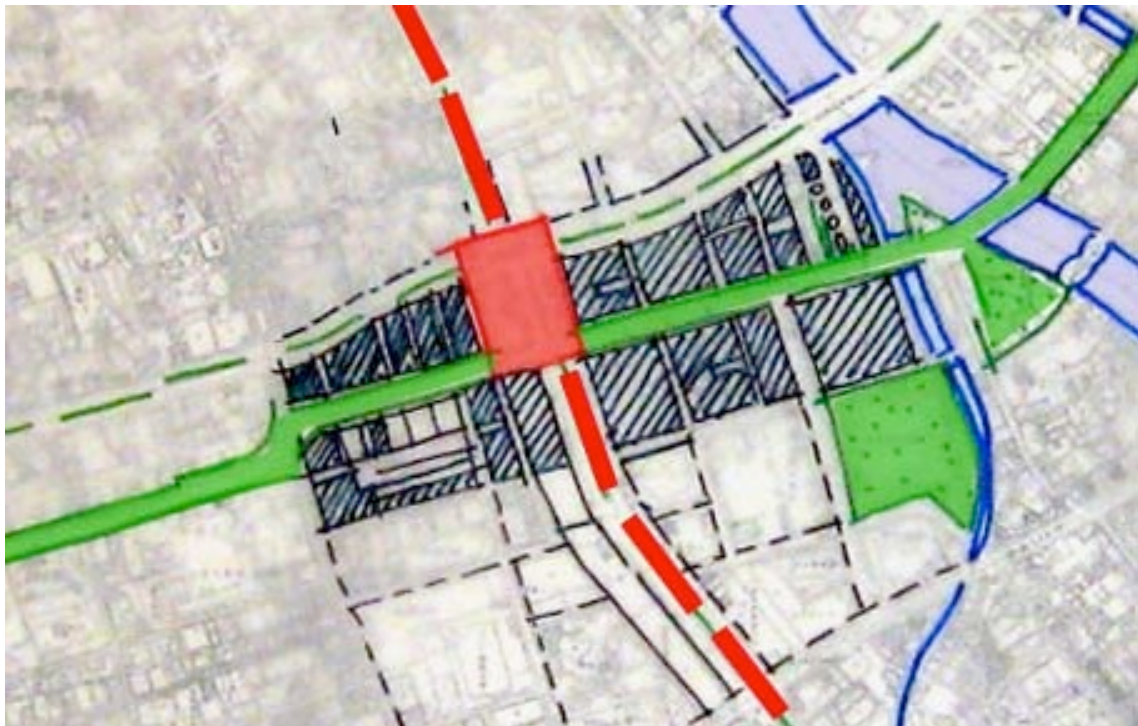


Tenjin Meiji-dori Avenue District The Future of a 3D High-street



**INTA Panel Report
April 2009**

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FOREWORD

At the request of the Tenjin Meiji-dori Ave. Development Council (MDC), INTA assembled a panel of experienced international practitioners in urban regeneration and planning to assist in the redevelopment of the central area of Fukuoka. Some of the panellists were already familiar with Japan and its cities, but the City of Fukuoka was new to many of us. Our aim was to give our hosts a frank reflection of the issues and the options raised by the development and restructuring of the Central area of Fukuoka.

Our report will need to be followed up by much more detailed studies and analysis. But we have brought to this report our collective experience of other towns and cities. And we have had a unique opportunity to hear the views and evidence of a wide range of people. Some of them are already intimately involved in the overall development, others have focused on specific areas and issues. All of them have come with a positive interest in the urban development of Fukuoka.

We hope that this report will give a route map for the next few years. We have aimed to pick out what seem to us the absolutely critical considerations at both the strategic and local levels, and to map out the process that we believe will be needed to make things happen. We have very much appreciated the opportunity to work with our Japanese colleagues and have taught a great deal ourselves which we will take back to our own towns and cities. We have enjoyed the hard work, have met and talked to many interesting and committed people, and have been impressed by all that has already been achieved to improve the quality of life in Fukuoka.

Our thanks are due particularly to the following officials:

- Sumio Kuratomi, Chairman, Tenjin Meiji-dori Ave. Development Council
- Hiroshi Yoshida, Mayor of Fukuoka
- Takehide Nozaki, Secretary General, MDC
- Tetsuya Nagasao, Secretary General, "We Love Tenjin"
- Ryota Nakano, Secretary General, Hakata Urban Development Council

They have brought to the panel all of their talent and warm personal qualities which make the Japanese hospitality.

We are also grateful to Ms Takashima from Nishitetsu and architect Taicho Goto of the MDC for providing us with the working environment and the help we needed to carry out our study.

We also acknowledge with thanks the many senior personalities who took time away from their busy schedules to meet with the Panel and freely share their knowledge and ideas. Their community prominence warrant their being listed in this report. It will assure the readers that ideas and information were sought and received as part of the investigative study process. Apologies are given in advance if we have inadvertently left anyone off this list.

THE PANEL'S MISSION

The Challenges

The questions the Panel was confronted with were the following:

- To review the MDC development plan to enhance the domestic and international value of the city.
- To propose what development will be necessary for the future business district to balance the other poles in the city.
- Which urban form and spatial organisation could give a new image to the district and lead to sustainable development of lifestyles and business?
- To conceive linkage and integration of the central business district with the maritime sea front.

In this context, INTA called a group of European and Japanese practitioners, each one being experienced and familiar with the above issues. Following technical visits and interview sessions, the INTA Panel produced *overnight* a series of short presentations reflecting its views and recommendations on the various urban issues discussed during the preceding days.

The report that follows is the collective contribution of the INTA panel to the discussions in Fukuoka.

We knew that, in the course of a few days, we could not match the detailed local knowledge of our hosts. Nor could we hope to master all the relevant social, economic, commercial and political issues. We were also not able to commission new studies or surveys.

We therefore concentrated on using the interviews to get as many different perspectives on the key questions as we could, and we tested the evidence and data we were given against each panel member's practical experience of urban regeneration and development.

We started by looking at the overall strategic framework, the Grand Design for the Central area, the Tenji Meiji-dori district. We have picked out what seems to us the key issues for potential development over the next decade. We then related these issues to the larger area and opportunities and evaluate how they can impact the future of the central area. Finally, we have tried to set out an approach, identifying the range of decisions and actions that will be necessary to make positive changes.¹

¹ There may be in few places a repetition of ideas and analysis; this reflects the intention to preserve the individual opinion of the INTA panel without too much editing.

Question raised to the INTA Panel

The aim of the panel is to support and reinforce the concept of “Creative Business District” formulated by MDC. In order to do that, the panel has built up logics why the realization of the concept leads to public benefit so as for the City of Fukuoka could provide special treatment to the particular area as well as for the private developers and land owners could accept the terms defined by the MDC and the City.

These logics are composed of three phases:

Phase one: MDC’s development is cradled in the frame of the city Core of Fukuoka. But it is also supported by the industrial bases in the surrounding regions such as, Kitakyusyu, Oita, Kumamoto and Kyusyu island at large and by Korea and China as well. Creative Business District can be feasible when innovative, creative industries develop in the surrounding area. But these industries will not be located if good office environment is not provided in the regional central city. Considering reciprocal relationship of the both parties, the concept of the Creative Business District and its realization of MDC are vital for the development of the surrounding regions too.

Phase two: MDC cannot be improved without reinforcement and improvement of the City Core at large. Especially when we try to build Creative Business District, over all strategy for improving the Core is indispensable. But without improvement of the *Core of the Core*, the MDC area, improvement efforts of the Core, will not be effective, because it symbolizes and represents the image, vitality and hospitality of the City herself.

Phase three: Taking the above phases into consideration, we try to develop concrete image and strategy for MDC area.

FUKUOKA IN ITS CONTEXT

The position of Fukuoka

Fukuoka is – at Japanese scale – a medium size city with over 1 400 000 inhabitants in the central part and 2 400 000 people in the metropolitan area. Located on a coastal plain on the East China Sea, on the north of the Kyushu Island, Fukuoka is also an active harbour, surrounded by mountain and hills range, a well known destination for culture, leisure and shopping.

Fukuoka City as the de facto capital of Kyushu island (one of the four great islands that make up Japan), and one of the ten largest cities in Japan, has always been active in the service sector, with its banking industry and its status as the operational headquarters for Kyushu's economy and society. However, of late, it has been facing a brain drain as talented individuals uproot themselves to migrate to mega cities, like Tokyo and Osaka in Honshu, for employment opportunities and the excitement of heading for the Nation's Capital city.

The decline of the manufacturing economy in Kyushu has led to an increasing proportion of the higher value-added service economy, especially in sectors such as finance, health, as well as other knowledge-based sectors such as information technology. In this way, strategies of urban redevelopment seek to cultivate a symbolic economy based upon activities and products such as finance, investment, public health, information and culture (art, food, fashion, music and tourism).

Past history and present opportunities of cities are shaped by the region in which they are situated, and by the competition of other cities in the region. This is obvious in the case of Fukuoka. Regional centres like Kitakyushu City, Nagasaki and Kumamoto City are increasingly challenging Fukuoka, which always had a near monopoly on Kyushu's service economy. They too are trying to capture a slice of the service sector to offset the decline of heavy and manufacturing industries.

Fukuoka could secure for itself a specific niche in the regional economy and not only by selling its industrial and high tech production to countries far beyond its regional setting.

More recently, a movement supported by business people, researchers, City Hall, local civil servants and others in the community in downtown Fukuoka fully grasps its downturn and has been repositioning the City to arrest the brain drain and its loss of economic resources to Tokyo and other cities in Japan. Association like "We Love Tenjin" and the MDC are exemplary in that respect.

The main point has been to reposition the City as "Japan's Gateway to Asia", to attract East Asian, particularly Chinese, South Korean businesses, to invest in Fukuoka and for the migration of skilled workers to make up for the declining numbers of local workers. The latest move was to challenge Tokyo in hosting the 2016 Olympics, in

order to raise the city's profile and make Fukuoka a top contender as another representative metropolis of Japan.

Business leaders in Fukuoka have been very quick to build on the image of Fukuoka as Japan's gateway to East Asia and, in this respect they are allied with local authorities to make the City a more Asia-friendly place. The Universities in Fukuoka attract greater numbers of foreign students, with Kyushu University as a flagship institution in offering advanced degree courses taught in English. Small businesses have also taken up the challenge to integrate more with the neighbouring economies.

Fukuoka: an international city

Our reflections cover two main parts:

A short analysis of the place and role of cities in an international open economy,

Our own interpretation of the potential of Fukuoka and related policy options.

The notion of “international’ city is not a simple one and implies different types of strategies and policies. Each type of positioning entails a different scenario; and each scenario is appropriate to Fukuoka.

INTA

Level 1: Fukuoka in the Regional Context

- Competition
 - around the East China Sea
 - South Korea and Japanese medium coastal cities
 - Dalian, Tienjin, Shanghai and Shenzhen
 - Keelung, Taipei and Kaohsiung
 - other cities on the Kyushu island



INTA


Fukuoka in the Regional Context

- Weaknesses
 - Lack of spatial character
 - Lack of symbols and place branding
 - Lack of specialisation
 - Lack of connectivity with seaside and neighbouring districts
 - Lack of waterfront development
 - Lack of integration of functions
 - Lack of tourist diversity (too much focus on shopping, not enough on sightseeing)
 - Despite internationalisation lack of communication with foreigners, difficulties to attract large conferences
 - Real estate development instead of an integrated urban approach

INTA

Fukuoka in the Regional Context

- Distinctiveness
 - Access to a 14 million market
 - Sense of urban life
 - Human scale and compactness
 - Liveability
 - Gastronomy
 - Vibrant retail experience
 - Merchant Tradition
 - History and ancient culture
 - High quality of the natural environment
 - Educated, open, hospitable & friendly citizens
 - Strong commitment of local communities



INTA

Fukuoka in the Regional Context

- Turning constraints into opportunities
 - Large and growing market: 400 millions within a 3-hour flight
 - City-city relationships with Busan- from personal relationships to promotion of economic exchange
- High potential for Fukuoka but need to emphasize strengths
 - Low-rise: opportunity to be different with emphasis on human scale
 - Research and high education potential
 - Closeness of dynamic economies (China and Korea): Opportunity to enter into creative/innovative economy
- Responsibility of public and private partnerships to promote creativity and innovation

Urban regions are competitive only if their towns and cities are motors of economic growth. The competition in which they engage takes place in an economy that is global and liberalised. This competition results in a polarisation between successful cities and less successful ones, which would not be remedied by co-operation alone. It also requires the internal development of those cities that are less well prepared for dealing with the new challenges. Other cities and towns require particular attention in

view of the decisive boost which their dynamism may be expected to produce: these include the “*gateway cities*” which give access to the national territory such as major seaports, intercontinental airports, cities where fairs and exhibitions are held, cultural centres and small towns which can provide a driving force for the revitalisation of declining rural areas.

