

# EXPERT MEETING

FUKUOKA 2013

Moving from  
Concepts to Action

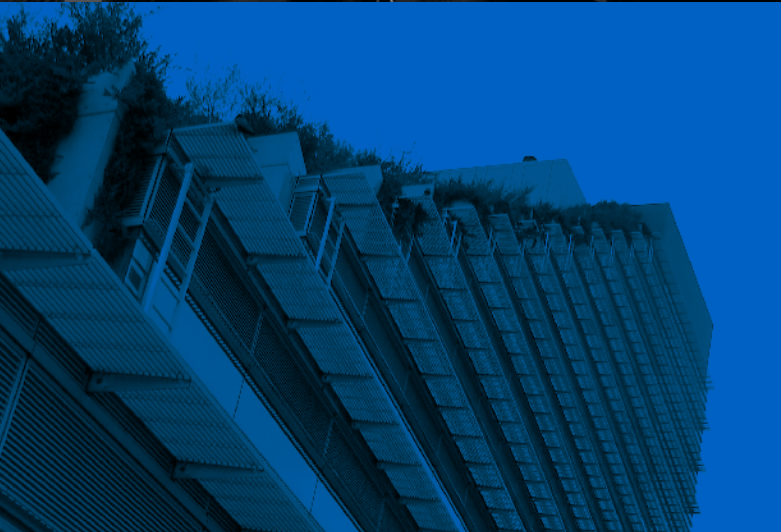


# Expert Meeting June 2013

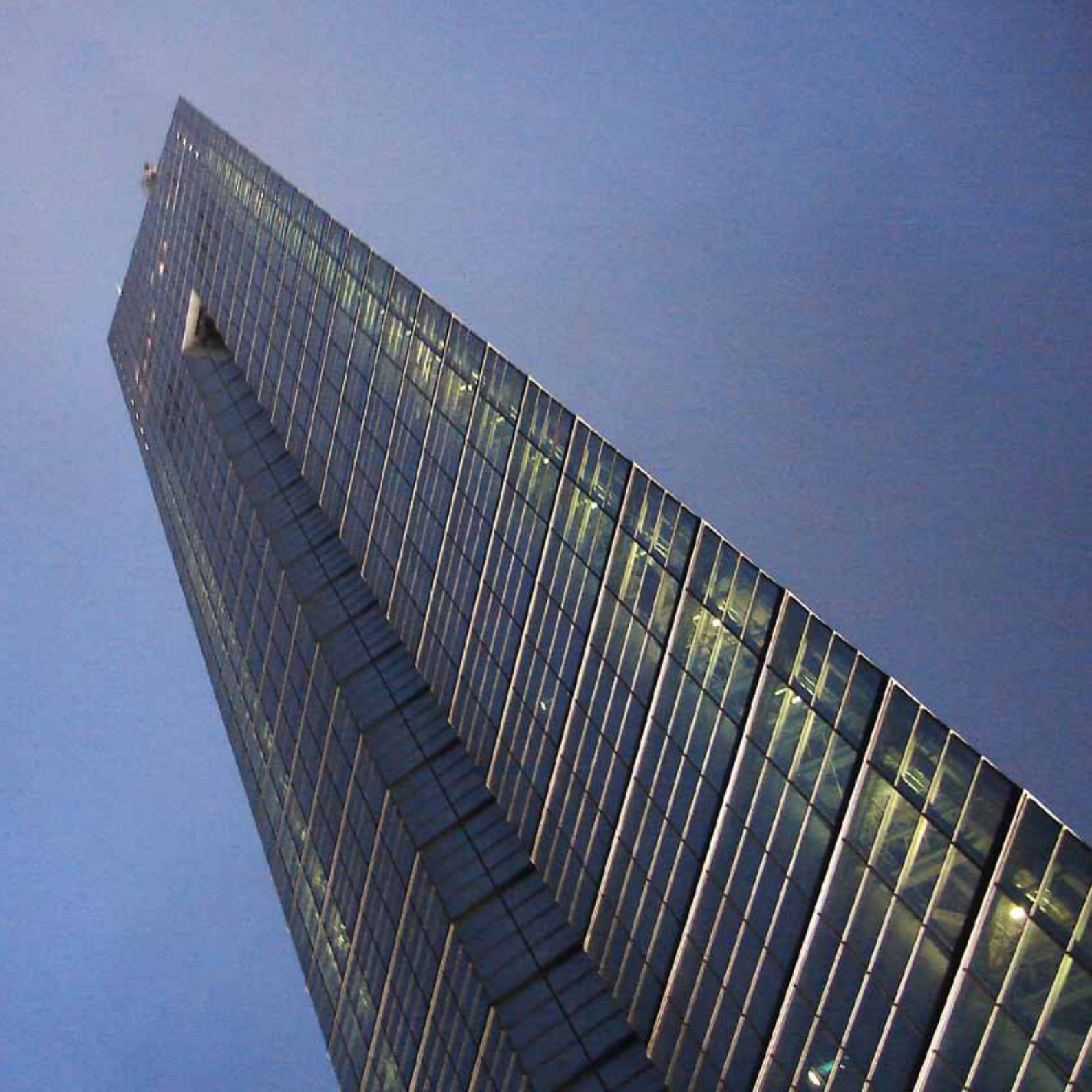
## Moving from Concepts to Action

### Content

- 1 **Foreword**  
Mayor of Fukuoka, Soichiro Takashima
- 2 **Foreword**  
FDC Working Group Leader, Koichi Hashida
- 3 **Urban Regeneration of Fukuoka**  
Toward Our Common Future  
Taichi Goto
- 4 **The Role of MICE in Fukuoka's Revitalisation**  
Talking points at Fukuoka urban development forum  
Neo Chiam Lim
- 5 **Another Look at the Case of Fukuoka**  
The "Quick Wins" in Urban Mobility  
Rob van der Bijl
- 6 **The Involved City**  
New Actors in the Urban Redevelopment in Fukuoka  
Saline Verhoeven
- 7 **Assessing Fukuoka**  
Urban Redevelopment Potential  
Marc Glaudemans
- 8 **Fukuoka's Revitalization in Context**  
John Mader, Senior
- 9 **Experts**







# 1

## Foreword

### Contribution

Soichiro Takashima  
Mayor of Fukuoka

From ancient times Fukuoka has had a deep connection with Asia. This is the message conveyed by the Chinese characters designated into the famous gold seal found in Fukuoka that is now a designated national treasure. Today, the daily regular high-speed ferry service to Korea, the arrival of many large cruise ships in the port, and a dense network of airline connections not only facilitate cross-border travel but also stimulate intensive international exchanges in areas as wide-ranging as food, culture, fashion and the Cool Japan initiative.

Hakata Bay, right next to the compact city center, is embraced by arms of green on all sides, from incomparably beautiful Shikanojima Island and Uminonakamichi on the ocean side to the lovely mountains of the Sefurisan Range on the land side. These rich natural environments are within easy reach, making Fukuoka a great place to live, a city that brings together wide-open nature and a compact, dense urban environment. As a result, Fukuoka ranks high in city ratings both in Japan and globally.

The high proportion of young residents and young women residents is evidence of Fukuoka's dynamism. Just this past spring the city's population topped the 1.5 million mark, and it is expected to increase further to 1.6 million in 2028. The proportion of residents who are students or foreign exchange students is likewise high, so another strength of the city is its human capital. Among all of Japan's cities with a degree of administrative independence (ordinance-designated cities), generally the largest cities, the rate of business formation is highest in Fukuoka. The city is second only to Tokyo for the number of large international meetings and conferences held, yet another demonstration of the city's appeal to people from around the world.

Until recently the growth of Japan's urban population was heavily dominated by growth in Tokyo, Osaka and Nagoya. This era has now passed, as regions throughout Japan are devising growth strategies that exploit their specific characteristics to keep up

with fierce global competition among cities. Fukuoka has many attractions to be sure, but it cannot rest on its laurels. Harnessing the pool of talent and potential for collaboration in the city is an urgent task.

Fukuoka Directive Council (FDC) was set up as a means of stimulating growth both in the city proper and the surrounding metropolitan region. FDC is a joint effort among industry, educational institutions, government and citizens. As a first step the strengths and characteristics of Fukuoka were analyzed. The next step was to develop a vision for growth for the metropolitan region. This was followed by the formal adoption of the growth strategy. The final step, to which each of the participants is now contributing, is to realize that vision through a series of projects.

The various branches of government are in a position to define an overall vision for the city, but their ability to implement their vision rapidly is limited. Private-sector companies can act more quickly, but they are not in a position to define an overall vision for the city. FDC is uniquely positioned to take advantage of the strengths of both – defining the overall vision and implementing it—a highly innovative approach that is now being put to the test for the first time.

