

Minutes of the side event of WUF10

Implementing Territorial/Spatial Planning Systems and Strengthening Local Capacities to Achieve SDGs and NUA (hosted by the Spatial Planning Platform (SPP) Secretariat) at the 10th session of the World Urban Forum

Date: 10 February 2020

Time: 12:30 - 13:30

Place: Hall 3: Room 13, Abu Dhabi National Exhibition Centre, UAE

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Remarks

(Chair of the session, Vice Minister of MLIT)

Introduction

(Ms.Ritsuko Yamazaki Honda, Moderator)

I am Ritsuko Yamazaki Honda, a moderator of this session. Thank you very much for joining us. I would like to ask Mr.Takuya Kurita, ViceMinister, Japanese Ministry of Land, Infrastructure, Transport and Tourism (MLIT) to chair this session. Thank you.

Remarks

(Mr.Takuya Kurita, Chair of the session, Vice-Minister of MLIT)

I am Takuya Kurita, Vice-Minister of the infrastructure of the Japanese government, It is a great pleasure for me to be here with you at 10th WUF and hold this side event, "Implementing territorial spatial planning systems, and strengthening local capacity to achieve SDG's and New Urban Agenda (NUA)".

This event also serves as a part of the second spatial planning platform (SPP) meeting. The SPP meeting was proposed at Habitat III by the government of Japan, and the 1st meeting was held in August 2018 in Fukuoka, Japan, two years ago. The SPP aims to support the achievement of NUA and SDGs through networking, sharing experiences and peer-to-peer learning on spatial planning.

Now we have distinguished speakers from both national and sub-national governments across regions as well as private sectors. The first one, just next to me, Honorable Isaac Isanga Musumba, Minister of State for Urban Development, Uganda. And again, from Uganda, Mr. Vincent B.Byendaimira, he is the Director of Physical Planning and Urban Development, Ministry of Land, Housing and Urban Development, Uganda. And from Malaysia, Dr.Alias bin Rameli, he is the Director of Research and Development Division, PLANMalaysia. From Indonesia, next to me, Dr.Chairil Abdini, Head of the Capital City Relocation Planning, Ministry of National Development Planning, Indonesia. From Mozambique, Mr. Aderito Wetela. He is a national director for spatial planning and resettlement, Ministry of land, environment, and rural development. And from Spain, the government of Catalonia, Mr. MarcDarder, is the head of technical cabinet, Ministry of territory and sustainability of government Catalonia. And from Abu Dhabi, Mr. Nikola Vujevic, he is a senior associate planner, Al Dhafra region planning and policy department, department of the municipality and transport. From Japan, Mr. Masayuki Ura, he is the director international business department of Urban Renaissance Agency (UR) of Japan. And again from Japan, Mr. Yoshinobu Fukasawa, he is the oversea business department director of the Nishi Nippon Railroad company.

Now I am passing on to my colleague Ritsuko, moderate of this session, please.

(Moderator)

Thank you, chairman. I would like to start from Uganda. Honorable Isaac Isanga Musumba, please start the session. It is our really great honor to have you here.



Speech

(Mr. Isaac Isanga Musumba, Minister of State for Urban Development, Uganda)

(This meeting transcription was done by UED.)

Thank you so much, Ladies and gentlemen, I have some good news and some bad news. The bad news is that for quite sometimes, the government of Uganda had not paid serious attention to spatial planning. As a consequence, a lot of unplanned developments have taken place in the country. That is the bad news. The good news is that now physical planning has been reprioritized. The government is now paying a lot of attention to building the institutional/legal framework to ensure that physical planning is broad. This is based on the consideration that our urban areas are growing at a very high rate of 5.2% per year. So the areas are accommodating more and more people and are growing annually. As a consequence, the government did realize that if we have to have better development, then physical planning must be prioritized. We have participated in the development of an urban policy which has been agreed upon and adopted by the government. We are now working on urban law, specifically bloodless urban development. We have domesticated the international guidelines and urban tutorial plan. We are only awaiting dissemination and adoption as the guide for spatial planning in Uganda.