European International Cities

European urban areas of international level present some common features: they accumulate international and other world functions, they have a good competitive basis, but they will have to deal with congestion. These international urban poles are themselves divided into three categories:

- ‘*global cities*’ such as London, Paris, Frankfurt, Amsterdam, possibly Berlin and one or two others will continue, despite the structural crisis, to attract high-level functions such as multinational headquarters, international financial institutions and other commercial services;
- ‘*metropolitan regions*’ such as the Randstad, the “Flemish Diamond” and Belgian central urban network, Rhein-Ruhr, Rhein-Main, Hamburg, West-Midlands (U.K.) are reinforcing their international position by developing complementary specialisations in the different centres of the agglomeration and investing in overcoming the handicap of their aging industrial past;
- ‘*Capital cities*’ - most have potential on their own (especially capitals like Copenhagen, Stockholm, Lisbon, Helsinki, Madrid, Rome); some are facing specific challenges associated with their function as gateways to the European Union like Vienna or Helsinki.

Obviously there are other levels of prominence that cities could achieve in particular in their national urban structure.

A recognisable position at National level

The success depends on the existence of a relatively sound base by overcoming structural difficulties such as:

- ‘*peripheral cities with a weaker urban function*’ – these cities are having fewer development opportunities owing to long distances, dependency on traditional activities, declining population, severe climatic conditions, etc but cities such as Bari, Porto, Valencia, Rennes, Seville, Edinburgh have developed innovative development strategies and are proving that the effects of inherent structural constraints can be limited.
- ‘*older industrial cities*’ - these are cities which have the potential to develop new economies, but where much will depend on their new relative location especially with regard to the European Union economic core area.

A specific position as Regional metropolis

The critical factor is the location of the metropolis:

- ‘*regional level cities in the national urban core area*’ will have generally good growth potential, especially in service sectors

- *‘regional level cities outside the core area’* will be dependent on their location; some will benefit from their location on a development corridor or from an attractive hinterland such as Toulouse, Grenoble, Salzburg
- *medium-sized cities in predominantly rural regions*, where much will depend on their location, can benefit from their natural surroundings as there is an increasing consciousness of the benefits that a high quality rural environment can provide.

Many older industrial cities will have to continue with a long process of restructuring and diversification; other towns and cities will continue to be too dependent on one major activity such as public administration, tourism or seaport functions; many towns in rural areas will continue to find it difficult to attract sufficient economic activity.

The central common issue here is that circumstances call for towns and cities to adopt a new dynamism for developing their potential, that competition for mobile investment between cities is tougher, that not every town or city will find its new situation as advantageous as the old and that the European territory is not a level playing field.

But there are strong cities in the more peripheral areas that have the capacity to attract enough mobile investment for themselves and their surrounding regions. Those with specific functions, such as *‘gateway’* cities, have important new opportunities. Cities that find themselves in new dynamic positions can exploit those positions to reinforce their competitiveness.

A “Gateway City”

In Europe, the so-called “gateway cities” include some peripheral metropolitan areas which have shown that they can build on specific advantages such as lower labour costs or special links with former colonies or neighbouring non-member countries. The development of their strategic European role as gateway cities would not only help them to face their particular “gateway” problems but could also contribute to achieving a more balanced economic development of the European Union. Since this contributes to the competitiveness of the European Union as a whole and to redressing imbalances within its territory, this trend is encouraged and care is taken to ensure that benefits also extend to the hinterland of the cities concerned.

Some cities suffer from little or no success in attracting mobile investment. The lack of attractiveness of a town or city may be explained by a number of varying factors and one or more remedies may be applied on the basis of specific needs. These could include education and training for the local labour force, the development of the capacity to innovate, improved modern infrastructure (like access to the world wide information network) and public facilities, and urban regeneration.

Many of these less attractive cities have an excessively narrow economic base dominated by a single industry whose decline has resulted in the downturn in the local economy. A similar process may occur elsewhere in view of the threats to sectors that have hitherto held out well. Sometimes, the urban economy is stagnant because it is dominated by one less dynamic sector such as non-commercial services. In all these

situations, it is clear that the competitiveness of the urban areas depends on policies to diversify their economic base.

In some mainly rural areas of the European Union, towns do not succeed in asserting themselves as motors of regional development. However, the economic diversification required of these rural cannot usually be restricted to rural activities in the narrow sense of the term. Paradoxically, the future of the countryside often lies in its towns, which should be regarded as the starting point for economic growth based primarily on firms which can develop the potential of each area.

In policy aim, the basic purpose is to improve the role of cities and towns as dynamic centres for economic activities, with a particular stress on the development of rural areas.

These elements of analysis, present at different degrees in most European cities, are also relevant in the case of Fukuoka.

Fukuoka has the assets to project itself internationally

Fukuoka presents a wide range of opportunities to assert itself as region and as city i.e. as a regional gateway; both the city and the Prefecture of Fukuoka have many of the features identified earlier to play a major role at international, national, regional levels.

Traditionally, Fukuoka has been outward looking in its development and has welcomed overseas influence. Now, still prosperous, the people of Fukuoka are ready to follow their natural leaders into new projects like the Grand Design.

Fukuoka is the capital of Fukuoka Prefecture and it is a pioneering prefecture in the promotion of active exchanges with countries and regions in Northeast Asia. The establishment of several international-oriented institutions, such as the Fukuoka Asian Urban Research Centre, the Asian Economic Exchange Centre, Fukuoka International School, Fukuoka UNCHS-Habitat office, is proof of the Fukuoka Prefecture's vocation to deeper exchanges with the East China Sea region –East coast of China, Taiwan, South Korea and further south towards Indonesia.

As a Port city, Fukuoka has a long history. Fukuoka has developed into one of Japan's most important modern fishing and passenger ferry ports providing sea transport services to Korea, China as well as the South East Asia.

Fukuoka's accessibility is high. The city is well connected and the Fukuoka Airport is an international gateway, with regular flights to cities in Taiwan, China and Korea. The extension of its runway has greatly expanded Fukuoka Airport's opportunities, making direct flights to as far as Manila in The Philippines.

Currently, many chartered flights between Fukuoka and overseas locations are being put into operation. Also, domestic flights are abounding. In addition, the Shinkansen bullet train and the regional lines form a high-speed transportation system that links

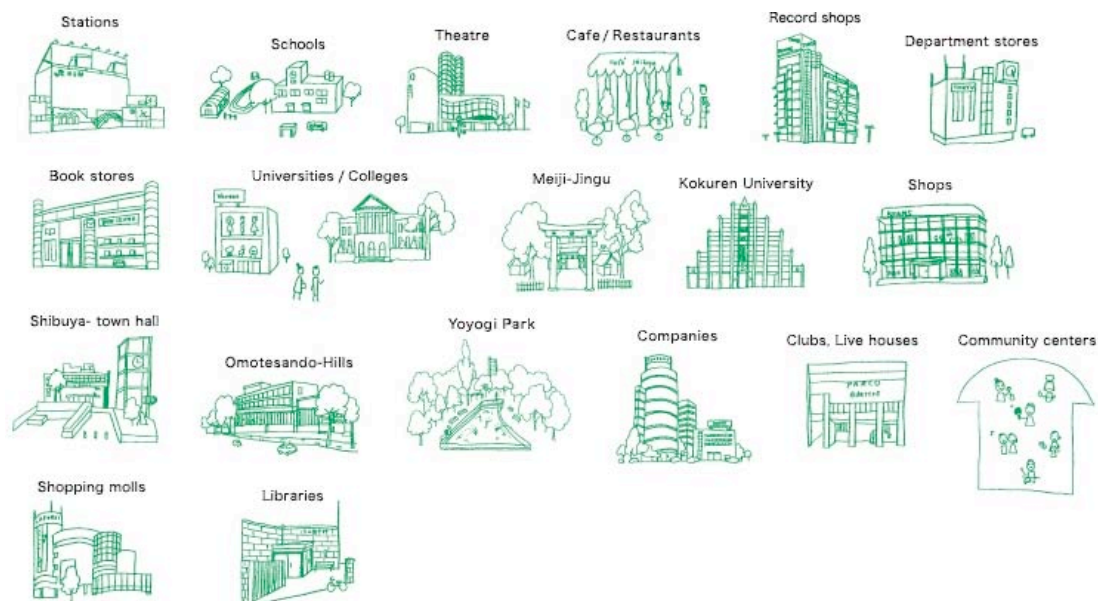
the metropolitan region to the other cities on the island and to major cities like Kyoto, Kobe, Osaka and further to Tokyo.

In **economic** terms, Fukuoka, as Japan's number one fish market, is also developing an advanced food processing industry based on the advanced technology used in various products such as rice snack foods and Chidori Manju (white beans cakes), as well as dry fish products and dry fruits.

Regarding **education**, the time has arrived for a new approach to Science and Technology, one that can facilitate the formation of a positive, balanced and supportive relationship between man's environment and the progress and needs of industry. With this aim, the University along with local businesses can produce unique projects to strengthen Fukuoka's industries such as in the promising field of robotics.

An interesting development is the new trends in delivering Education, where the "*Campus is the City and the City is the Campus*". Free education delivered by Universities, corporations, **social networks** or media groups through "*Open Colleges*" is becoming trendy. Little by little around Japan a new style of education is emerging; the experience of the districts of *Shibuya* and *Harajuku* in Tokyo, by giving priority to the community over the institutions, will provide a lifelong learning approach that is infused into the community. Shibuya is a birthplace of new shops, new culture and new business. It is an energetic district where young people of all walks-of-life gather to create and share new ideas. Shibuya is a treasure trove of interesting people, a totally unique place.

There is no campus at Shibuya University Network. The whole city is a classroom. Sometimes at a University, sometimes at a department store, sometimes at a temple... Classrooms are constantly changing depending on the curriculum. The University cooperates with a variety of institutions all over Shibuya district.



The Tenji Meiji-dori district in Fukuoka might well become another unique place

Extending its cross-border reach

The Asian Pacific City Summit offers a workable framework for reinforced cross border cooperation. The 8th Summit that took place in Dalian (China) in 2008 stated that members should cooperate and exchanges in fields of high-tech, intellectual property, port logistics, finance, trade, administration through multiple forms, adding active cooperation in area of environmental protection, culture, education, sports, tourism, convention and exhibition.

In this context, there is a case for Fukuoka and Pusan (Korea) to take their cooperation further: the closeness of the two port cities, the similarity of their development process, the existence of an important flow of exchange and day visitors between the two places, the need to rationalise massive investment in modern infrastructure, such as in health, data processing, environmental monitoring and control, sea routes surveillance, etc.

The cooperation aim is to deal adequately with the challenges posed by economic globalisation and seeks to position the Fukuoka - Busan urban region in a competitive situation within the Japan territorial system.