The city of Fukuoka has put in place a new vision for the future that is summed up in the words: Fukuoka – a leading city in Asia – harmonizing people, the environment, and urban dynamism. This vision is embodied in the master plan, and the city is working with its citizens to make this vision more concrete.

FDC's strategy deliberately takes advantage of many of Fukuoka's strengths such as its top ranking for rate of new business formation, the high proportion of young people, and the fact that close to 90% of the city's economy is in the tertiary sector. The strategy proposes to stimulate future growth through projects that will bring new people and fresh investment to Fukuoka. FDC's current projects, which are now moving forward towards implementa-





tion, include the encouragement and expansion of the meeting, convention and exhibition (MICE) business, the regeneration of the city center, and the development of an innovation ecosystem by diversifying the workforce.

The Urban Regeneration Working Group of FDC has made public its Strategy for the Regeneration of Central Fukuoka 2050. The city center accounts for one-third of all employment and retail sales in the metropolitan region and has the most drawing power for residents and visitors alike.

FDC sponsored a Forum on Urban Regeneration in June 2013, to which a number of experts from abroad were invited. A spatial strategy and renderings of what the future city center might look like were presented, and there was a lively exchange of views about the best way to revitalize the city center. In my capacity as the leading public figure in the region, the Forum thoroughly reinvigorated me and heightened my awareness of the potential the

city center holds and the ambitious goals that can be set for it. I expect that the recommendations and renderings from the June Forum will be among a number of tools that will come to play an important role in stimulating discussions with citizens and a wider audience about improvements to the urban environment. The approach FDC has taken is quite unique in Japan. I am certain this new model for promoting regional economic growth will draw attention both in Japan and abroad. This approach brings together participants from industry, educational institutions, government and citizens. This approach also places an emphasis on rapid implementation. The result is a process that consolidates participants' input into a unified vision and, most importantly, aims for a comprehensive, metropolitan-wide solution.

I feel certain that the mutual vision that has emerged will be further strengthened as we now move forward together to the implementation stage.

## 2

# Foreword

## Contribution

Koichi Hashida  
FDC Urban Development Working Group Leader

Fukuoka Directive Council (FDC) is an organization that brings together industry, educational institutions, government and citizens for the purpose of both devising and implementing a strategy that aims to make the Fukuoka metropolitan region more competitive internationally. The FDC Urban Regeneration Working Group is working actively toward the goal of creating a framework that attracts people and businesses to the city and creating a high-quality urban environment.

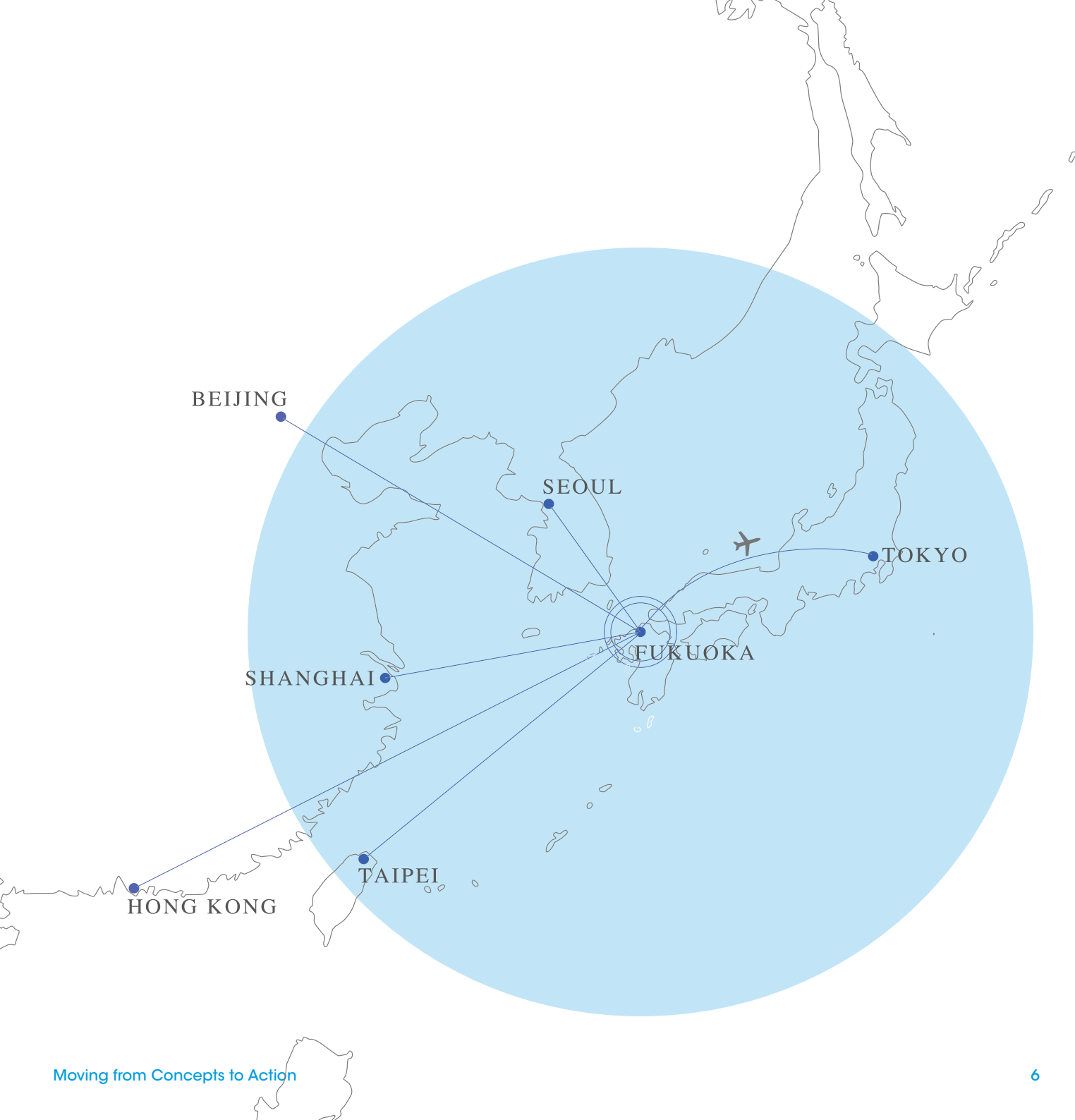
The final product of the Working Group's efforts in the last fiscal year was the Fukuoka City Center Regeneration Strategy. That strategy – to renew the function of the center by “moving from a branch office economy to an innovation economy” – included both an image of what the future city center of Fukuoka might look like and a process to get there. In future the Urban Regeneration Working Group intends to move forward by establishing parameters for priority projects that should be promoted as part of the regeneration of the Fukuoka city center. In accordance with the Working Group's strategy, the projects will be centered on three areas: Tenjin, Hakata, and the waterfront.

In order to achieve its goal of creating an urban environment that is truly world-class, the Urban Regeneration Working Group believes that investment in the regeneration of the city center must come not only from inside Japan but also from foreign investors. To that end the concepts and ideas put forth at the last three Expert Meetings have been integrated into the Fukuoka City Center Regeneration Strategy. The collaboration with foreign experts on urban development was essential to the development of the key concepts underlying the strategy. The Working Group intends to reflect the opinions and proposals presented by the foreign experts at the recent Urban Regeneration Forum in its efforts moving forward.

Reshaping the urban environment is an extremely long process that will take 20 to 30 years. Therefore, the most important issue in promoting the strategy is to ensure that its concepts are incorporated into long-term government planning policies. At the same time, substantial active support from the private sector is required in order to implement the vision for the future urban environment.

Mayor Takashima has taken a strong leadership role in promoting the vision. Preferential tax treatment and the creation of special economic zones are under consideration as part of a package of targeted measures intended to stimulate private investment. The private sector is playing a significant role in the creation of a more attractive urban environment through its continuing commitment to making high-quality investments in response to city policy initiatives.

The fact that FDC brings together industry, educational institutions, government and citizens creates a unique opportunity to promote urban regeneration. The Forum was an opportunity for experts and investors from around the world to get involved. Projects based on the strategy are now moving forward and will provide the impetus for the regeneration of the city center of Fukuoka.



# 3

## Urban Regeneration of Fukuoka

### Towards Our Common Future

Taichi Goto  
AICP, Director General Fukuoka Directive Council

The Fukuoka Directive Council (FDC) is a public-private partnership founded in April 2011 to promote the sustainable growth of the Fukuoka metropolitan region. To realize its vision – Fukuoka as a business hub in Asia – FDC adopted a growth strategy in April 2012, the goal of which is to increase the gross regional product (GRP) by 2.8 trillion yen by 2020. To promote the strategy FDC established five Working Groups (WGs) to address five themes: tourism, environment, food, human resources, and urban development. Each WG has been responsible for making and implementing projects under the leadership of WG champions.

