers. (2010). *The economic value of the redeveloped Auckland waterfront*. Auckland. Retrieved from <http://www.waterfrontauckland.co.nz/aucklandwaterfront/media/PDFfiles/Economic-value-of-the-redeveloped-Auckland-Waterfront.pdf>
- Regional Steering Group for RWC 2011. (2009). *2011 and beyond: Auckland's rugby world cup legacy*. Auckland: Auckland Regional Council. Retrieved from <http://www.ens.org.nz/site/ens/files/PDFs/legacyplan.pdf>
- Regional Sustainable Development Forum. (2008). *One plan for the Auckland region*. Auckland: Regional Sustainable Development Forum. Retrieved from <http://www.aucklandoneplan.org.nz/subsites/fms/OnePlan/Supporting%20Documents/One%20Plan%20Programmes/One%20Plan%20Version%201%20-%20October%202008.pdf>
- Ritchie, B. W., Burns, P., & Palmer, C. (Eds.). (2004). *Tourism research methods: Integrating theory with practice*. Wallingford, UK: Cabi Publishing.
- Sairinen, R., & Kumpulainen, S. (2006). Assessing social impacts in urban waterfront regeneration. *Environmental Impact Assessment Review*, 26(1), 120-135. doi:10.1016/j.eiar.2005.05.003
- Schofield, P. (2001). Urban tourism and small businesses. In N. Douglas, N. Douglas, & R. Derret (Eds.), *Special interest tourism: context and cases* (pp. 432-450). Brisbane: John Wiley and Sons.

- Sea + City. (2009). *Sustainable development framework*. Auckland: Sea + City Projects Ltd. Retrieved from http://www.waterfrontauckland.co.nz/getattachment/About-Us/Our-Role/sustainable_dev_framework.pdf.aspx
- Searle, G., & Byrne, J. (2002). Selective memories, sanitised futures: Constructing visions of future place in Sydney. *Urban Policy and Research*, 20(1), 7-25. doi:10.1080/08111140220131573
- Shaw, G., & Williams, A. M. (1994). *Critical issues in tourism: A geographical perspective*. Oxford, UK: Blackwell.
- Shaw, G., & Williams, A. M. (2002). *Critical issues in tourism: a geographical perspective* (2nd ed.). Oxford: Blackwell.
- Sieber, R. T. (1991). Waterfront revitalization in postindustrial port cities of North America. *City & Society*, 5(2), 120-136. doi:10.1525/city.1991.5.2.120
- Smith, M., Macleod, N., & M. Hart Robertson. (2010). *Key concepts in tourist studies*. London: Sage Publications.
- Smith, S. L. J. (2010). *Practical tourism research*. Wallingford, UK: Cabi Publishing.
- Stepchenkova, S., Kirilenko, A. P., & Morrison, A. M. (2009). Facilitating content analysis in tourism research. *Journal of Travel Research*, 47(4), 454-469. doi:10.1177/0047287508326509
- Swarbrooke, J. (1999). *Sustainable tourism management*. Oxford: Cabi
- Thorns, D. C. (1997). The global meets the local: Tourism and the representation of the New Zealand city. *Urban Affairs Review*, 33(2), 189-208. doi:10.1177/107808749703300204
- Tyler, D. (1999). Introduction: policy, process and practice in urban tourism. In D. Tyler, Y. Guerrier, & M. Robertson (Eds.), *Managing tourism in cities: Policy, process and practice* (pp. 1-4). Chichester, England: John Wiley.
- UNWTO. (2008). *International recommendations for tourism statistics 2008*. Madrid: World Tourism Organization. Retrieved from http://unstats.un.org/unsd/publication/Seriesm/SeriesM_83rev1e.pdf

- Vallega, A. (2001). Urban waterfront facing integrated coastal management. *Ocean & Coastal Management*, 44(5-6), 379-410. doi:10.1016/s0964-5691(01)00056-4
- van den Berg, L., van der Borg, J., & van der Meer, J. (1995). *Urban tourism: Performance and strategies in eight European cities*. Avebury, England: Ashgate Publications.
- Veal, A. J. (2006). *Research methods for leisure and tourism: A practical guide* (3rd ed.). Harlow, England: Prentice Hall.
- Voyager New Zealand Maritime Museum. (2011a). *Annual report 2010/11 financial year*. Auckland. Retrieved from http://www.maritimemuseum.co.nz/webfiles/NationalMaritimeMuseumNZ/files/Voyager_NZMM_Annual_Report_2010-11_FINAL.pdf
- Voyager New Zealand Maritime Museum. (2011b). *History*. Retrieved 17/12/2011, from <http://www.maritimemuseum.co.nz/history>
- Waitt, G., & McGuirk, P. M. (1997). Selling waterfront heritage: A critique of Millers Point, Sydney. *Tijdschrift voor economische en sociale geografie*, 88(4), 342-352. doi:10.1111/j.1467-9663.1997.tb01629.x
- Warren, J. A. N., & Taylor, C. N. (2003). *Developing urban tourism in New Zealand*. Wellington: Centre for Research, Evaluation and Social Assessment.
- Waterfront Auckland. (2011a). *A brand new identity for a bold new waterfront*. Auckland: Auckland Council.
- Waterfront Auckland. (2011b). *Draft waterfront plan*. Auckland: Auckland Council. Retrieved from <http://www.waterfrontauckland.co.nz/aucklandwaterfront/media/waPlan/intro/intro.pdf>, <http://www.waterfrontauckland.co.nz/aucklandwaterfront/media/waPlan/Wa-wide-objectives/WaterfrontWideObjectives.pdf>, <http://www.waterfrontauckland.co.nz/aucklandwaterfront/media/waPlan/wa-wideProposals/WaterfrontWideProposals.pdf>, <http://www.waterfrontauckland.co.nz/aucklandwaterfront/media/waPlan/wa-neighbours/westHaven/WestHaven.pdf>,

<http://www.waterfrontauckland.co.nz/aucklandwaterfront/media/waPlan/wa-neighbours/wynyardQuarter/WynyardQuarter.pdf>,
<http://www.waterfrontauckland.co.nz/aucklandwaterfront/media/waPlan/wa-neighbours/centralWharves/CentralWharves.pdf>,
<http://www.waterfrontauckland.co.nz/aucklandwaterfront/media/waPlan/wa-neighbours/viaductHarbour/viaductHarbour.pdf> and
<http://www.waterfrontauckland.co.nz/aucklandwaterfront/media/waPlan/wa-neighbours/Port/port.pdf>

Waterfront Auckland. (2011c). *Our charter, our promise to Aucklanders*. Auckland: Auckland Council.

Waterfront Auckland. (2011d). *Statement of intent for the 8 month period from 1 November 2010 to 30 June 2011*. Auckland: Auckland Council.

Waterfront Auckland. (2011e). *Statement of intent for the period 1 July 2011 to 30 June 2014*. Auckland: Auckland Council.

Wetzstein, S. (2007). *Managing for a prosperous Auckland? Critical reflections on regional interventions for growing New Zealand's economic centre*. Auckland: University of Auckland. Retrieved from
<http://www.anzrsai.org/system/files/f8/f9/f39/f40/o185//WetzsteinSustainingRegions2007.pdf>

Zhang, Y., & Wildemuth, B. M. (2009). Qualitative analysis of content. In B. M. Wildemuth (Ed.), *Applications of social research methods to questions in information and library science* (pp. 308-319). Retrieved from
http://www.ischool.utexas.edu/~yanz/Content_analysis.pdf