Geographically separated by the sea, the physical gap can be abolished by cross border cooperation; it does not involve the automatic disappearance of the many hindrances imposed over the years by history and politics; there exist still different legal, economic and administrative structures; cultural and psychological attitudes are different, and urban design and development itself follows different patterns. Linguistic differences are another contributing factor to the fact that both societies (Japanese and Korean) have lived next to each other. But cross-border cooperation may create the conditions for better understanding.

Several examples from the European Union might serve to identify the process to engage in creating a coherent sub-regional system. Cross-border principles are listed at Annex.

Sectoral cooperation

Taking further the existing cooperation agreements with Pusan, Fukuoka may consider few initiatives in important areas:

Environment. If any specific sphere reflects the reality of a shared unique territory, it is the environment, where the open sea, air and the coast lines cut across administrative divisions. Those responsible for each sector should debate the possibilities of joint action both in matters of prevention of pollution and in the provision of resources and environmental education. Common working groups might include: Sea Environment, Water and Beaches, Waste Control and Management, Fisheries, Sea Traffic Surveillance, Clean Production and Certification, and Environmental Education and Training.

Culture. Programmes to complement one another such as joint cultural proposals with events reaching the citizens on the both side. People should discover a rich programme of cultural events only 150 minutes away.

Tourism. Fukuoka and Pusan can look for ways of synergising and complementing each other with joint promotion of a unique sea-land natural environment, simplification of immigration procedures, improvement of air liaisons with air and sea shuttle services.

Social Services. Mutual acquaintance with the other side's ways of tackling social policy for example in the sphere of child-care or disable people, use of advanced non-intrusive diagnosis technologies .

Synergy in the economic fabric. To detect possible areas of synergy between companies on either side; possible ways of complementing each other might exist in particular in port operation, control of maritime traffic and fisheries, production and delivery of energy, tracking goods, etc.

Sport. Overcoming historical demarcation in this sphere requires starting with new models in matters as simple as insurance, federation licences, use of joint premises, etc.

Observation of housing and habitat. Cross-border mobility of citizens dictated by housing factors might become a fact of life between Fukuoka and Pusan. This phenomenon deserves to be analysed both for future joint planning actions and to become familiar with the positive aspects of either side.

Observation of public health. Those responsible for health-care on both sides could discuss the harmonisation of public health policy. A system of epidemiological and health information could be set up to assist in the observation of health-care as a first step towards a series of joint actions with the objective of managing and investing in health-care in a more rational and efficient way.

Developing Fukuoka vision – the Grand Design

The image contains four presentation slides from INTA. The top-left slide, titled 'Level 3: Tenjin district now', lists 'Strengths' such as successful underground shopping malls, high-range department stores, and functioning office areas. The top-right slide, titled 'Tenjin district now', lists 'Weaknesses' including lack of identity, symbols, and variety of functions. The bottom-left slide, titled 'Tenjin district tomorrow', states the ambition of MDC: 'The most creative business district in Asia with particular attention to ecology, attractiveness, safety, security and partnership'. The bottom-right slide, titled 'The MDC Grand Design', lists 'Values & principles' such as mix use & functions, district character, sustainable architecture, pedestrian-oriented transport, 3D pedestrian network, pedestrian-friendly environment, streetscape, ecological environment, and safety and security.

Fukuoka City has clearly identified its vision as being an attractive business and commercial pole in the Region and that requires a series of measures to fulfil that goal:

- Good accessibility and communication infrastructure over the Japan Sea and the East coast of Japan
- 2, 4 million people live in the Fukuoka agglomeration out of 12.5 million people on the Kyushu Island; this is a sufficient mass to play a significant role at national and international levels,
- Dynamic business, living culture and good environment – sea, mountain, rural land, etc,
- Innovation potential to compete with neighbourhood countries and region.

Therefore, an effective strategy would concentrate on few issues:

- Urban diversity, to use the opportunities of building or reconstruction development to widen the typology of urban environments the agglomeration has to offer;
- Economical synergy by promoting clusters of economic activity (agro-industry, biotechnologies, conservation of agricultural species and variety, ecological fishing, special chemistry, etc.), and deciding on their location throughout the agglomeration and the Prefecture;
- Defining strict urban growth boundaries to guarantee densification of existing districts;
- The development of Fukuoka as a regional hub (Shinkansen, regional and local train, harbour, airport), is of strategic importance as a "feeder" for the city centre;

- Rethinking the public transport system to overcome the negative influence of low density and dispersed urbanisation on the efficiency of the overall mobility system;
- Scanning cultural facilities and events to increase the cultural production of the agglomeration and its attractiveness.
- Diversification of the economic base of the city and the region
- Territorial marketing in limited regions of the world
- Design a “Landmark” to signal the entrance into Japan through Fukuoka

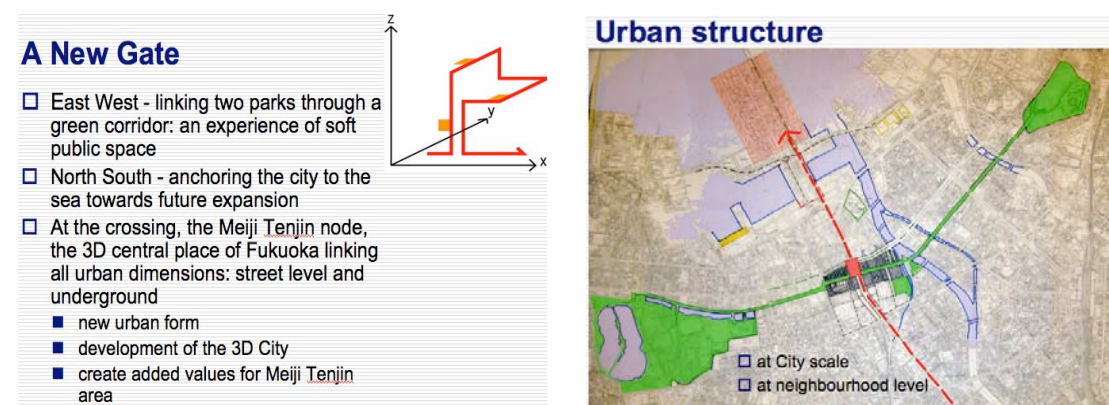
Fashioning the Grand Design

There are three initial complementary development policies that can contribute to the success of the Grand Design:

- the intensification of the present core city,
- the extension of the centre towards the harbour,
- the enhancement of the neighbourhoods

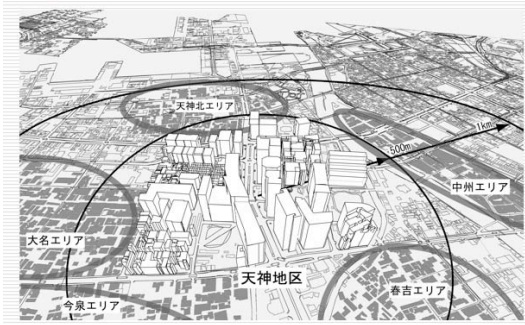
The intensification of the present core city

The Meiji Tenji dori district serves as the **hyper centre** with a high concentration of services, shopping, transport and cultural facilities; however many buildings are aging thus lacking modern facilities to appeal to new service economy not to mention visual quality. Few buildings are out of age and will have to be substituted rapidly. New activity is moving to other districts, in particular to Hakata, reinforcing the competition between districts and harmful to the image of the core centre.

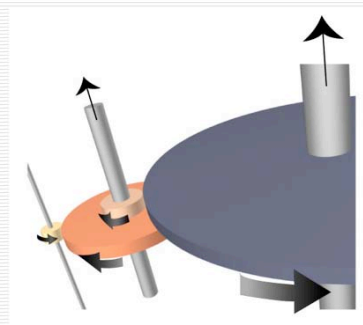


The Meiji Tenji dori district is also dependant on the surrounding districts who act as an **intermediate zone** between the hyper centre and the rest of the city. This surrounding zone houses emerging activities that cannot and will not find a place in the hyper centre because of the high cost of locating their activities there and the lack of "specific" identity. Creators, artists, start-up enterprises will continue to prefer the intermediate zone

City and Districts



City and Districts: the Urban clock



Tenjin as a Downtown Core

Surrounding Areas as Downtown Fringe

How can the Meiji Tenji dori district retain its central role?

Waterfront: the future urban dimension

One important question is the relationship between the port and the city. Fukuoka is not a City-Port in the sense that the port activities and its spatial structure are still separated and autonomous from the city; nonetheless, the strength of the city is somewhat related to the port and to the relationship that could be established between the maritime and urban spheres in terms of industrial, technological or social activities. The development of the waterfront cannot be limited to the riverfront but has to include the all maritime facade that stretches as far as **Marinoa City** to the **Island City** and to establish close physical and functional relations with the urban areas.

The River and canals fronts

The recently landscaped riverfronts are considered as very attractive pedestrian spaces for leisure and open-air activities. Nevertheless they have been perceived as underused spaces of whose panoramic advantages should be obtained bigger profits for the inhabitants of Fukuoka. For that reason it is proposed the concentration along underdeveloped blocks, located inside the riverfronts in a number of high quality cultural and recreational facilities, of regional importance.

Enhancement of the neighbourhoods

The downtown of Fukuoka – the High street – is lined with office buildings, department stores and fashion outlets. Taking advantage of convenient transport network of buses, train, underground and taxis, it attracts customers from all over the Kyushu island to make the city lively and bustling on weekends. The City and the High street is also popular with tourists from Asian countries.

The districts that stand out as creative clusters are that of **Tenjin** (the traditional city centre with its retail and finance activity). Spreading out from the old city centre is **Hakata**, site of high-end retail space (Hakata Riverain and Canal City) and the Fukuoka Asian Art Museum. Rents in these two neighbourhoods have become expensive so the city centre has expanded into **Daimyo**, an array of clustered shops

quartered for young, up and coming retailers known as 'select shops' and where fashion trends and creative production abound. Daimyo is slowly maturing and creative clusters and quartering are now spreading to **Hirao** and **Takamiya** and further along the bay to **Momochi**. Both of these are upper class but ageing neighbourhoods with areas of land being freed up by the demise of old landlords. In the prime district of Hirao, like in many Japanese cities, underutilized land is temporarily used as car parks to generate cash-flow for the owners.

Urban Structure Challenge

- Regeneration of the centre can reconcile the past and the future of the city
- Enhance the specific spatial assets
- Meiji Tenjin is a strategic location structuring the city along two major axis - from history to modernity, from the sea to the mountains



City and Districts

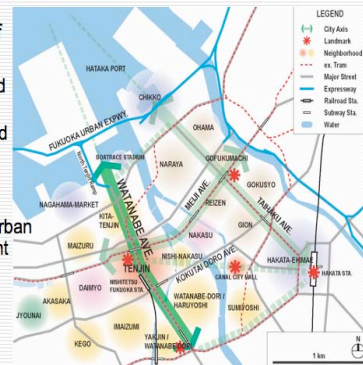
- Distinctiveness
 - Distinctive neighbourhoods with distinctive functions - e.g. Daimyo vs Imaizumi
 - Healthy competition between districts- e.g. Tenjin vs Hakata
 - Complementary urban dynamics

Level 2: City and Districts



City and Districts

- Integration of polarity ?
 - Harbour and City
 - Campus and City
 - Functional separation
 - Stretched urban development



These issues reflect the current concerns of Fukuoka to regenerate the core city areas to keep and attract customers and inhabitants.

PANEL VIEWS

The Development Issues

- What will give Fukuoka a unique identity within its regional, national and global context?
- How can connectivity and mobility be improved?
- How can Fukuoka seize new development opportunity and attract inward and external investments?