The Urban Development WG (UDWG), with 32 member organizations as of June 2013, engages in activities relating to the following three missions:

- creating an urban environment that can support the regional economy and citizens' lives
- building frameworks that attract talent, companies and investment to the region
- developing export industries related to urban development

Starting in May 2012, UDWG worked on the development of the Fukuoka Urban Regeneration Strategy (FURS). This was adopted by the FDC General Assembly on April 17, 2013 and then released to the public in the Public Forum on June 7, 2013. During the one year process leading up to the forum, important decisions were made by steps. Two Master Classes were hosted jointly by StadsLab and FDC, at the beginning and in the middle of the process, in order to elicit international perspectives on specific themes such as the waterfront, public spaces, and mobility.

FURS is fundamentally different from past urban regeneration initiatives in four ways. First, its owners – the UDWG members – are doers, not thinkers or critics. FDC admits as members only to those who will take responsibility for outcomes. Second, FURS has drawn upon global perspectives in its efforts to attract talent and investment from around the world. StadsLab has been the primary source of such input; the Public Forum was additionally supported by the Consulate General of the Kingdom of the Netherlands. Third, there are strong links between private-sector actors and government bodies. Lastly, the national government of Japan has been supportive of FDC's initiative. The essential elements of FURS were introduced into the discussion about developing a national economic agenda by the Abe administration, which came to power in December 2012. One of its foremost aims is to revitalize the Japanese economy.

#### Fukuoka Urban Regeneration Strategy (FURS)

The main points of FURS can be summarized as follows. To promote FDC's regional growth strategy, one of the key economic drivers of which is MICE (Meetings, Incentive travel, Conventions and Exhibitions), FURS sees urban regeneration not as a goal per se but rather as a means to attract many and diverse talents and businesses to Fukuoka. The UDWG set the following three goals for urban regeneration in its first meeting, along with the following five fundamental approaches.

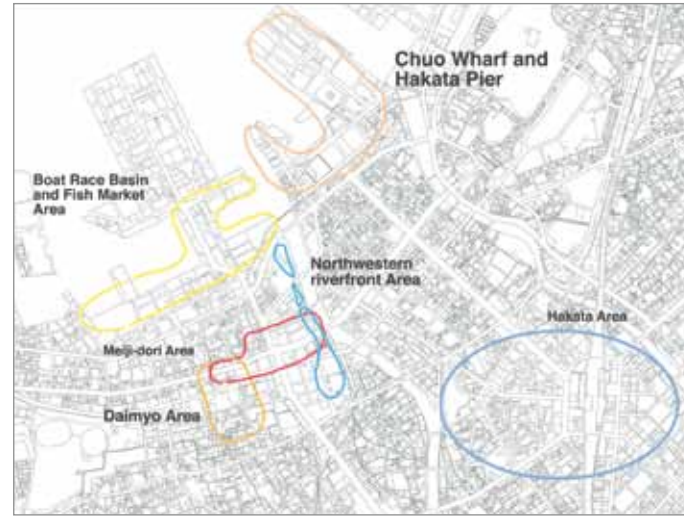
#### Three Goals:

1. Create business infrastructure
2. Create a regional brand
3. Attract talent from around the world





Positioning as a Business Hub



Strategic Action Areas

### Five Approaches

1. Create markets, instead of reacting to demand
2. Attract investment systematically, from both domestic and international sources
3. Promote the concentration of investment in the city center, where return on investment is expected to be high
4. Work to have the essential points of FURS included in an administrative plan
5. Build a promotional framework gradually, while maintaining a dialogue with market participants and financial institutions

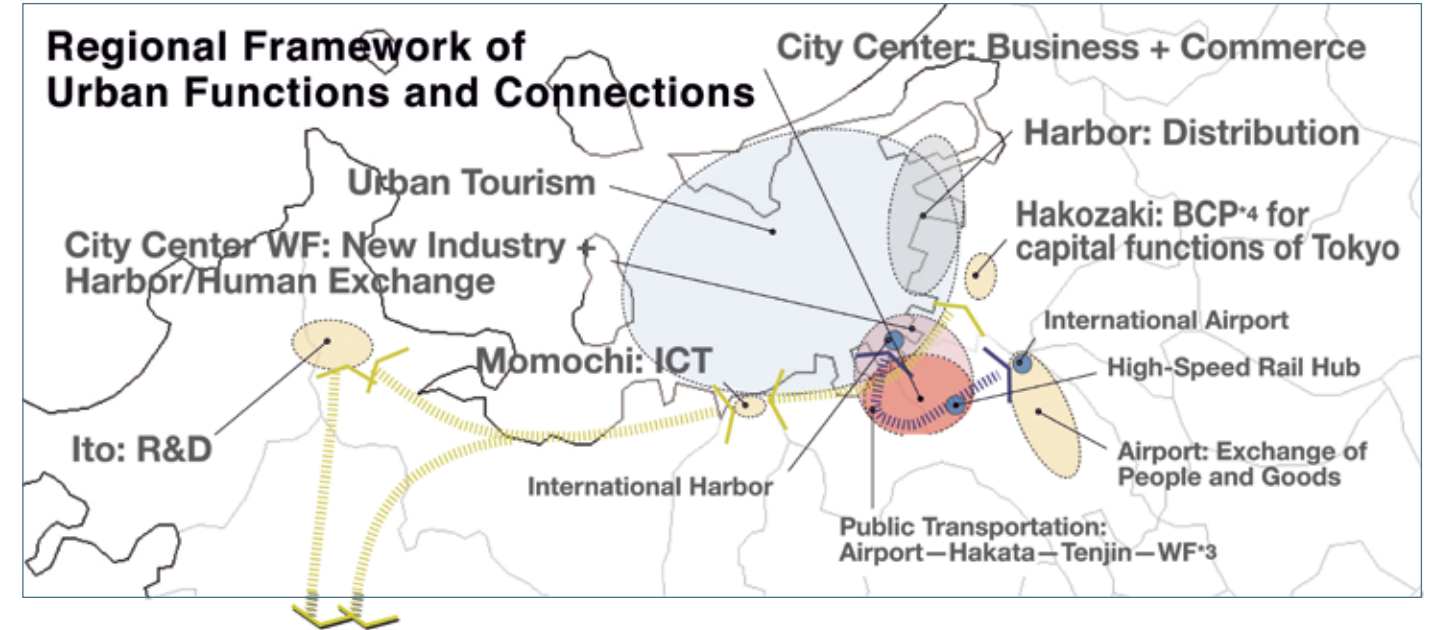
After thorough diagnosis and discussion of the urban framework at a metropolitan scale, the UDWG decided to focus on the city center. FURS recommends that as many and diverse businesses as possible should be concentrated in the city center, at high density and intensity, because of Fukuoka's modest position in the global economy today. FURS also recommends that better access should be provided between the city center and the periphery. Connections to and from the airport should also be further strengthened.

FURS promotes a vision of the city center as a place that generates new value, attracts talent, and expands Fukuoka's market capacity. Among the 11 objectives of urban regeneration, the following three concepts are key:

- creating anchors for innovation
- providing amenity and identity for future citizens and visitors
- enhancing the character of, and improving the connections among, three key areas (Tenjin,

There is an urgent need to work effectively and create momentum to encourage investment. To this end FURS identifies six strategic action areas. Sub-Working Groups were established in three key areas to study and implement catalyst projects.

The FURS vision is illustrated not only by the conceptual diagram but also by perspective images of the key areas. UDWG expects these illustrations will help foster discussion about FURS among citizens, potential businesses, real estate developers, and investors.



\*3 WF: Waterfront. \*4 BCP: Business Continuity Planning.

Sefuri: International Linear Collider

FURS concludes with a road map intended to chart the course toward the year 2050. In the realization that resources are limited, the road map suggests focusing investment on a small number of projects in the initial phase. Such projects include:

- innovation anchors
- public spaces
- bay and river waterfronts

### Public Forum

The purpose of the Public Forum on June 7, 2013 was not only to explain FURS to the public but also, and more importantly, to set the agenda for the next step of implementation through dialogue among local leaders and international experts. The Mayor of Fukuoka city and the UDWG champion represented the public and private sector leadership in the panel discussion, which was broadcast live on the Internet.