Define a New Identity

The identity of Fukuoka is the result of interactions between man and nature where people create a sense of place: the water, be rivers or sea, has brought prosperity (commerce and trade), connectivity (foreign contacts and exchange) and pleasure (the merchant culture and way of life); the land and sea landscape has given productivity and a pleasant setting (the Hakata bay, the small islands, the mountains, the countryside)

However, the tension between water and landscape and between urban and rural has diminished replaced by overpowering modern urban development. In future, Fukuoka may want to restore its place where man and nature, people and economy are in harmony. This is the essence of sustainability. Elements of shared identity include the relationship between the water and the mountains, an axis passing through the city centre of Fukuoka; the underlying of the natural assets, along the axis connecting the two main parks, this axis also crossing the city right at the centre. A third axis is the one creating the 3D effect, linking underground facilities (shopping malls, mass transport systems) to ground level; and that happens only in the centre of the city.

- Development of a “Green corridor” between Ohori Park (ideally from Momochi chuo Park or Seaside Momochi) and Higashi Park via Reizen Park and Gokushomachi, where the green environment balances the built one.
- Shift towards more density where possible, greener elsewhere
- Redevelop the waterfront by relocating over time nearly all cargo and economic activities east of the Hakata fishing port (Suzaki wharf, Higashihama Wharf, Hakozaki Wharf) to the Island City
- Restructure the Chuo and Hakata Wharfs to offer more modern passenger terminal facilities
- Redesign the road system by lowering the expressway to ground floor
- Provide access to the new passenger terminal to mass transport, in particular a tram line connecting the two main stations to the ferry terminal
- Start planning the future use of the Suzaki wharf which looks like the natural future urban expansion zone of Fukuoka

Improve Connectivity and Accessibility

Establish a polycentric city region

define the role and relationships of all cities on Kyushu island through a regional development strategy.

Enhance the City core area and its relationship with the transition zones

- requalify the public spaces for pedestrians, bicycles, district community, children, aged people, etc.
- reinforce the pivot role of the core area by transforming the centre in a garden, enhancing the green landscape or design a central square to mark the focal point of the city with a landmark monument in the middle (Piccadilly Circus, Trafalgar Square, La Concorde, Alexander Platz, Puerta del Sol, Piazza Navona, etc.)²
- create a 'water landscape' by enhancing the rivers and canals corridors, through integrated landscape, land use and urban design strategies,
- introduce more stringent urban design guidelines for these special areas.



Improve priority transport routes: the airport question

One of the most important decisions taken by the city and Prefecture governments in Fukuoka in the process of urban regeneration of the city was to relocate its airport to an artificial man-made island, not unlike that of Kansai International Airport in Osaka. Japan's Ministry of Land Infrastructure and Transport proposed the construction of the new Fukuoka airport on reclaimed land off the Shingu Beach in its 8th Airport Development Plan, but the environmental impact of this proposal and the debates surrounding it have put the plan on abeyance. This decision has its advocates and detractors.

Advocates of the move argue that the current airport's location in to the south-east of the city has brought along noise pollution from low-flying planes and has stunted the growth of the city due to the limits placed on the height of buildings in the city centre. Fukuoka is one of the few major cities in Japan without tall buildings because of this limitation. Moreover, supporters argue that relocating the airport would free up land for urban use.

Detractors of the move are nostalgic about the airport, as it has brought them benefits. Transportation costs in Japan are prohibitively high and the current airport's

² The only flagship monuments seen from many angles are the Fukuoka Tower and the Sea Hawks JAL Hotel; definitely not enough as strong identity signal.

close proximity to the city centre has given its residents the benefits of lower costs to and from the airport.

The Panel has not had enough time and knowledge to address this question properly; however, there is a strong advantage for an active regional airport to be located close to the city centre (less than 10 minutes taxi ride). Location is as an important asset as the management of passenger flows. In particular crowd control of outbound passengers can always be improved in order to reduce to a minimum the waiting time at check-in and security control.

- establish the airport, port and station as key gateways within an integrated transport network
- encourage walking, cycling and boating

An integrated mobility plan for the city

- Develop regional link with coastal cities with a light train
- Improve communities to cities links
- Develop main centralities transport to reinforce the urban pattern.
- Develop systematically park and ride platforms near terminus and stations in low-density areas if extension of existing lines towards the airport and the university is not feasible – students going to University by cars!
- A sustainable development will imply a reduction or restriction of the use of private car at least in the central part of Fukuoka city; two series of measures seem adequate:
 - Reduction in car park facilities so that car drivers are induced to use collective means of transport – the reduction in the number and size of open plots used for car park could free land for other development
 - Resizing streets; some streets in the Watanabe areas are too wide, creating a physical obstacle slicing the urban landscape between blocks; traffic segmentation could be introduced by ways of a complete redesigning of the streets and introducing right of way for public transport.
- With a population of 2 400,000 inhabitants spread on the metropolitan area, Fukuoka has reached a point in its development where it has to envisage a more sustainable transport system such as a tram on right-of-way lanes or a combined tram-train system or a Bus Rapid Transit network. Whatever the system retained the importance is to create an efficient collective transport network comprising a main trunk and a double-loop LRT lines linking the waterfront to the two main stations via the Meiji- tenji dori area.
- An East-West line linking Momochi –Dome or Fukuoka tower- to the pleasure island via the fish market, the Art museum, the convention district etc.
- A North South line, linking the ferry terminal to the Hakata station et closing at the Tenji station.
- Re-organization of the bus network to complete and harmonize the whole transport network
- Make good connections and develop multimodal integrated hub.
- Renewal of station and station areas
- Dedicated cycling path by freezing 1.5 meter of the existing large pavement (6.5 meters) –protect cyclists during the harsh weather season by providing public and or private sheltered bicycle parking

Governance to ensure implementation

- establish a shared vision for urban form and landscape based on the **Grand Design** document
- develop a partnership approach between public, private and community sectors, the MDC and We Love Tenjin being a reference.
- prepare a programme of priority projects with responsibility for funding and implementation identified.

Fukuoka – a place for people

We have seen many impressive examples of new developments in the centre of Fukuoka and the immediate surroundings. One issue is the extent to which the existing planning control system is sufficiently robust to stop Fukuoka City sprawling out further to the detriment of its green environment and the city centre itself.

Although at first sight the system is clear, in practice, according to local partners, the system does not act in a consistent way. What is clear is that the some benefit from selling land, developers benefit from providing housing, shopping and other out of town facilities that draw people away from the city centre and encourage additional car use. The long term impact on the core of the city may not be clear to local people who are living with small regular incremental change and the gradual eroding of the direct link between city and open space, and the decline in both inner city population and commercial and social activity.

We are not equipped to say precisely how this can be solved, but unless it is, we fear that a point could be reached that makes it difficult to stop this ‘sprawl effect’ – that the city centre may decline. Fukuoka should resist the transformation of its image into an empty downtown.

One option might be for all the interested parties to look at whether the city should be allowed to sprawl further, to ‘take stock’ and look at how other cities have managed to protect their ‘green belt’, ‘green lungs’ or equivalent, and to consider whether the local plan needs to be more specific.

Ingredients for Sustainability

The physical and social well being of towns and cities is a vital factor in economic development. It provides further justification for working towards an integrated model of a sustainable city, although approaches will vary considerably depending on local circumstances. Few essential features are of particular importance for spatial development strategies:

- Control on the expansion of cities,
- The mixing of functions and social groups within the urban fabric (particularly in large cities where areas of exclusion are arising),
- The prudent management of the urban ecosystem (particularly water, energy and waste),

- The development of means of access which are both effective and environmentally friendly,
- The conservation and development of the cultural heritage.
- Consider whether the local plan needs to be more specific
- Exchange of experience on, and provide support to, effective methods to reduce urban sprawl; alleviate excessive urban pressure in coastal areas.
- Promotion of comprehensive urban planning strategies aimed at achieving social and functional diversity notably with a view to combating social exclusion, and including the re-use of previously developed land.
- Promotion of a prudent management of the urban ecosystem, including the protection and development of urban open spaces and mountain areas.
- Promotion of sustainable accessibility in urban areas through appropriate location and land-use planning policies.

Future Urban Development: locally owned and coordinated approach

If the global structure of the City lacks visibility, the relationship between the districts derived from a logical distribution of spaces for the most significant functions: the "business quarter" the "pleasure quarter", the "fashion quarter", the "high tech quarter", the "regional hub". etc.

Nonetheless, the Panel considers advisable to reinforce few structural axes which have been clearly identified in the "***New Fukuoka City Centre Concept***" prepared by the municipal Planning Committee.



The centrality axis.

It is conceived as the main “activity axe” which interconnects two differentiated areas:

the future development zone on Suzaki
and the vibrant district defined by Shoawa dori, Kokutai-doro, up to the the tenjin Central Park and the canal and including Watanabe, Tenji and Meiji dori. The axis, as identified in the Planning Committee document can extend towards the south

The riverfront axis.

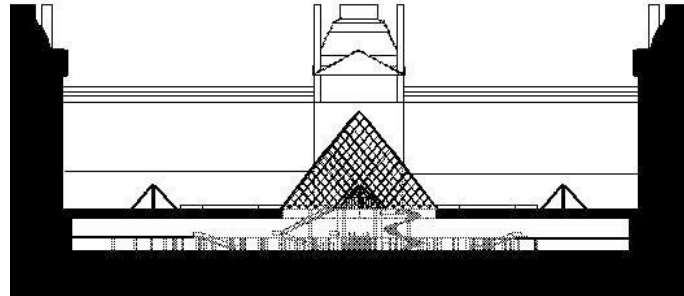
The Panel proposes a development axis, extending from the Muromi River to the Mikasa river, crossing the Nishi Park, the fish market, the Kyotei, the Suzaki Park, the International Congress Centre and up to the Higashi Park; This area could become the zones of concentration of the open-air leisure and compatible cultural facilities of a regional importance (museums, library, concert halls, etc.). This axis, or seaside front, should connect the centrality axis with regeneration area to be developed in the space defined by Taisho dori, Nanotsu dori, Showa dori and Watanabe dori – basically the Maizuru district.

The complementary activity axes.

They are conceived as a set of linear zones, perpendicular to the riverfronts and located in both side of the main axis, which would constitute a system of pedestrian, friendly access, to the riverfront promenades – Taisho dori, Oyafuko dori, Taihaku dori. They could be redesigned as boulevards – streets with wide sidewalks, planted with trees – on whose sides, medium density mixture of collective dwellings and detached houses.

Example: Louvre Pyramids

Built by I.M Pei, a new visitor entrance to the Louvre Museum complex, connecting elegantly to expanded galleries below the courtyards.



Of all the Grands Projets in Paris, none created such a stir as the Pei Pyramids in the courtyard of the famous Louvre Museum. Spectacular in concept and form, they provide a startling reminder of the audacious ability of modern architects to invigorate and re-circulate traditional architectural forms...The main Pyramid is basically a complex inter-linked steel structure sheathed in reflective glass. In fact it is an entrance doorway providing a long-overdue entrance portico to the main galleries of the Louvre. As one descends into the interior entrance foyer, the dramatic nature of the intervention becomes apparent. The main Pyramid, which certainly disturbs the balance of the old Louvre courtyard, is countered by two smaller pyramids, which provide further light and ventilation to the subterranean spaces, wrote Dennis Sharp in *Twentieth Century Architecture: a Visual History*.

Paul Heyer in *American Architecture: Ideas and Ideologies in the Late Twentieth Century* said that the *pièce de résistance* of Pei's extraordinary legacy to modernism, his sense of quiet good taste, consummate attention to detail, and clarity of concept is his intervention into the Cour Napoleon at the Louvre. Beneath the new, elegantly 'hard' and restrained surface of the Cour is accommodated a vast new program of 650,000 square feet of much-needed support spaces for the Louvre. Poised as perfect complement and counterpoint, and rising only a modest 71 feet above the ground, is the symbol of the project, the central entrance pyramid. Despite an almost ephemeral presence that derives from an ingeniously conceived triangular web of supports, clad in a wonderful warm ochre, lightly tinted glass especially drawn by St. Gobain to be compatible with the honey-colored stone of the Second Empire facades of the old Louvre, it was controversial from its announcement in 1985 as one of President Mitterrand's most ambitious 'grand projets.' Obviously any insertion would have been anathema to those who hold sacred and untouchable the integrity of the Louvre's classical presence. Time has somewhat blunted the critics against this example of modernism at its most elegant, although it remains less than successful as a sheltered entrance against the elements and the three much smaller flanking pyramids seem aesthetically gratuitous. However, at times the almost fluid, dematerialized presence of the pyramid establishes without bombast, a compelling brave concept whose intent is to be neither aggressive nor subservient but to complement through restraint. Through simplicity the new stands with the old, each acknowledging the other.

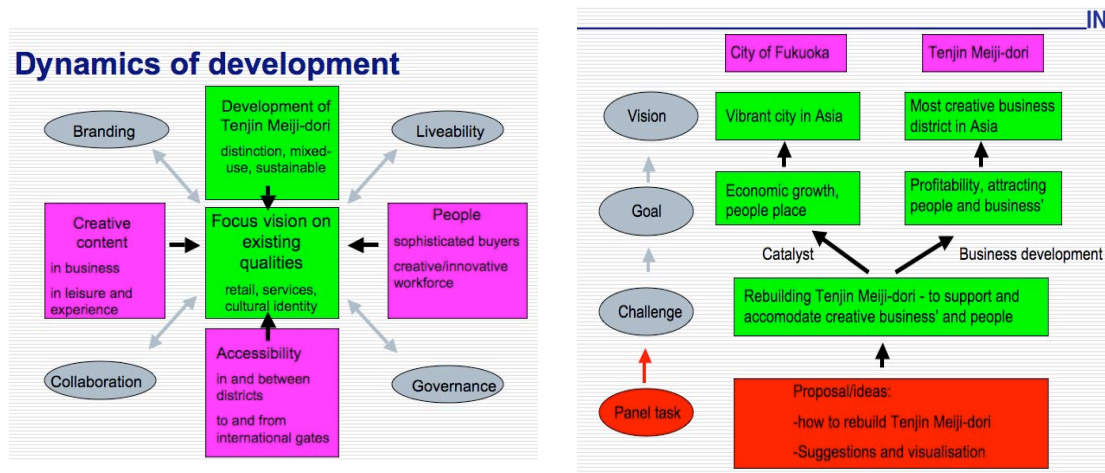
The Pyramids are both elegant and controversial. Does this type of architecture the most appropriate to Tenji Meiji dori. Should it be a Pyramid that covers entrance to the underground or a flagship of a more traditional form such as a modern Japanese Tori.

An architect might be better placed to answer the question. The INTA Secretariat believes that the question should be asked to the architect chosen by the MDC and the City to develop the concept of a symbolic cross road; the name of architect **Toyo Ito** came to mind for such as project.

GRAND STRATEGY FOR FUKUOKA

The Grand Design for Fukuoka's city centre illustrates the ambition of the City as a whole to become more competitive and attractive internationally.

The situation in Fukuoka today is favourable to that international ambition. Several unique features, such as the human scale of the city, the liveability, the proximity to the sea and the highly esteemed educational centres with a large young population, have put Fukuoka on the world map of vibrant cities.



However, Fukuoka needs to underline its specificities and communicate them with the world.

Fukuoka is a multi-layered city, composed of three levels, the underground, the ground level and the upper level. The underground area in the city centre is as much used as the ground and upper grounds. The underground and ground level are used for transport, but apart from that, each level contains similar functions, which is retail, entertainment, business, and services. The uniqueness of the large underground network is hidden by the lack of diversification between the different levels.

Strategies for second cities

Currently, Fukuoka is focused on the branch economy, with subsidiaries of main groups and international organisations. Can Fukuoka compete at a bigger scale? Can the economy be turned more towards functions for territory? It needs to be further studied how cross-border relationship with Korea and China can contribute to a better image and positioning for Fukuoka?

Tenjin Meiji-dori needs a unifying vision, a sense of place to the district in order to improve the fluidity of space. It is important to define what could unify the districts, not only in spatial terms but also in terms of function and image, the relation between formal and informal, creativity and business, profit and culture. An integration between the neighbourhoods, the sub-centres, the sea and the islands, the airport and seaport is lacking.



Tenjin Meiji-dori is a hub (*Shunyo*) for the City. It is an urban pole for exchange between business, commerce, transportation, redistributing functions, retail and people. The value of TMD lies in the concentration of flows. The regional railway station close to the district irrigates the area and creates pole for exchanges.

Tejin-meiji CBD Central Business District main functions located – directional functions where power is established – shift from centre towards other districts – shift to move functions to Hakata districts – retail centres are moving to waterfront (Momochi district) with risks that directional function of TMD could disappear.

Urban trends

Several societal and demographic trends are changing the nature of the urban system in Fukuoka.

- Recent demographic changes, with an increasing number of young people, women, aged people and a smaller middle group, are shifting trends in retail. At the same time the income is decreasing and the taste of people is changing fast.
- Recent trends in transport are shifting the focus from individual car use to pedestrians, thus the importance of the concept walkability.
- Trends in the relation to work: shift from conventional permanent work (formal), and flexible work in mobile offices (more personalised). The current global economic crisis put the stability of permanent employment into

question. Mobile offices are characterised by less paper work and processing more data, design and creation.

- Trends go for smaller formats with a more individual approach. There is more focus on networking and personal interconnection rather than the conventional collective approach. There is a development of microspaces of activities, serviced by advanced NTIC and by robots used for repetitive tasks.

Panel Proposals

The Panel proposals can be structured along three main lines: transport, business activity, and spatial structure.

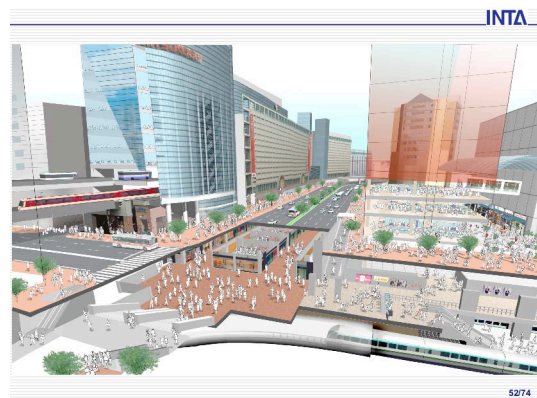
Transport:

It is recommended to accelerate the pedestrian-oriented nature of the district. Several measures can improve the **walkability**, by giving priority to pedestrians:

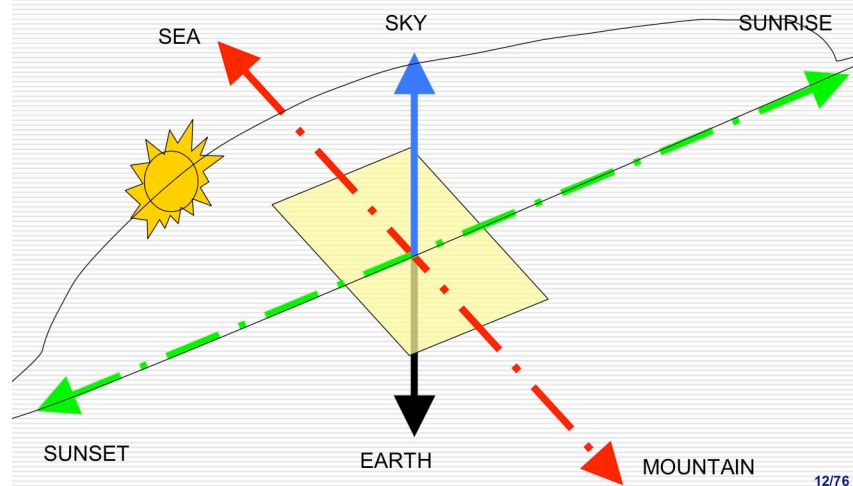
- Reduce waiting time at cross lights, giving more time to the pedestrians than to cars
- Regulation for cyclists and bike parking on pavement



- Less conventional bus shelters
- Improvement access to underground



Cultural & Symbolic Principles



- Better connection between public space areas with an improved interconnection of parks. The introduction of a green trail in the city centre by improving the access to the parks, creating small parks on avenue and connecting different neighbourhoods through green areas.
- Attractiveness of the intersections by using urban furniture, standardised and less intrusive signage. It can be considered to lower the pavement to the street level to reduce the break between different spaces



Work:

It can be considered to rent office space that is not used or only partially occupied to starters, small companies and mobile offices. Vacant offices can be offered to innovative companies to be used for regular meetings, to enable young creative people to meet with potential partners. The creation of micro spaces can be seen as a physical investment in the directional pole by adding new functions and attracting creative talents.

Spatial structure:

The panel proposes to position a square along the avenue to extend the spatial experience and discouraging the use of the private car. A spatial re-composition of the cross road between Watanabe and Tenjin-dori could give a sense of space, to be the pilot where the districts meet.

A green access with walking and cycling paths can contribute to the interconnection of the different districts and the interface of the city centre with the main parks, the seaside and the islands that deserve more attraction. The closer to the parks, the greener the landscape becomes with small units reminding the user of the proximity of nature.

MAKING GRAND DESIGN A REALITY

Delivery vehicles

The 2020 Forum

A Development Consortium of all local and regional players with the MDC as model and core partner

An Urban Institute

to provide technical support to the project and monitor follow up and implementation

Standing Council on Development

Cooperation between policy bodies and political decision makers

Consultative Council for Development (CCD)

Mobilization of local energies on the model of the We Love Tenjin

Expansion and Promotion Committee

Optimization of the cooperation process by diversifying the sources of funding for development.

INTA

How the Development of Meiji Tenjin dori can help the City

- Meiji Tenji district, becoming a place for experiencing city innovation, technology in the urban process, a reference and benchmark for urban sustainability - architecture, planning, liveability, construction & engineering, delivery of public services, community participation, etc.
- Being a catalyst for new economic thrust centred on knowledge-based activities, creative industries
- Attracting new talents and retaining young graduates and executives
- Increase international attractiveness and notoriety

INTA

How the City Hall can support the redevelopment of Meiji Tenjin dori

- Incorporate the principles of the Grand Design into the City strategy
- Based on that strategy, the City should adopt *special treatment* of the Meiji-dori area provided that the development proposal is consistent with the Grand Design and the City strategy

INTA

How the City Hall can support the redevelopment of Meiji Tenjin dori

- Special treatment: some specifics
 - Ensure that planning policy and building permits are adapted to the meet the strategy
 - Develop a pro-active policy of improvement of common space
 - Make reduction of the use of private car a priority
 - Make a commitment to the site by taking a small part of the development to (re)locate public services, cultural facilities or innovative activities
 - Highlight the district's heritage

The Delivery Vehicle Options

Requirements

- Ideally can go wider than each individual property
- Has the ability to purchase property
- Manages property

Could be

- Voluntary agreement (current situation)
- District development company
- Land swaps
- Close liaison between site owners and other stakeholders - the positive and constructive role of the MDC



GRAND DESIGN

- Mix of high quality public and private space
- Diversity within a coherent master plan
- Public private partnership
- Environmental and sustainable components
- The district as an incubator for the whole city

THE INTA PANEL

The INTA Development Advisory Panel

The INTA Panel Process

INTA is a non-profit, independent international association established for the promotion of improved development and management of existing and new towns. INTA members represent both the public sector, on national, regional and local levels and the private sector: land developers, planning and renewal agencies, investors, financial institutions, builders and contractors, researchers and scholars.

The Association makes available an international advisory services carried out on a voluntary basis, by professionals from the urban development sector who possess sound expertise in all aspects of land-use planning, development, financing and marketing of large-scale urban projects. During a five-day assignment urban problems are thoroughly reviewed, development opportunities detailed and options proposed.