The expert team assembled by StadsLab presented its recommendations for the next step. This was eye-opening for the local audience in two respects. First, in response to the emphasis FURS places on large scale projects, in particular on the bay water-

front, the international experts politely but pointedly suggested further commitment is needed on the part of the Mayor. They called for a long range vision for the entire waterfront. The city must commit not only to redeveloping the piers close to the city center but also to relocating the cargo port functions currently located there to other locations. This suggestion was all the more convincing, coming as it did from Mr. Neo Chian Lim, a MICE and development expert from Singapore. Loud applause from the audience was meant to encourage the Mayor during the panel discussion. Second, the international experts emphasized the importance of public involvement. A series of "quick wins" was proposed—small but highly visible interventions calling for synergy between the leadership and the grassroots.

### Road Map

Less than three months after the Forum, much progress has been made. First of all, Fukuoka city, which owns the entire urban waterfront, amended the port zoning in June and started studying the development of a MICE cluster on the waterfront. FDC supported this by interviewing more than 20 companies to ascertain what conditions would be conducive to private sec-



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### 1 Waterfront

- Enhance MICE, urban and passenger port functions.
- Create vibrant atmosphere by improving bayfront amenities.



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### 2 Tenjin/Watanabe-dori

- Connect Tenjin area with Ohori/Maizuru Park and North Tenjin area.
- Activate lower floors of buildings and improve pedestrian experience.



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### 3 Riverfront

- Connect the three areas of the city center by improving riverfront amenities.
- Create a vibrant atmosphere by use of plants and flowers along the river.



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### 4 Hakata Area

- Spread the impact of redevelopment project in progress into the vicinity.
- Create a vibrant atmosphere by upgrading amenities of the streets.

for investment. The challenges have become more clear, and Fukuoka City and FDC have developed a shared understanding of where they lie. Fukuoka city has moved beyond the stage of deciding whether to take a first step to develop the MICE cluster. The city is now committed to deciding this December what that first step will be.

Second, also in June, the national tourism agency designated Fukuoka as one of five "Global MICE Strategic Cities" in Japan, along with Tokyo, Yokohama, Kyoto and Kobe. Support from the national government should accelerate development of the MICE cluster. Parallel to the UDWG, FDC's Tourism WG has been designing a new MICE bureau to be established in FY2014. Third, FDC has become a visible and reliable contact on all issues relating to urban regeneration. FDC has facilitated communication not only with national government agencies and both domestic and international businesses but also with creative professionals, small and medium-size enterprises, the mass media and, most importantly, citizens. FDC is currently organizing an event, tentatively entitled "Fukuoka Summit," to be held in November 2013. This summit will be the first full-scale public forum.

In this era of uncertainty, Fukuoka has continued to grow and mature, thanks to a unique combination of local leadership and international collaboration. The two-year joint venture between Stadslab and FDC was a key driver of this process. This partnership will continue. As a result the future of Fukuoka will be brighter. The ultimate beneficiaries of this brighter future will be not only the citizens of Fukuoka but also global society at large.







# 4

## The Role of MICE in Fukuoka's Revitalisation

Talking points at Fukuoka urban development forum

Neo Chian Lim  
Fellow of CLC Singapore Centre for Liveable Cities

1. As a Representative of Singapore's Centre for Liveable Cities, it is my honour to be involved in the review of Fukuoka's urban development initiatives.
2. As a first time visitor to Fukuoka, I am very impressed with the city. It is organized, very clean, developed and highly liveable.
3. For these reasons, I share FDC's aspiration to develop Fukuoka into a major tourist destination. An important component of this strategy would be and strengthening the Meeting, Inven tive travel, Convention and Exhibition segment (MICE for short).
4. As the Japanese city closest to mainland Asia, Fukuoka has at the catchment of a few hundred million Chinese, Korean and Russian tourists, especially with the further development often linked by direct low cost air carriers, ferry services and cruise itineraries. Fukuoka can become at the choice destination of the middle class from these areas.
5. I was asked to say a few words about MICE. I would like to summarize briefly mention a few key points in regard to MICE in Fukuoka.:

(a) I share FDC's view that MICE is not just about attracting business visitors to Fukuoka. It has the bigger potential of catalyzing development of key economic clusters. For instance, an international food event can potentially help to catalyze the growth of the food industry here.

- (b) In this regard, Fukuoka should, in the first instance, focus on attracting and developing business events that are aligned with the city's priority sectors. In other words, the city should focus on its current strengths and on areas it that Fukuoka wants to grow.

- (c) Fukuoka should expand its MICE cluster in a way that the venues – hotels, restaurants, leisure and recreation facilities – are all within easy walking distance, easily accessible to each other. Convenience and efficiency are very important to business visitors as they are always in a rush, with not much time to spare.

- (d) Fukuoka already has the Convention Zone at the bay Waterfront. I, and it is logical to expand and deepen the cluster from there. While more convention and exhibition space may be provided, it is also important to include hotels, restaurants, shops and other lifestyle options. Together, they should become a vibrant precinct at the bay.

6. For any planner, the transformation of the Fukuoka waterfront is a dream project. It is exciting and has huge potential. It can become a new lifestyle destination, an extension of Fukuoka city, that could stimulate cater to the growth of the city Fukuoka.

7. For this to happen, huge investments will be needed. For the private sector to invest, a master plan of the bBay waterfront area is key, including a committed time frame to relocate those port facilities currently located in the zone intended for redevelopment to other suitable locations. These initiatives will need policy and infrastructure support from the Fukuoka government. More importantly, they will need leadership and direction from the Mayor.

8. Development of the MICE cluster and the bBay waterfront lifestyle precinct are long-term projects. They will take many years of consistent investments and effort. To attract private investments, Fukuoka government should provide incentives where appropriate, but more importantly the government should take steps to reduce the risks for the private sector as much as possible. Transparency and integrity in

project implementation will further encourage private-sector participation.

9. In conclusion, I am hopeful about the future of Fukuoka. The city already has many of the key attributes of a very liveable city. With vision and leadership, it can become a great city.









# 5

## Another Look at the Case of Fukuoka

### The 'Quick Wins' in Urban Mobility

Rob van der Bijl  
Urban Planner & Transportation Expert

#### Mobility: Indispensable Tool for Redevelopment

The Expert Meeting clearly showed again that the infrastructure needed to provide urban mobility represents a basic precondition for urban development. This is true in both the long and the short term. Precisely because mobility frames urban growth, improvements to Fukuoka's transportation infrastructure not only can serve as an important tool in regeneration but also must be included among the "quick wins" that will enhance the city's redevelopment on short notice and with small investments. My transportation consulting practice, RVDB/Lightrail.nl based in Amsterdam, has experience with a wide variety of urban mobility strategies in a diverse set of cities of varying sizes. The case of Fukuoka – and more specifically the proposed redevelopment focusing on the city's bay waterfront bay area – cannot succeed without improved transportation.

As part of an overall strategy for the economic revitalization of the city, Fukuoka Directive Council and its expert advisers identified connecting the city to the bay as a top priority. In their view, which I share, such a fundamental transformation is essential for the creation of an environment that promotes and sustains future economic growth. However, such a transformation entails an analogous transformation of Fukuoka's mobility. Today the city is still heavily automobile-oriented, despite the high quality of the existing public transportation network, most notably rail-based modes (subway and regional trains). If a focus of redevelopment efforts is to be on the bay waterfront, urban mobility to and from that area must

be a top priority. Like much of the city, the waterfront area is currently car-oriented. It is easy to get there by car, but if the area is to accommodate greater density in the future it will be severely underserved by the existing public transportation network. This means that one way or another high-capacity, high-quality modes of public transportation must be provided in the near and long-term to serve the urban zone between the city of today (the Tenjin and Hakata cores) and the future waterfront district. In the first instance improved bus service comes to mind, but in the long term the addition of rail-bound transportation should be considered as well. The connections from the city to its waterfront need to be re-assessed and improved. In addition, accessibility within the future waterfront zone must likewise be improved.

This double leap – better connections to and better accessibility within – should, moreover, not be restricted to trains and buses. Improvements to pedestrian and bicycle networks should be an integral part of the strategy. The private car still dominates public space in Fukuoka. As I observed earlier, it is pedestrians and bicycles who are generally forced to accept long waiting times or uncomfortable detours. As it stands now, the Fukuoka waterfront lacks the major pedestrian and bicycle connections that are a precondition if its redevelopment. Important links are missing here. The one between the main downtown and the waterfront is a clear example. I strongly feel the necessity to repeat an important conclusion: Waterfront and riverfront accessibility are especially deserving of improvements for pedestrians and bicyclists.