The Panel for Fukuoka

Henry Chabert
France

Henry Chabert was for 12 years Deputy Mayor of Lyon in charge of Urban Planning, Vice President of the Urban District of Lyon; then he moved as Managing Director of the Public Development Corporation of Etang de Berre near Marseilles. Henry Chabert was elected to both the French and European Parliaments. Henry is now a Consultant on urban affairs and regeneration policy; he graduated from the Lyon Business School and the Institute for Finance.

Didier Drummond
Paris, France

Architect and urban planner, Didier studied Fine Arts under the guidance of landscaper Bernard Lassus. He learnt his craft in Brazil with the Oscar Niemeyer practice and the «favelas» of Rio de Janeiro. In 1978, on his return from Brazil, he was awarded his architect's diploma and published his thesis on the informal housing. Subsequently, he won many commissions and was given full responsibility of a wide variety of projects. In 1981, he established his own practice and worked on a wide variety of projects covering urban planning and landscaping, dwellings, public sector projects, rehabilitation of older buildings and furniture design. Since 1997, he lectured in architecture and urban planning both in France at School of Architecture Paris Seine, and at the University of Beirut in Lebanon. Nominated as special advisor for urban development he is a member of several International Architectural and Urban planning jury: Urban Development of St Denis University in North Paris area; Public infrastructure in France and Lebanon; Urban planning, Public spaces and Landscaping of several districts in Paris and Beirut.

Janis Dripe
Riga, Latvia

Architect and diplomat, City architect of the City of Riga, after finishing his studies at the Technical University of Riga, Janis Dripe has worked since the 90's in urban development. He is the author of general plans on the reconstruction of numerous Latvian cities and regions of Latvia. He participated to the design of public and private buildings. From 1990 to 1996 Janis was Professor for the faculty of Architecture at the Technical University of Riga. From 1982 to 1996, he was Vice President then President of the Order of Architects of Latvia. From 1993 to 1995 he was Minister of Culture. Since 1996 he has been working for the Ministry of Foreign Affairs and appointed Ambassador of Latvia to the United Kingdom, Northern Ireland and Sweden. He is the author of more than 300 articles on architecture and culture.

Marc Glaudemans
Tilburg, The
Netherlands

Marc Glaudemans is Dean of the Academy of Architecture and Urbanism in Tilburg since 2004. He graduated in Architecture and Urbanism and holds a PhD in Architectural Theory and History. Marc Glaudemans lectured at several Dutch and International Universities and participated in many international conferences (Carmel, Stockholm, Montreal, Perth, Hong Kong, Shanghai, Hanoi, Lausanne, Torino, Istanbul, Delft, etc.). In 2000 he started an architectural consultancy firm to work on urban visions and strategies for public and private clients. In 2006 he founded Stadslab European Urban Design Laboratory, as the postgraduate international program of the Academy, aiming at medium sized cities. Marc Glaudemans was appointed professor of Urban Strategies at Fontys University of Applied Sciences in 2007. He combines this position with the position as Dean. Professor Glaudemans published numerous articles and books on Urban landscaping, urban development strategies and architecture.

Michael Gahagan
Sheffield, United
Kingdom

Michael Gahagan worked in the Department of the Environment before moving to the Inner Cities Directorate. After a period as Regional Controller (Planning) London he moved to the Department of Trade and Industry as Director of the Inner Cities Unit responsible for the Government Task Forces. He returned to the DoE as Head of the Inner Cities Directorate responsible for the Single Regeneration Budget, City Challenge, English Partnerships, Urban Development Corporations, Housing Action Trust and the European Regional Development Fund. In 1997 he took over Housing Private Policy & Analysis Directorate and in June 1998 became Director of the new Housing Directorate. He was responsible at official level for the Green Paper 2000, consulting on a comprehensive set of proposals for housing policy in England. Michael retired from the DETR in October 2002. Since then Michael has chaired the Housing Market Renewal Pathfinder (a large sub-regional regeneration project) in South Yorkshire. He is also on the Board of his local Housing Association.

Kristian Johnsen
Copenhagen, Denmark

Since 2006, Kristian Johnsen has been manager and director (a.i.) of regional development at the Capital Region of Denmark. From 2003 to 2006, he was manager at the Greater Copenhagen Authority and, among other things, co-responsible for development and collaboration on integration activities across Øresund (Copenhagen and Malmö) and responsible for collaboration with Ministry of Science, Technology and Innovation on to new science parks in Copenhagen. From 2001 to 2003, he works as special advisor for the Ministry of Science, Technology and Innovation and was project manager on large collaboration project with regions, municipalities, universities and industry with ICT-research and development. From 1998 to 2000, he coordinated projects for the development of strategy for improving use of ICT in industry in the National agency of trade and industry. He has a large experience in research and development on innovation for industries and territories and strategic territorial development.

Christophe Lamontre
Paris, France

Since 2000 Christophe Lamontre is project manager, in charge of restructuring and managing Real Estate and Property operations of the Paris Transport Agency, RATP, overseeing construction and building operations, Real-estate valuation and urban development on company's and third-party's land with the view to accommodate industrial growth of the RATP. Christophe held a similar position with the National Utility Company – EDF - from 1992 to 2000. He is currently managing large Real-estate / commercial projects in the Paris area.

Charles Lin
Taipei, Taiwan

Charles Lin is Associate Professor at Taiwan National University; Graduated as architect-planner with a Master degree in Urban Planning/Urban Design, Charles hold important positions in Taiwan ranging from local municipalities to the central government. He served as the Director-General of Construction Planning Agency, Ministry of the Interior, and was responsible for national spatial planning, town and rural planning, new town development and urban regeneration policy, housing policy as well as National Parks services. Charles was Director-General of Kaohsiung City Government in charge of Public Works Bureau and Urban Development Bureau. In Kaohsiung, he took a leading role in improving the river and harbor fronts redevelopment, speeding up construction and operation of public amenities, and promoting private investment in public infrastructure on PFI (Private Financial Initiatives) basis without further increasing public debt. He fostered community design programmes encouraging citizens participation in establishing a new institutional system of “Community Architect” to help regenerating neighbourhoods. Charles served as Director-General of Urban Development Bureau in Hsinchu City, a High Tech industrial hub, where he developed the planning process for new technological and commercial urban centres and incorporated Hsinchu second science park and the new technological urban centre into a new type of satellite science park. Charles worked for 15 years with Taipei as Deputy Chief Engineer, Director of

Urban Design office, Head of Urban Regeneration office. Charles Lin was Visiting Scholar at Massachusetts Institute of Technology (Special program for Urban and Regional Studies, Department of Urban Studies and Planning). His recently published book “The Innovative Strategies of Urban Spatial Governance-Assessing Projects of Three Major Capital Cities in Taiwan: Taipei, Hsinchu, Kaohsiung” addressed the role of *creativity, culture and urban governance* as the critical components to revitalize regions and cities.

Michel Sudarskis
INTA

Michel Sudarskis is the Secretary General of INTA, the International Urban Development Association, since 1987. He holds PhD in Economics and Political Sciences. Before joining INTA he taught on international co-operation and foreign affairs as Associate Professor with several Universities (Strasbourg, Paris, Nice and Lille) and served with international organisations in Italy and Belgium. Michel Sudarskis writes and speaks regularly on urban issues.

Line Algoed

Line Algoed is Director for Development at INTA, where she is responsible for coordinating INTA’s international membership to endorse sustainable urban development strategies in cities around the world. Before joining INTA, Line worked for a human rights NGO in Lima, Peru, focusing on urban inequalities and as research assistant for the Department of Cultural Anthropology and Development Sociology at Leiden University, where she also obtained her Masters degree.

Kei Minohara

Urban planner. President of Minohara Project Conductor’s Office. Graduated from Department of Education, Tokyo Univ. in 1958, and College of Science and Technology, Nihon Univ. in 1960. Joined the Ministry of Works in 1960, and started studying urban planning at University of Pennsylvania Graduate School next year. Worked as Urban Planning Manager at Ibaraki Prefectural Government, and as House Building Manager at the Ministry of Works. In 1985, retired from the Ministry. He’s currently a private urban planner and urban consultant. In 2003, awarded The City Planning Institute of Japan Ishikawa Prize for his many years achievement. His main works include Makuhari New Center, Makuhari Baytown Project, Fukuoka Island City Plan, Hiroshima Moto-machi Revitalization Plan, etc.

Hiroyuki Sasaki

Registered Architect, AICP. Graduated from Department of Architecture, Faculty of Engineering, the Univ. of Tokyo in 1985, and University of California, Berkeley Graduate Division in 2001. Through the carrier at Fujita Corp., Calthorpe Associates, Freedman Tung & Bottomley Urban Design □ San Francisco □, he is currently an associate professor at Kobe Design Univ. His main works are Redwood City, CA-Courthouse Square & Downtown Plan 2007, City of Tracy, CA-Downtown Specific Plan 2007, City of Spokane Valley, WA-Corridor Subarea Plan 2007 and

City of Bothell, WA-Downtown Subarea Plan 2007. Won CNU Charter Award 2007 and California Redevelopment Award of Excellence 2008 .

Atsushi Deguchi

Doctor of Engineering entitled by Department of Urban Engineering, Graduate School of Engineering, Tokyo University. Specializes in urban design and planning, and promotes lots of frontier research and education projects such as Habitat Engineering as approaches to Asian sustainable cities, urban liveliness of city center, urban analysis and planning issues on the center of Fukuoka City, building control of high-density urban environment, and landscape design and regulation in rural areas. Focuses on liveliness in East Asian cities, and surveys on temporal, adaptable spaces such as street vendors to re-create attractiveness in Japanese declining local city centers. Experiences as director and master planners in major urban development projects. Works as master planner in the new campus planning of Kyushu University and Island City Project in Fukuoka City. Exerts initiatives in lots of social activities such as executive director of “We Love Tenjin Area Managements Association”, “Hakata Area Management Association” and executive committee chair of the first social experiment of Tenjin Picnic 2004. Doctor of Engineering entitled by Department of Urban Engineering, Graduate School of Engineering, Tokyo University.

Specializes in urban design and planning, and promotes lots of frontier research and education projects such as Habitat Engineering as approaches to Asian sustainable cities, urban liveliness of city center, urban analysis and planning issues on the center of Fukuoka City, building control of high-density urban environment, and landscape design and regulation in rural areas. Conducts research activities in Asian countries as well as in Japan. Focuses on liveliness in East Asian cities, and surveys on temporal, adaptable spaces such as street vendors to re-create attractiveness in Japanese declining local city centers. Member of many of city planning boards and councils. Often invited to lectures and symposia, and promotes researches on various issues offered by local governments and community groups. Many experiences as director and master planners in major urban development projects. Works as master planner in the new campus planning of Kyushu University and Island City Project in Fukuoka City. Exerts initiatives in lots of social activities such as executive director of “We Love Tenjin Area Managements Association”, “Hakata Area Management Association” and executive committee chair of the first social experiment of Tenjin Picnic 2004.

Kaoru Tamura

Research Institute of Industrial Policy (belong to the Ministry of Agriculture, Forestry and Fisheries) and as consultant at the Japan Research Institute Ltd, Tokyo. From 1993, he has lectured visitors industry, service industry and the program for social entrepreneurship and social innovation at faculty of commerce, Fukuoka Univ. Kaoru specializes in urban marketing and

marketing for visitor attractions. His main published books are □Urban marketing□, □Urban-central retailing - a case study of Fukuoka City□, □Urban strategies to attract tourists in the East-Asian region

Kouichi Sakaguchi

After completed School of Engineering the University of Tokyo in 1980 (Master of Engineering), Kouichi Sakaguchi entered Kyushu Economic Research Center whose activity area covers Kyushu and Yamaguchi. Involved in various areas of field survey, consulting and planning related to local industry, economy and urban development. Moved to Kyushu University in 1996 and engaged in entrepreneurship and innovation research there. Contributed to the establishment of Kyushu Business School, and taught entrepreneurial venture theory. From 2004 to 2008, engaged in multifaceted study on “kansei” in a big project “User Science Institute” which promotes studies on fusion policies of sensitivity and technology from users’ point of view. Responsible for education programs such as future generation kansei industry and project team practice in Department of Kansei Science, Graduate School of Integrated Frontier Sciences, Kyushu Univ. from April 2009. Takes interest in product and service development appealing to human kansei and emotion, offering creative opportunities and process which inspires kansei, and sensuous kansei urban space development.

Takaaki Hoshino

Deputy Director at Kyushu Branch of Development Bank of Japan, Inc (DBJ). Graduated from Faculty of Law, the University of Tokyo (BA in Law) in 1997 and Masters in Finance Course, London Business School (MSc in Finance) in 2004. Joined DBJ in 1997, and at the Project Finance Dept. of DBJ from 2000 to 2003, he arranged and financed fifteen structured finance transactions, including Commercial Mortgage Backed Securities, for a total of \$13.8 Billion, each of which played critical role in expanding the Japanese structured finance market. His achievement includes the following: largest Collateralized Loan Obligation transaction in the world: Mizuho Corporate Bank, \$10.5 Billion, September 2002, largest securitization transaction in Japan: Seibu Department Store, \$901 Million, August 2000, first Private Finance Initiative transaction in Japan, Kazusa Clean System, \$83 Million, June 2000, first Energy Saving Company (ESCO) transaction in Japan introducing project finance, Hitachi ESCO PF deal, \$800K, February 2002 At Environment and Energy Dept. of DBJ, involved in setting up a Japan’s national carbon fund of \$141.5 Million (“Japan Greenhouse Gas Reduction Fund”) – the first carbon fund in the whole Asia – for the purpose of establishing CO2 emission trading market in Japan. Worked at Kyushu Branch of DBJ twice, and involved in real estate finance in the Kyushu Region in his current position.

Kouji Nakamura

Technical Advisor to Tenjin Meiji-dori Ave. Development Council. President of Fukuoka City Forest and Greenery Town Planning Association from April 2008. Born in 1947. After graduated from Kyushu Institute of Technology in 1970, entered Fukuoka City Government. Worked in Agriculture, Forestry and Fisheries Bureau, Urban Development Bureau, Ports and Harbors Bureau, and so on. Chief Executive of Ports and Harbors Bureau in 2002, of Nishi Ward in 2002, of Agriculture, Forestry and Fisheries Bureau in 2005, and Urban Development in 2006. Involved in urban development and planning in Fukuoka City over 30 years. When the subway system was built along Meiji-dori Ave, engaged in renewal planning of the avenue.

INTERVIEWS

The local actors

The Panel has interviewed the following personalities:

◆ Kazuhiko Enomoto

Enomoto Kazuhiko is Chairman and Representative Director at *Fukuoka Jisho*.

◆ Akira Ogasawara

Akira Ogasawara is Kyushu Branch Manager of the *Development Bank of Japan*.

◆ Toshio Hayami

Mr. Hayami is President of *Iwataya Company Limited*. Iwataya has been playing the role of an engine for commerce in Tenjin area over 50 years.

◆ Toshiyasu Noda

Toshiyasu Noda is Director of the *Regional Office for Asia and the Pacific of UN-HABITAT*, which serves the Asia and Pacific region in the implementation of the Habitat Agenda.

◆ Toru Tanigawa

Toru Tanigawa is Professor and *Deputy Director General of the Arts, Science and Technology Center for Cooperative Research*, Director General of the Venture Business Laboratory and Director of the International Centre of the Intellectual Property Management Center at Kyushu University.

◆ Koichi Hashida

Mr. Hashida is Vice Chairman of *Organization for Promotion Academic City* by Kyushu University, Chief Secretary of New Fukuoka Airport Promotion Council, Advisor of Business Industry Executive Committee, Vice Dean of Kyushu-Asia Institute of Leadership. Mr. Hashida is one of the leaders in the current business world of Kyushu and Fukuoka, and acquainted with various fields as well as economic area.

◆ Koji Karaike

Koji Karaike is Chairman of *Hakata Area Management Association*.

◆ Tsuguo Nagao

Tsuguo Nagao is President of the *Fukuoka Employer's Association*, President of the *Kyushu Federation of Employer's Association*, Permanent Manager of Fukuoka Association of Corporate Executive Chairperson of Traffic Committee, Kyushu Economic Federation, Chairperson of the Japan-America Society of Fukuoka.

◆ Hiroshi Yoshida

Hiroshi Yoshida is Mayor of Fukuoka since 2006.

◆ Tsukasa Shishima

Tsukasa Shishima is Honorary Chairman of the *Nishi-Nippon City Bank* and Chairman of *Fukuoka Culture Foundation*. Mr. Shishima has contributed to giving local companies a foothold to go national and has endeavoured for the development of Kyushu. Also known for playing a large part in promotion of community-based business and cultural activities.

◆ Hiroyuki Abe

Hiroyuki Abe is Secretary General of the Community group, *We Love Tenjin*. Various stakeholders in Tenjin, including organisations, residents, and government agencies work hand in hand to develop Tenjin into a friendly, safe and comfortable place, to increase its value and capacity to draw visitors, to revitalise its economy and to create a unique culture to Tenjin.

◆ Hakata Urban Development Council

The Council has been created to recreate Hakata by area management and seek urban development in partnership with residents, companies and government.

◆ Masahiro Kinoshita

Working group leader of *We Love Tenjin* Community Partnership Working Group on Hospitality.

◆ Miyoko Morita

Working group leader of *We Love Tenjin* Working Group on Communication.

◆ Akihiro Takeishi

Working group leader of *We Love Tenjin* Working Group on Coexistence with Bicycle.

◆ Yuko Ogawa

Animator of *We Love Tenjin* Community Partnership Working Group on Hospitality.

◆ Akio Shimazu

Animator of *We Love Tenjin* Working Group on Community Partnership Hospitality.

◆ Shuhei Umeno

Secretariat of Executive Committee of *Music City Tenjin*.

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- Fukuoka Panorama, Fukuoka, 2007
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- The European Grouping of Territorial Cooperation, MOT, Paris, May 2007

ANNEX I

Cross Border Cooperation

the example of the Basque Eurocity - Bayonne (France) - San Sebastian (Spain)

A cross-border territory as a life territory located on one side and the other of one or more borders, a space of projects delimited and put forward by elected representatives, which is not aimed at the administration of that territory but at the definition and the implementation of coordinated action programmes to respond to the needs of the inhabitants. This integrating concept may be developed at different levels: cross-border agglomeration, Urban region or metropolis (mixed rural/urban areas), natural cross border area, river or sea basin, etc, but the better the proximity scale, the more chance the cooperation format will be responding to the needs of citizens.

A cross-border territorial project, through the organisation of “multi-level” local governance that associates all levels of competence (local, regional, national), can allow:

- to develop important action programmes around key topics of local cooperation, cohesion factors: health, mobility, employment/training, urban planning, environment, culture, languages, etc. that may mobilise local actors and well respond to citizens' needs;
- to produce new economic developments through the establishment of joint public private facilities and services, networking with economic and social actors, notably enterprises, that can free and “boost” the productive forces;
- to develop a common strategy concerning spatial development;
- make life easier for the people who live on both sides of the borders by way of coordinating public policies;
- to reduce imbalances at borders in terms of wages, tax legislations, administrative regulations, etc.

Cross border cooperation, such as in the case of European Union cross-border partnership, can be implemented through common management instruments such as Cross Border Agency, a collaborative structure involved in various sectors, from market studies, infrastructure planning, to various themes which touch the lives of the inhabitants of the partners, like sports where teams do their training in each other facilities.

How to translate into specific projects these ideas?

Shared diagnosis

This necessitates being equipped with a new vision that will allow a more widely-embracing interpretation of both territories. It will be necessary to avoid the many hindrances to progress, the internal neutralization and the duplication produced by some infrastructures, and also to promote joint planning that will provide both

territories with complementary facilities and services that match a more efficient urban region.

As already indicated, each side disposes of its own juridical and legal organs for territorial development. The mere sum or juxtaposition of these organs can scarcely achieve an even minimally coherent result. A White Book could be commissioned as the embryo of what in the future may become a “Master plan” for the urban region. This White Book could become a reference document, not only for cross-border actions but also for the decision-makers on either side. Its potentiality and main virtue reside in the institutional consensus produced by the commissioning. It is well to bear in mind that any new process that the White Book promotes is not included in the normative planning on both sides. It is a strategic document showing a shared determination that allows the proposals contained in the White Book to be incorporated into the planning process of each side.

The Drafting Team, might comprise planners and multidisciplinary experts from both sides of the border, taking on the task with the ambition of making the White Book a practical tool for spurring a construction process of a metropolis which would aim to be favourably placed in the European urban system.

ANNEX II

Future High Street – the United Kingdom scene

The face of the United Kingdom High Street is changing. Fukuoka is confronted with similar trends.

There are actually two distinct and separate markets: major retailers in which people tend to do their main weekly shop, and convenience stores or traditional corner shops and high street stores. The underlying assumption is that the two sectors did not take trade from each other. While the major supermarket chains may now find it very difficult to buy each other out, they can still increase their market share by buying out convenience store chains.

Other changes favour the trend towards the homogenisation of the high street. The introduction of Sunday trading puts smaller retailers with limited staff at a disadvantage against larger retail outlets. The purchasing power of large multiples is well-known, but the fact that they also have their own supply chains can also adversely affect the competitiveness of not only smaller retailers but also of independent suppliers.

If the consumer abandons community shops in favour of the convenience of the larger retail outlets, how will this affect long-term consumer choice?

Threats to high street

The high street faces bigger problems than just the current economic downturn and reduced purchasing power. The internet makes shopping a lot more convenient than trying to brave buying crowds³. Availability is often better online too: there is only so much stock a shop can put on its shelves, whereas customers can find pretty much any book or DVD or travel packages online. Consumers are less concerned about "trying before buying" and there are categories that seem suited to selling online. Music, games and films, can be bought and downloaded easily. Sales of more tangible items, such as clothing, also do well. Moving online also has attractions for retailers themselves. It is much cheaper to run a business online; the computer screen becomes the shop window, with no need for expensive high street branches, with high rents, staff and energy bills to be paid.

The future of high street

With the economic downturn, the United Kingdom's retail landscape might change rapidly; the future of high street should find out how to start on a new growth curve, offering opportunity for innovative, hard-working, consumer-driven companies.

Restaurant, bars and café or tea culture

The growth of coffee bars, internet cafes, and store restaurants had reflected the growing need for the so-called "third place". Household size continues to fall, and

³ Internet shopping now accounts for around 7% of total sales in the United Kingdom

people increasingly live apart, while the scope for socialising at work is decreasing. Many people telework, and politically correct workplace regulation often makes socialising at work into a career risk. Consequently, there is a growing demand for places to meet and socialise other than the home or office. Growing disposable income enabled a significant 'third place' market that has been captured by chain bars and café, Sushi bars and restaurants.

However, the chain bar (café) concept is becoming tired and falling out of favour. The smoking ban, an ageing population and a growing trend for drinking at home will affect these businesses. Should expect to see more different food outlets. Coffee chains are reaching saturation. But retailers could start using these spaces as customer collection points for goods purchased online. And coffee shops could become connectivity hubs where people can recharge phones and laptops and use the internet. They may find themselves in increasing competition with traditional retailers, however, who may look to serve more refreshments. In a few years' time there could well be a new drinks fad, as health and wellbeing become more important. Japanese-style tea houses may add new products to the market.

Pharmacies

High street pharmacies will become increasingly about health services as much as about products and will offer optical, dental and health facilities. They might replace local GPs as the first port of call for basic advice. Stores will also cater for an ageing population that is eager to stay looking youthful. Should expect more services designed for this purpose, such as nail bars, and beauty clinics.