### Short and Long-Term Strategies for Improving Mobility

Improving mobility was one of the key recommendations presented at the Expert Meeting. The interventions needed are summarized in the following five items, which together comprise a short and long-term strategy for improving mobility:

- Pedestrianized streets
- Bicycle lanes
- Electric buses
- Bus lanes or busways
- Reduced cars in the city center

To really make these five items work, to move beyond mere concepts on paper, the experts proposed to launch a series of quick wins. Inspired by the conviction that the future could start tomorrow, the experts presented a number of urban interventions that in principle can be accomplished within months, not years. To be honest, this is a bold conjecture. In cities, simple wins are rarely possible. Even the smallest interventions or projects are to some degree extremely complex. Based on the experience of my own practice in urban planning and transportation planning, allow me to elaborate on the mobility-related quick wins or at least to offer some more explanation. My purpose is to introduce into the discussion some concrete ideas about just how the originally presented quick wins can be translated into reality pragmatically.

### Improved Access to the Bay Waterfront

The first mobility-related quick win, and a very obvious one, consists of improved access to the bay waterfront by means of a pilot bicycle route. The map shows the route along the river and the two branches into the bay waterfront area. The experts' presentation provided as a reference image an American-style bike lane in the streets of San Francisco. That bike lane is distinguished only by its painted markings from other vehicular lanes. Though this constitutes a quick win, one should not underestimate the comprehensive range of tasks needed to create something as apparently simple as a painted bicycle lane in an existing city. Creating one places serious constraints on available space and requires a conscious political decision to prioritize certain modes of transportation over others.

Inspired by recent bicycle projects for which my consultancy RVDB/Lightrail.nl served as advisor, among others projects in Denmark, I would suggest this quick win for "Phase 1" be reframed with an even more pragmatic attitude. Instead of aiming for a complete through-running bike lane or a full-fledged bikeway, Fukuoka should consider a high-class, publicly well pro-

moted bicycle route, one of whose distinguishing features would be a new type of signage. In addition, the city should identify the most important bottlenecks, notably difficult or dangerous crossings with cars and buses, and propose short-term design solutions for them.

### Dedicated Link from the International Terminal

To create a dedicated link from the international terminal at the airport to the city is the second quick win. Mobility is again a key issue here. The experts proposed an airport bus from the international terminal to Hakata, Tenjin, and the bay waterfront area. This quick win is supported by an inspiring example in Tokyo, namely the Airport Limousine bus service.

The improvement of the connection from the international terminal seems entirely appropriate. Once again, Fukuoka should ensure the feasibility and rapid implementation of this quick win by defining a very precise and pragmatic "Phase 1." One solution would be the introduction of a new fast "3 stops only" bus service between the terminal (stop 1), Hakata station (stop 2), and Tenjin (stop 3). This approach borrows from a similar one I proposed working with the Dutch city of Eindhoven. "Lijn 400", implemented in June 2013, is a new bus service that, though specially branded with a non-standard color scheme and providing special-purpose features (additional interior space for placing large suitcases, etc.), is otherwise fully integrated into the existing bus system. "Lijn 400" is run by the same operator and uses the same ticketing and fare structure as the rest of the Eindhoven bus system. As a special feature, Fukuoka's "3 stops only" bus should allow airline passengers to use the bus by showing their flight ticket only, while train passengers (getting on at Hakata) should be able to acquire an e-ticket for the bus when they book or buy their train ticket. The latter feature, for those arriving by train, was implemented in the Eindhoven "Lijn 400" service.

### Enhancing the Taihaku Route to the Bay

The third mobility-oriented quick win, enhancing the Taihaku route to the bay waterfront, requires three interventions. First, the new route should be visually highlighted with banners and flagpoles. A good example of this approach is the splendid flags along Orchard Road in Singapore. Second, a test bus lane should be introduced by simply painting portions of the pavement on the Taihaku route.

Though in principle this traffic intervention could be limited to a waterfront-focused proposed quick win, it would make sense for this to be but one part of a larger program of introducing bus lanes along a number of strategic routes throughout the city and monitoring their effectiveness in facilitating mobility. By

monitoring a number of test routes, valuable information can be gathered to inform future extensions and improvements to the Fukuoka bus system such as those that were proposed in the second Master Class in 2012. Recent research by RVDB/Lightrail.nl into the installation of bus lanes in many cities worldwide (Copenhagen, Denmark; Groningen, Netherlands; Nagoya, Japan; Nantes, France; among others) has strengthened my conviction that improvement of public transport by bus is a necessary option for a sustainable urban future. Buses have the decided advantage of being a low-key way to kick-start pragmatic longer-term planning processes.

The third element of the Taihaku route quick win should be the operation of six electric buses on this line. This proposal is open to the criticism that it is merely a gimmick. Nonetheless, there is no underestimating the public value and promotional results of running electric buses that are well-designed and visually distinguished. As part of ongoing research by RVDB/Lightrail.nl into transportation, economy and tourism on the Wadden Islands along the North Sea coasts of the Netherlands, Germany and Denmark, the Dutch island of Schiermonnikoog is a case in point. The recently renewed public transportation system on the island includes six new electric buses that were procured on the basis of a short-term international bus tender. Fukuoka might be well advised to emulate this example, organizing an international tender that would serve both to challenge the city and the Japanese bus industry.

### Mobility Essential Component of Other Quick Wins

All other quick wins explored and presented at the Expert Meeting, while not transportation planning issues in the narrow sense, nonetheless relate closely to mobility as well. This is obviously true for the idea of introducing a car-free Sunday on the central section of Watanabe-Dori. The idea of creating a "Daimyo 2.0" district around the fishing port is unthinkable without the improvements to urban mobility needed to ensure its viability as a lifestyle destination of the very near future. The same applies to the ideas of adding attractive riverside walks from Tenjin Central Park to Suzaki Park and the transformation of Daimyo Elementary School into a creative business hub. Mobility in the form of efficient connections and accessibility is indispensable to getting real results, that is to say measurable, economically significant impacts from these quick wins. The same must be said of the quick win with the greatest emotional appeal: fostering events in the bay.





Improve access to bay waterfront  
Pilot bicycle route



Enhance Taihaku route to bay waterfront  
Bus lane test by painting pavement, 6 electric buses, Highlight with banners and flagpoles



Create dedicated link from International Terminal to city  
Airport bus from International Terminal to Hakata, Tejin (and bay waterfront)



Create Daimyo 2.0 around fishing port  
Lifestyle destination of the very near future





# 6

## The Involved City

### New Actors in the urban redevelopment of Fukuoka

Saline Verhoeven  
Landscape Architect, Founder of S-coop Collective, Amsterdam

This summer I read the three-part series *Crime in Marseille* by Jean-Claude Izzo. The books paint an expressive image of the city of Marseille – the port, the sea, the food, the wine, the people. This strengthened my conviction that what determines the image of a city is not so much the buildings as the people. No longer is growth the driving force behind urban redevelopment. There has been a shift. The previous quantitative and supply-driven approach to urban redevelopment is being replaced by a qualitative and demand-driven approach. “Soft” factors such as livability, imageability and accessibility are becoming more and more important alongside the factor of economic viability. As a result, urban designers are coming to place greater emphasis on human scale in the daily use of the city. Present-day urban redevelopment is increasingly being influenced by new actors. The role of bottom-up initiatives, placemaking and new public-private alliances in driving urban regeneration has increased. The decision-making arena has been enlarged, and new forms of cooperation have taken shape. Top-down “blueprint planning,” previously the dominant paradigm in shaping urban regeneration, has been supplemented if not supplanted by new alliances involving citizens, private companies and the public sector. The role of the public sector is changing from government to governance. Today governments are working together with private parties to define and fund the future development of the city.

#### New Alliances: Some International Examples

##### Example 1: Concerned Citizens.

A well-known bottom-up initiative is the High Line in New York City. Here a historic elevated freight line was spared from demolition through the lobbying and fund raising efforts of a group of concerned citizens. They wanted to preserve the iconic railroad

structure in their neighborhood and turn it into a linear park, inspired by the Promenade Plantée in Paris. The time was the end of the 1990s, when the Meatpacking District was undergoing a drastic transformation. Hipsters and young professionals were discovering the area’s abandoned slaughterhouses and moving to the area. They were followed by high-end fashion designers.

As community support grew, the city saw the potential of redevelopment of the structure into a public park. Mayor Bloomberg was among those who strongly supported the idea. In 2004 New York City decided to invest 50 million dollars in the project. Over the years the former railroad tracks were transformed into a public park. Maintained by the Friends of the High Line, a private non-profit partner to the city’s Department of Parks & Recreation, what had been an abandoned freight line was redeveloped into a successful park. The park has become a place where neighborhood residents and tourists mix and events take place. New boutique hotels like the Standard form landmarks within the now hip and fashionable Meatpacking District. It is no coincidence that real estate development is booming along the line.

##### Example 2: Competition for Talent.

Another example is Brainport Eindhoven Region, an effort by the southern Dutch city of Eindhoven and its surrounding region to attract and retain the talent needed for sustainable economic development. According to Brainport’s website, the Intelligent Community Forum (ICF) has rated the region as “the world’s smartest region in 2011, a top technology breeding ground for innovation and home to world-class businesses, knowledge institutes and research institutions.” The region is home to many of the high-tech, food, auto and biotech companies that are leading in the design and manufacture of the technologies that will form the basis of a future society that is safe, green and caring.