Supermarkets

There will be much more fragmentation in the supermarket industry as discount food shops take their share and more convenience stores pop up to capitalise on a trend for top-up shopping. Supermarkets will open more local one-stop convenience shops, offering health and postal services as well as food. They will be completely self-service and will have home-delivery networks. But, once spending power returns, the discounters are unlikely to retain loyalty, as quality becomes more important. Growing emphasis will be placed on locally sourced food as national economies try to become more self-sufficient.

Music, games, DVD shops

These will disappear from the high street as customers turn to the internet for downloading music, films and games. While a few will still have branches in out-of-town retail parks, the majority will operate purely online, offering a click-and-collect service for customers to pick up their purchases from the location of their choice. Any that remain on the high street will do so in even larger stores, giving up space to cafés and moving into new markets.

Charity shops

Lots of free space on the high street and cheaper rents will be good for charity shops. But they will have to put in some work as well. They will find themselves competing against a lot more mainstream ethical brands and will have to raise their retail standards if they want to profit. Just because something is ethical doesn't mean that we're going to buy it - it has to be desirable as well. Charities must adopt professional retail models, including marketing, and integrate much more into the high street.

Mobile phone shops

There will be far fewer mobile phone stores on high streets. Instead, they will be incorporated into huge, out-of-town warehouse stores as part of one technology and electrical retailer. Future electrical stores will be about connectivity, not about one type of device. They will help people to manage their electronic lives rather than just sell them products. Advice and service will become much more significant, especially for an ever more tech-savvy customer base.

Liquor and Wine shops

Wine is very popular, but whether specialist retailers selling is need is debatable. Wine merchants are feeling the pinch already as people cut back on more expensive wines. But all alcohol could become even more expensive if Governments try to use it to replace lost revenue on smoking. Supermarkets have had a big impact, stocking huge ranges from cheap stuff to premium labels. Specialised shops will have to compete with them by offering wider ranges and expert knowledge to justify increasing prices.

Non-retail shops

Estate agencies have taken up a lot of high street space and obviously a lot of them are set to vanish. The same might apply to hairdressers.

Clothes stores

There might be far fewer clothing stores as retailers use the internet and central distribution centres to deliver. Prices will rise because of higher sourcing costs, and consumers will become more selective, with design driving purchasing rather than price. The desire for niche, premium lifestyle brands will see specialist retailers emerge. The challenge will be for the supermarkets, which need to move their clothing offers on. Supermarket and retailer might want to combine their business.

Luxury goods and fashion

Increasingly, consumers are demanding that the goods they buy be made in ways that do not harm the environment or the workers who make them. They are often willing to pay more for "green" product or "fair trade" goods. In the current economic slowdown, luxury brands are searching for new reasons to persuade consumers to pay for high-priced products. People want a return to genuine values, such as timelessness, sincerity and exemplary standards; a more socially conscious shopping model.

Because its role as a trendsetter the luxury and fashion business could have a large impact on both consumers and the industry on adopting socially responsible business practices. Many in the luxury industry now go from a concept of "fast fashion" – where dresses or accessories are designed and produced quickly to meet the latest fad and then thrown away the next season – to one that embraces "slow fashion" where goods are made by hand and meant to endure more. The "slow fashion" movement has taken its roots in the "slow food" movement that supports small local farmers and promotes the use of local, seasonal products.⁴

⁴ IHT 27th March 2009

Reasons to remain confident

High street shopping is accessible - often in a no-car area allowing customer to amble around. It might be more expensive than renting a unit in an out-of-town centre, but the high street gives a retailer visibility and brand awareness. Every time someone walks down the street to get to the underground station, they pass a shop. This awareness does not exist with the retail warehouses.

The health of the high street depends not so much on shopping habits, as on the health of the community around it. Retail does not work well in areas where people don't have the money to spend, or to sustain shops that people want to go into. More high streets will suffer as the recession unfolds, because more communities will suffer. However, it might be that the worst hit will be the soulless out-of-town centres. A high street will always be there, simply by merit of its location. But an out-of-town centre exists for one purpose - to house shops; if too many of its units are vacant, because there is too much space and too few shops to go round, it becomes unsustainable. The recession will affect more these car parks with shops attached rather than the hearts of towns.⁵

⁵ John Stepek, editor of MoneyWeek - November 28 2008

ANNEX III

Development Corporations - United Kingdom Models

London Thames Gateway Development Corporation

The LTGDC is the key government agency responsible for delivering social and economic growth to transform the London Thames Gateway, part of Europe's largest regeneration project.

The London Thames Gateway Development Corporation (LTGDC) is a non-departmental public body sponsored by the Department for Communities and Local Government, with directors appointed by the Secretary of State, including some democratically elected councillors. It is an urban Development Corporation that has been charged with redevelopment of two East London areas in the Thames Gateway that fall within Greater London:

- The Lower Lea Valley area in the boroughs of Hackney, Tower Hamlets, Newham and Waltham Forest.
- The London Riverside on the north bank of the River Thames in the boroughs of Newham, Barking and Dagenham and Havering. The Riverside area is contiguous with the area covered by the Thurrock Development Corporation.

From October 2005, it has taken over certain planning functions from the Councils of these boroughs in the designated area. It has significant powers to effect change, by helping to improve the prospects for new homes, jobs, services and environmental improvements for local people.

LTGDC has a statutory remit to regenerate its area by:

- Bringing land and buildings back into effective use
- Creating an attractive environment
- Encouraging economic growth and
- Ensuring that housing and facilities are available to encourage people to live and work in the area.

There are three ways in which LTGDC works to achieve this:

- It influences and coordinates with other organisations and groups to make improvements in its area
- It has prioritised project areas where it will deliver its own projects
- It has the power to grant permission for strategic planning applications and the power to compulsory purchase land needed for redevelopment.

The LTGDC is the Government's lead regeneration agency for the Lower Lea Valley and London Riverside; the two areas with the greatest potential for growth in London and in the Thames Gateway. Since its creation in 2004, it have made progress towards creating vibrant, thriving sustainable communities that are environmentally responsible, well designed and provided with all necessary infrastructure.

LTGDC's work is focused on key locations where the commercial market has failed to renew communities and create new high quality environments and where its intervention will make the difference.

Projects in these key locations are designed to encourage other public and private sector organisations to invest in the area. The aim is to secure long lasting benefits for existing and new communities in East London. By creating the right conditions for investment it will help secure 40,000 new homes and 28,000 new jobs by 2016.

Between now and the end of March 2011 the LTGDC will invest £237 million in eight key locations. The result will be the creation of 8,200 new homes and 7,900 new jobs - along with the necessary infrastructure. In doing so, it will attract a further £1.8 billion of private sector investment.

BACKGROUND INFORMATION

Statutory Background

The LTGDC was established under the provisions of Schedule 26, Sections 134 and 135 of the Local Government Planning & Land Act 1980 to bring about the regeneration of the Lower Lea Valley and London Riverside.

LTGDC came into existence on 26th June 2004 as a result of the London Thames Gateway Development Corporation (Area & Constitution) Order, Statutory Instrument 2004 No.1642, and became operational on the appointment of the Chairman and Board members on 1st November 2004.

The LTGDC is the planning authority for relevant applications under the provision of Section 149 of the Local Government, Planning & Land Act 1980.

Aims and Objectives of the Development Corporation

The aim of LTGDC is to promote and deliver sustainable regeneration and growth of the London Thames Gateway within the context of the national policies set out in the Department for Communities & Local Government's Sustainable Communities Plan, the strategies for the wider Thames Gateway sub-region and the Spatial Development Strategy for Greater London ("London Plan")

LTGDC's statutory objectives are to:

- Bring land and buildings into effective use
- Encourage the development of existing and new industry and commerce
- Create an attractive environment
- Ensure housing and social facilities are available to encourage people to live and work in the area

In order to pursue these duties the LTGDC has the following powers:

- To acquire, hold, manage, reclaim and dispose of land and other property
- Carry out building and other operations
- Seek to ensure the provision of water electricity gas sewerage and other services
- Generally do anything necessary or expedient to meet this purpose.

LTGDC's Operational Area

LTGDC's designated boundary is split into two areas and includes land in six boroughs – the Lower Lea Valley (London boroughs of Hackney, Newham, Tower Hamlets and Waltham Forest), and London Riverside (London boroughs of Barking & Dagenham, Havering and a different part of Newham).

It is a limited life organisation (10 years), wholly financed by the Department of Communities & Local Government (formerly Office of the Deputy Prime Minister) with a board of directors appointed by the Secretary of State.

Development Corporations – United States Models

The Lower Manhattan Development Corporation

The Lower Manhattan Development Corporation (LMDC) was created in the aftermath of September 11, 2001 by then Governor Pataki and then Mayor Giuliani to help plan and coordinate the rebuilding and revitalization of Lower Manhattan, defined as everything south of Houston Street. The LMDC is a joint State-City corporation governed by a 16-member Board of Directors, half appointed by the Governor of New York and half by the Mayor of New York.

LMDC is charged with ensuring Lower Manhattan recovers from the attacks and emerges even better than it was before. The centerpiece of LMDC's efforts is the creation of a permanent memorial honoring those lost, while affirming the democratic values that came under attack on September 11.

LMDC works in cooperation with its partners in the public and private sectors to coordinate long-term planning for the World Trade Center site and surrounding communities, while pursuing short-term initiatives to improve the quality of life in Lower Manhattan during the revitalization effort.

LMDC is committed to an open, inclusive, and transparent planning process in which the public has a central role in shaping the future of Lower Manhattan. Several Advisory Councils representing a broad spectrum of groups affected by the World Trade Center attacks – including victims' families, business owners and downtown residents - regularly consult with the LMDC on issues of concern to their respective constituencies. LMDC also conducts public hearings, participates in Community Board meetings, and continuously meets with community groups, civic organizations

and public officials to ensure the opinions of those who were affected by this tragedy are taken into account.

LMDC Funding

LMDC activities and programs are funded through a Community Development Block Grant from United States Department of Housing and Urban Development (HUD).

Based on broad outreach and planning activities, LMDC studies and develops initiatives for the redevelopment of Lower Manhattan. In order to obtain HUD funds for an initiative, LMDC prepares a Partial Action Plan outlining the proposed expenditures. Draft plans are released to the public for two weeks of comment. Public comments are compiled, considered and documented in the plan submitted to HUD.

Partial Action Plans

Consistent with the spirit of the guidelines relating to such grants, LMDC develops documents called partial action plans that detail the proposed expenditure of these federal funds for particular activities. LMDC selects activities based on needs as articulated by the public including residents, businesses and workers, elected officials and government agencies, and community based organizations.

Final Action Plan For Lower Manhattan Disaster Recovery and Rebuilding Efforts

The activities contained in this Final Action Plan have been designed to meet the particularly urgent community development needs resulting from the September 11th WTC disaster. This Final Action Plan details the proposed expenditure of the remaining funds within the \$2 billion grant, totaling \$184,950,849 as well as potential additional remaining funds of as much as \$9,500,000.

Community Enhancement Funds

The Lower Manhattan Development Corporation is now accepting applications for Community Enhancement Funds. Applications may be submitted by non-profit organizations engaged in programs or projects that benefit the residents, workers, and communities of Lower Manhattan.

Cultural Enhancement Funds

In March 2006, the Lower Manhattan Development Corporation award \$27.4 million in cultural enhancement grants to 63 Lower Manhattan arts organizations and projects.

HUD Quarterly Reports

To comply with quarterly Congressional reporting requirements, HUD and the Disaster Recovery Grant Reporting System are collecting information regarding the use of Community Development Block Grant (CDBG) funds awarded under the HUD Disaster Recovery Initiative and for other program management purposes. LMDC will post this information on this website as it is updated.