In the development of Brainport the public sector (city government), industry (local companies) and the university are collaborating on the basis of a so-called triple-helix organizational model to establish a sustainable economy based on technology and innovation. One essential element is creating a good climate for entrepreneurship, both for big international companies and small businesses. As Richard Florida described in his 2002 book *The Rise of the Creative Class* and subsequent articles such as "Cities and the Creative Class," in today's economy quality of place is critical to attracting and retaining talent. Cities are more and more being rated in terms of consumption, experience, lifestyle and entertainment. Talented people flock to the higher-rating cities, creating important economic synergies.

Brainport is keenly aware of the need to create an attractive city and region in order to be able to attract and retain highly educated employees. Eindhoven is therefore focusing on improving and increasing the city's amenities – promoting a wider choice of cultural events, providing good international schools, and creating an attractive and convenient living environment. Private companies and individual citizens are heavily involved.

One successful public-private collaboration was the redevelopment of Strijp S and Strijp R, two former Philips factories located in the city center. The former industrial sites were transformed into attractive living and working environments thanks to open and comprehensive cooperation between the city, private developers and housing associations. Placemaking was decisive in the redevelopment of Strijp S and Strijp R. The program for the gradual transformation over many years of the site and its iconic industrial heritage was developed by the city in collaboration with private parties. Citizens, artists, small businesses and universities joined together to decide on the mix of uses for the area, to organize events to define the area's atmosphere, and last but not least to attract visitors. Their ultimate goal is to make the area not only attractive but also well-known as a place where unexpected and memorable things occur.

### Example 3: Engaging Citizens in Placemaking.

In building vital and resilient communities creation of a strong sense of place is decisive. It allows people to appropriate a place. It determines the character of the city. Although much initiative lies with the private sector, the public sector is critical in fostering an understanding of the potential and possibilities of the city and communicating that.

Vancouver is often acclaimed as one of the most livable cities in the world. Under the leadership of Larry Beasley, former co-director of planning for the city, Vancouver established what has

become known as the Vancouver Model, sometimes dubbed "The World's Counter-Intuitive City." An urban design studio was set up as a venue where designers and citizens can work together on integrated solutions that improve the livability and viability of the city center, revitalize neighborhoods, and make possible heritage preservation.

Engaged citizens are more willing to take responsibility for shaping their living environment. When the provincial government of British Columbia decided to expand highways and the cargo transportation networks, a group of volunteers got together to launch the first Car-Free Day in Vancouver. For one day they closed down Commercial Drive, a mixed residential-commercial area that is also one of Vancouver's Business Improvement Areas. The festival grew and has now become an annual event during which streets in four Vancouver neighborhoods are closed to traffic. Local businesses and artists sell their wares, restaurants expand their terraces, and artists perform – all out on the street. The concept Vancouver pioneered of opening up streets normally dominated by cars to pedestrians so that people can linger or play in the public space has been gratefully copied by a growing number of cities around the world.

### Quick Wins Fukuoka, Creating Place

Redeveloping the center of Fukuoka and transforming the waterfront also entails involving different parties and the general public. "Co-creation" – the cooperation of all parties concerned – is decisive for a successful urban redevelopment. Success is assured by the involvement of all parties in jointly defining a future vision and common program and subsequently developing a collective implementation strategy. Transformation may be inevitable, but market forces alone are not sufficient to create a coherent long-term vision.

Long-term redevelopment of the waterfront will open the city to the bay. In the meantime, place making is important. In Dutch we have an expression: Bekend maakt bemind. Love follows familiarity. By creating a memorable waterfront, the place will win a place in the hearts of the citizens. In the Expert Meeting in June 2013, a number of "quick wins" for Fukuoka were identified. These are projects that can be started in the near future by virtue of the fact they require only a modest investment to get started.

- Create Daimyo 2.0 (a mixed-used innovation district) around the west end of Hakata Fishing Port.
- Improve access to the bay waterfront from Hakata and Tenjin.
- Create a dedicated bus link from the international terminal at the airport straight to Hakata and Tenjin.
- Enhance the Taihaku route to the bay with better bus service and a better streetscape.
- Add attractive public spaces along both sides of the Naka River.
- Stimulate the creative businesses that are at the forefront of economic growth.
- Introduce car-free streets in some areas on Sundays.
- Foster events in the bay that attract both residents and visitors to the waterfront.
- Involve the citizens.

Of all the items on this list, involving citizens is the most crucial. In the end, it is they who will create the place.

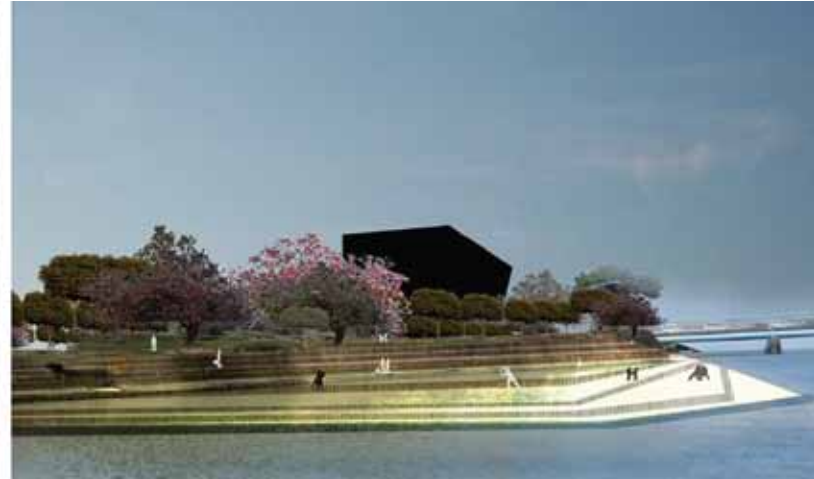




Add attractive public spaces along the river  
Riverwalk from Tenjin Central Park to Suzaki Park



Stimulate creative business community  
Transform Daimyo Elementary School into creative business hub



Add attractive public spaces along the river  
Extend Suzaki Park down to the river



Promote car-free streets  
Car-free Sunday on central section of Watanabe-dori



# Involve the citizens

They have many great ideas







# 7

## Assessing Fukuoka

### Urban Redevelopment Potential

Marc Glaudemans, Director Stadslab European Urban Design Laboratory  
Professor of Urban Strategies, Fontys University of Applied Sciences, Tilburg, Netherlands

On June 7 Fukuoka Directive Council (FDC) presented its long awaited Urban Redevelopment Strategy during a public forum attended by Fukuoka Mayor Takashima, FDC President Hashida, and many other public and private stakeholders. The Fukuoka Urban Redevelopment Strategy represents a strategic roadmap towards a more attractive and internationally competitive city center in 2050. The document clearly distinguishes between three goals and five fundamental approaches. The three goals are to create an infrastructure for business, to create a regional brand, and to attract (and secure) talent from around the world. Urban development in this strategy is a means, not an end in itself.

Additionally, there is recognition that financing urban development is a fundamental issue. The five fundamental approaches are geared towards securing this issue, with a strong emphasis on an effective economic governance shared by both public and private key actors. The Urban Redevelopment Strategy identifies the city center as the social and economic hub. It has the highest potential to concentrate and enhance MICE (meetings, incentive travel, convention and exhibitions), tourism and knowledge intensive creative industries, all of which have been identified as the key economic sectors with the potential to drive Fukuoka's urban revitalization.

Furthermore, the concise but clearly integrated strategy put forth in the FURS (Fukuoka Urban Redevelopment Strategy) identifies promising development zones in the urban area. They are proposed as the focal points for actual urban redevelopment. Urban redevelopment in these zones should support the economic objectives and thus enhance Fukuoka as an attractive location for new and expanded high added value businesses

such as in MICE, tourism, and research and development. Different areas are targeted for different aspects of economic growth and urban development:

**Tenjin/Watanabe area** – to stimulate and accommodate creative industries (such as retail, fashion, design and product development)

**Hakata area** – has a gateway to Kyushu, attracting high end offices, brand headquarters and retail

**Bay waterfront area** – to accommodate an improved and enlarged MICE hub, with an attractive integrated urban development

The FURS is a long term plan, structured broadly in three phases between the present and 2050 to implement and achieve its objectives.

During the public forum of June 7 a number of foreign experts, led by Stadslab, also presented their recommendations for Fukuoka's urban revitalization, the culmination of a two year program structured around two Expert Meetings and three Master Classes. Stadslab European Urban Design Laboratory ([www.stadslab.eu](http://www.stadslab.eu)) is a Netherlands based think tank and international urban design lab. Its tailor made programs combine professional training of local professionals with expert based professional advice on targeted areas and themes. During the first Expert Meeting in July 2011 (preceded by two visits by Stadslab's director to get thoroughly acquainted with Fukuoka as a potential host city for Stadslab) an international expert team identified three strategies for Fukuoka's urban redevelopment:





Stadslab and FDC results in print on the web

<http://www.stadslab.eu>

<http://www.fukuoka-dc.jpn.com>

improving the city center  
activating the waterfront  
strengthening connections

These strategies grew out of five fundamental principles for smart urban development identified by the experts:

accessibility, connectivity, legibility, imageability and walkability. Subsequently, during three Master Classes groups of both local and international professionals drew up in depth design proposals related to the three focus areas.

The June 2013 Expert Meeting reflected on the previous results, evaluated progress in physical planning and governance structures, and assessed the urban redevelopment potential of Fukuoka along the lines of the FURS.

The foreign experts made some critical observations. First, a Singapore MICE and tourism expert emphasized that successfully developing MICE as an economic driver entails much more than providing physical facilities such as a large convention center on the pier. The objective should be to create a MICE cluster with a highly attractive combination of MICE facilities, hotels, restaurants and nightlife, and quality public spaces. In short, a focused integrated area development is required. It should encompass an overall vision of the waterfront as a potential lifestyle destination (cruises, MICE, mixed use urban public spaces, events, etc.).

Second, an urban transportation expert from Amsterdam warned against hardware focused policies for urban mobility. The focus should be on improving services and enhanced connectivity and accessibility. In other words, the "orgware" deserves just as much attention as expensive, and sometimes perhaps

unnecessary, investments in new infrastructure such as BRT (bus rapid transit) or light rail. These kinds of hardware investments, while they may be the final parts in a comprehensive chain of improvements in urban mobility, may not be suitable as first-step improvements. Additionally, the transportation expert pointed out that smart mobility policies should be geared towards prioritizing investments in pedestrian and bicycle-based mobility and smart public transport over private cars. Fukuoka is a car (and bus) oriented city. Its streets and air quality would be improved enormously by the implementation of integrated smart mobility policies.

Third, for a city that aims to be an internationally attractive hub for talent, urban revitalization should be an inclusive process, triggering and incorporating as many different voices as possible. Successful urban communities are about enabling social networks and business networks to connect and fulfill their potential. Fukuoka residents are clearly strongly engaged in their city's future. An infrastructure to incorporate their energy and ideas should be provided in support of the implementation of the urban redevelopment strategy. Lastly, the experts identified many "quick wins," small interventions – in the sense of realizable within a short time frame and without a large investment – to improve the quality of life and imageability of the city and to show the direction and ambition of development. All of the stakeholders identified (local government, business community, citizens, academics) could play a constructive role in this process of "getting things done," while political and business leaders secure the long-term strategic objectives.

How would we assess the potential of Fukuoka's urban redevelopment potential, both on its own merits and in comparison to similar cities around the world? In many ways Fukuoka is a high-potential city: very well connected, attractive, outward-looking, and with reasonably good qualifications to compete for (global) talent. Many of the risks that could be identified are of a (geo) political nature: the continuity and commitment of the political leadership, financial risks and the possibility of attracting foreign investment, demographic shifts in the medium and long-term, and the emergence of powerful competitors in East Asia. What distinguishes Fukuoka from its Japanese peers is its relatively advanced experience with public-private partnerships (PPP) in urban development, which has created a platform for continued debate and incremental progress towards implementable plans. FDC itself is among the key advocates and products of this strategy, and the public forum is an excellent opportunity to publicly celebrate an important step on the long road towards sustainable urban redevelopment.

From the start of our involvement in 2010, Stadslab has believed in the future of Fukuoka. This belief has been strengthened by the things we have seen happening and by the open and constructive collaboration that has developed between local participants and the foreign experts and professionals. Fukuoka has become a city with a stronger sense of pride. Its diverse representatives are on a mission to capitalize on this pride. Successful cities need this kind of boasting. It is good to be proud! But urban development is a verb: It is not about sharing nice pictures or schemes but rather about day-to-day hard work and a continuous process of thinking and doing and responding to all the uncertainties of our globalized connected world.

Fukuoka, good luck!





## 8

# Fukuoka's Revitalization in Context

John Mader, Senior  
Project Manager, Lend Lease Japan, Inc.

### An International Process

The June 2013 Expert Meeting and Public Forum that this volume attempts to capture was the culmination of a two-year collaboration between the Fukuoka Directive Council (FDC) and Stadslab European Laboratory of Urban Design. FDC contributed familiarity with the local context. We have Taichi Goto to thank for working tirelessly to secure the participation of local stakeholders and make connections with local government officials and planners. Stadslab provided expertise and input. We have Marc Claudemans to thank for assembling a group of experts including a landscape architect with a focus on urban design, a transportation planner, an urban planner with experience in a public agency, and me; and for assembling architects and design professionals for three Master Class workshops, where concepts were given concrete form in a series of design proposals.

This process was a highly international collaboration. Japanese, Dutch, Singaporean and American perspectives were represented among the experts. The participants in the Master Classes came from a yet more diverse set of countries ranging from Denmark to Australia. My purpose here, as a Tokyo-based American urban designer, is to attempt to put the evolution of Fukuoka's urban revitalization strategy in a larger context.

### Fukuoka in a National and Regional Context

How does Fukuoka compare with other regional cities in Japan and Northeast Asia, and how can it compete with them? Fukuoka is a city of 1.4 million, with a metropolitan population twice that size, on Kyushu island, 1,000 kilometers west southwest of Tokyo. This is much smaller than Japan's three largest cities, Tokyo (metro 35 million), Osaka (20) and Nagoya (11). Yet among Japan's regional cities of similar size (Sendai, Sapporo,

Hiroshima), Fukuoka is the most vibrant in my opinion. When foreign brands come to Japan, they start by plunking their flagship stores down in four locations: Tokyo Ginza and Omotesando, Osaka Shinsaibashi, and Fukuoka Tenjin. This is a testament to the city's soft power as a regional center.

Both in Japan and globally, Fukuoka ranks well on certain measures. The Global Power City Index (GPCI), published by Tokyo developer Mori Building, compares a large number of cities of varying sizes worldwide. New York, Paris, London and Tokyo top their rankings, which weigh economic and cultural importance heavily. Three Japanese cities are included in the GPCI rankings, Tokyo, Osaka and Fukuoka. This fact alone attests to Fukuoka's prominence among Japanese cities. Fukuoka is modestly ranked overall, but on liveability Fukuoka ranks ahead of all but five GPCI cities. Tokyo-based English-language Metropolis magazine concurs, rating Fukuoka highly for liveability and the quality of the city's urban environment.

With increasing globalization, it is important to look at Fukuoka's position not only within Japan but also in Northeast Asia. Fukuoka is equidistant from Tokyo and Shanghai. Close to the Asian mainland, Fukuoka is uniquely positioned geographically to take advantage of flows of trade and people. As China has become wealthier, there has been a steep rise in the number of Chinese tourists in recent years, many of whom come by cruise ship. There are a number of ferry services that provide multiple trips each day from Fukuoka to Busan, South Korea. Fukuoka's status as the largest city and economic center of Kyushu is an important asset. Kyushu's distinctive cultural and economic assets can be exploited to promote Fukuoka, to give it a distinct sense of identity or brand, to set it off from Tokyo and the rest of Japan.



### Political and Administrative Constraints and Opportunities

What constraints does Fukuoka face as a regional city in Japan? Alternatively, does this situation present any opportunities? In political and administrative terms Japan is a heavily centralized country. The country is divided into 48 prefectures, and the largest cities including Fukuoka are accorded the same status as a prefecture. Neither the prefectures nor the major cities are given a large degree of autonomy, however.

The national government in Tokyo is very powerful, and local governments are correspondingly weak, for a number of reasons. First and foremost, the national government controls many of the purse strings. Most taxes are collected at the national level and then partially redistributed to the prefectures and cities. Portions of the income tax and consumption tax are nominally local taxes, but the influence of local governments in rate setting and collection is circumscribed. Property taxes are the purview of local governments. The corporate income tax is levied by the national government.

These administrative details weigh heavily on the economic development of regions in Japan. In some countries such as the United States, local governments have much greater autonomy to levy taxes, adjust rates, or offer tax incentives or tax-increment financing as means of promoting economic development. Rather than acting independently, Japanese local governments must lobby hard with the central government. A case in point is the creation of special low-corporate tax zones currently under discussion in Japan, at the national level, to stimulate the economy. Cities such as Fukuoka would very much like to use this tool, but they must apply to the national government for the designation of such a zone in their jurisdiction. Similarly, Taichi Goto is rightly proud to mention Fukuoka's designation in June 2013 as one of Japan's "strategic MICE cities." He does so graciously without mentioning how much effort he and others put into lobbying the ministries in Tokyo.

Planning and building regulations in Japan are a welter of national legislation and supplemental local legislation. In this area local jurisdictions have a greater level of control. Zoning and planning are administered at the local level. It was Fukuoka city that decided this past June to rezone part of the piers close to the city center from port to urban use to make possible the development of an appropriately scaled MICE cluster (expanded convention center, hotel, retail), which Neo Chian Lim points out is so important. The myriad other regulations with an impact on Fukuoka's strategy for urban redevelopment, everything from minutiae of bus financing to broad-brush transportation policy, are often controlled by the Tokyo-based bureaucracy.

In short, many decisions affecting Fukuoka's urban redevelopment are not entirely in Fukuoka's hands. This issue is not peculiar to Japan to be sure, but the Japanese regulatory framework is elaborate and constraining. Major shifts in policy consequently take time to implement. In this environment, ironically, the role of leadership is doubly important. Without strong leadership and a clear vision of the future, the consensual bureaucratic decision-making style for which Japan is well known exerts great inertia. This is why the commitment of the Mayor and FDC's behind-the-scenes efforts to encourage stronger leadership in both the public and private sector are so important.

### Urban Design and Planning in Japan

What traditions and conventions underlie the way Fukuoka has developed until now, and how should they be changed to facilitate the city's urban regeneration? Although there are planned cities in Japan, such as the ancient capitals of Kyoto and Nara, based on Chinese precedents, most modern Japanese cities, Tokyo and Fukuoka included, are not based on an overarching plan. Planning occurs, but in small increments over time. This is true of many cities in all parts of the globe, of course. One has only to think of the comparison between New York, Paris and London. The former two show more evidence of comprehensive planning and vision than London, whose patchwork of small planned interventions such as Bloomsbury lacks an overarching logic, making that city reminiscent of Fukuoka, strange as that may sound.

The Japanese tradition in urban design and planning could be summed up as incremental, many small steps over a long period of time. In Fukuoka the merchants' district of Hakata has long had a grid that stretches from what is now Hakata station to the bay on both sides of what is now Taihaku Avenue. The Tenjin district and adjacent Daimyo, with its warren of narrow back streets, grew organically on the site of the old samurai estates adjacent to the castle. Modern additions to the city have been appended haphazardly as surrounding agricultural lands have been gradually converted to urban use or as land has been reclaimed from the bay. The result is an agglomeration in the most literal sense of the word.

The tradition of comprehensive urban planning is weak in Japan. In most Japanese cities there is no overall vision for the city and where it should go – not only in the physical sense of how the city should be laid out, but in the overall sense of what the city wants to be, in what direction the economy should develop. This is the most significant contribution FDC has made, to close the gap between economic development strategy and physical planning. In any city there is a collection of individual property

owners with conflicting interests, but in Japan this situation is exacerbated by the weakness of government bodies to guide development. In addition to being hampered politically as discussed before, in the absence of strong leadership the city administration is overwhelmed, reduced to mediating conflicting interests rather than creating a coherent framework for development.

There are many telltale signs of this in the Fukuoka urban environment. Linkages between districts are often weak or an afterthought. The transportation network works in those directions profitable to the individual operators but cross-connections may be underprovided, as Rob van der Bijl has pointed out time and again. The streetscape is cacophonous, characterized by a welter of uncoordinated signage, a confusion of competing paving patterns, and a juxtaposition of differing land uses. Each building sits on its lot, designed without reference to its neighbors.

As an academic discipline, urban design is underdeveloped in Japan. Urban planning and architecture are subsumed in the engineering faculties of the universities. Rather than emphasizing large concepts and encouraging interaction among complementary but competing disciplines, there is a tendency to approach urban problems as a series of narrowly-defined technical fixes. The public realm is engineered but not designed, as Saline Verhoeven remarked many times during the two-year collaboration since the July 2011 Expert Meeting.

### Searching for a New Paradigm

There are many examples of wonderful buildings and attractive urban environments in Japan, but they are often islands of calm in an otherwise chaotic cityscape. Fukuoka is trying to reach the next level—to create a coordinated cityscape. That is why the five guiding principles enunciated at the first Expert Meeting are so important. They serve as a qualitative touchstone for evaluating individual projects.

A coordinated cityscape, an imageable city with a walkable city center, is not an end in and of itself, however. FDC is keenly aware of this. FDC's most important contribution lies in bringing together private and public stakeholders to stimulate a discussion of urban issues and promote the creation of an overarching vision for the city that addresses both quantitative issue – What is needed to promote economic development? – and qualitative issues – How should the urban environment be (re)designed to support that development? Having had the courage to initiate this discussion and come up with some answers, Fukuoka is well on its way to working out a new paradigm to ensure its future.





# 9

## Experts

### Experts

- Rob van der Bijl (Netherlands)
- Neo Chiam Lim (Singapore)
- John Mader (United States)
- Saline Verhoeven (Netherlands)
- Marc Glaudemans (Netherlands)

### Local partners:

- Taichi Goto
- Koichiro Aitani
- Emiko Szasz
- Hiroyasu Amano
- Masato Wada







Marc Glaudemans is professor of regional and urban strategies at Fontys School of Fine and Performing Arts in Tilburg (Netherlands). He combines this position with the position of head of school of the Master of Architecture and Master of Urbanism programmes.

In 2006 Marc founded Stadslab European urban Design Laboratory, as an international postgraduate programme, initially aiming at European cities. Stadslab has developed into an acknowledged Think Tank and international urban design laboratory with a track record of programs in Europe and Asia (Japan). Current programs under preparation involve cities in China, Japan and USA.

Marc graduated in Architecture and Urbanism and holds a Ph.D. in Architectural Theory and History. He lectured at several Dutch and international universities and participated in numerous conferences. Currently he is board member of INTA (International Urban Development Association) and several other Dutch and international organizations.



Saline Verhoeven is a landscape architect trained at the Agricultural University in Wageningen and the Faculty of Architecture of the TU Delft.

She has been involved in many landscape design and landscape guideline planning projects in the field of public spaces, canals, school campuses, and parks in Netherlands and other cities in Europe.

After involved in Bureau B+B Urbanism and Landscape Architecture, Fontys Academy of Architecture and Urbanism, she is now serving as a landscape architect at S-coop collectively for repurposing and transformation of city and landscape.



Rob van der Bijl is an urban planner and consultant with an Amsterdam-based practice known for its innovative approach to research and design.

Recent projects are characterized by a multidisciplinary approach — urban planning, transport, culture, technology. Dr. Van der Bijl received his engineering degree and Ph.D. from the University of Technology in Delft. Recent projects include "Fava," an interdisciplinary collaboration investigating new methods of urban planning inspired by biomimicry; research on the urban design, planning and real estate potential of railway station environments (for the Chief Government Architect of The Netherlands); and several tramway projects.



Neo Chian Lim received his engineering degree from Sheffield University and trained at Harvard Business School (Program for Management Development and Advanced Management Program).

He was Chairman & CEO of JTC Corporation (1995-2003), Deputy Chairman and CEO of the Singapore Tourism Board (2002-2009), and CEO of Singbridge International Pte Ltd (2011-2013). Mr. Lim was also the Chief of Army in the Singapore Armed Forces from 1992-1995, he holds the rank of Major-General. He is now serving as Dy Chairman of "Gardens by the Bay" and the Chairman of Ascendas Hospitality REIT.





John Mader is a licensed architect specialized in urban planning, with 20 years of experience in the US, Europe and Asia. His approach is multidisciplinary, combining design, sustainability, public policy, and real estate economics when devising solutions for urban issues.

He has degrees in political science, economics and architecture from Harvard, Princeton and the University of California at Berkeley, respectively.

Mr. Mader is past president of the American Institute of Architects (AIA), Japan chapter, and an active member of the Urban Land Institute (ULI). Currently he is consulting to the Fukuoka Directive Council to promote urban regeneration efforts in Fukuoka.



Taichi Goto With M.S. in City Planning, University of California at Berkeley (1997), and B.S. in Urban Engineering, University of Tokyo (1992), **Taichi Goto** professional expertise ranges from city planning, urban design, real estate development, strategic planning for private and public institutions, and has worked on diverse spheres of projects in the U.S., Japan and countries throughout Asia. Mr. Goto is a first class registered architect (Japan), U.S. Certified Planner (AICP), and Regional Commissioner for INTA (International New Town Association).



Colofon

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Moving from Concept to Action

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