Recently physical planning is prioritized. The government passed a new law, the physical planning amendment act, which set out new parameters for effective and improved spatial planning. We have continued to focus on the modern method of physical planning using state-of-the-art technology. To ensure that the physical planning, can be captured in real-time. Physical developments, we are in the process of setting up the unit of high-end technology that will guide physical planning, because again, in the past, physical planning has been by old and traditional methods, which are not as efficient and/or effective as the new ones. In the law also, the physical plan will be linear in the main with the exceptions. But basically that is what the government has adopted by laws. And we are now set for partnering anybody who has new knowledge and expertized in helping us become more responsive for the physical planning demands of our people. Thank you.

(Moderator)

Thank you very much. Now we start presentations.

1st presentation - Uganda's First National Physical Development Plan (NPDP)

(Vincent B.Byendaimira, Director of the Physical Planning and Urban Development, Ministry of Land, Housing and Urban Development, Uganda)

(This meeting transcription was done by UED.)

1. Uganda's physical planning hierarchy

- It has five levels. There are 1) National physical development plans (PDPs), which we are presenting, 2) regional PDPs, 3) district PDPs which is administrative entities or anything between 50,000 and maybe 400,000 at the most population, 4) urban PDPs, and 5) local PDPs where we have got places that need to be planned, but not yet at an urban scale.

2. Key assumption

- There are key assumptions in the national physical development plan. We assume that more and more people will live in urban areas.
- This national PDPs works with two overall critical variables, mostly population, and the national land.

3. Four intervention arms

- There are four interventions as arms (*depicted in slide 9), the spatial economy, settlement system, settle implementation and infrastructure. The settlement systems under infrastructure are key for the national plan.

4. Transportation

- The national PDPs look at public transport as a key at the national level.
- It proposes a new national expressway system, called shared infrastructure corridor that we should have as much as possible almost all infrastructure in one space.

5. Proposals

- The triangle (*depicted in slide 11) represents the main expressways. The yellow is the main settlement of urban areas. Some of them are existing, a lot of them are planned.
- Kampala city, as capital, has about 3,000,000 population, while the next city has just under 200,000. We can make Kampala city smaller, but we have some other regional cities coming up closer to Kampala. That is the combined plan which would propose preparation for the various settlement centers, cities especially.

6. Conclusion

- National PDPs are really expected to nationalize for the various demands on country's space. It also recognizes the planned urbanization as key in freeing land for land other uses.
- We recognize that its fruits will only be enjoyed if it is followed by effective lower level planning and effective implementation of all spatial plans.
- We expected that we would have lower level planning which falls in line with the national PDPs.

2nd presentation - Achieving Sustainable Development Agenda : Malaysian Spatial Planning Initiative

(Alias bin Rameli, Director, Research and Development division, PLANMalaysia)

1. Malaysian development planning framework

- As an overview, Malaysia has three tiers of stages in spatial planning development, i.e. 1) national planning, 2) regional and state planning, 3) the local planning level. I think that other countries also probably have similar stages.
- We have planning governance. We have a national planning committee chaired by the Prime Minister at the federal level. At the state level, we have a state planning committee chaired by the chief minister, and we also have many mayors at the local level. All these activities were governed by the federal constitution and also by the town and country planning act.
- National level planning has set certain targets like urban population and demography aspects.
- We have set the urbanization rate targeting for 2040. We have to make sure that the urbanization rate will not exceed the level of 85%.
- We also set a carbon dioxide emission target, infrastructure target, and public transport target.
- In addition to the national physical plan, Malaysia has a spatial policy called “national urbanization policy”. The vision and some principles of the policy are to follow policies set in the national physical plan at the federal level planning.
- We also formulated planning guidelines, the system in the context of urban planning, and initiatives on the planning system to make sure the efficiency of implementation of big data in Malaysia.
- One of the initiatives called MURNInets (the Malaysian Urban Rural National Indicators Network for Sustainable Development) is to formulate the urban sustainability assessment.
- MURNInets has many indicators, dimensions to efficiently ensure the assessment of urban sustainability for all urban and rural dwellers in Malaysia..

2. Spatial planning initiative and sustainable development agenda.

- We tried to put national planning levels’ effort to SDGs by mapping and ensuring all national planning initiatives in line with SDGs targets. The spatial plan initiatives will achieve some of the goals and targets.
- Other than the national level, from the perspective of MURNInets, we have done with implementing assessment of urban sustainability for last 20 years covering more than 100 cities in Malaysia. We also try to put these components into the SDGs, especially as the No.11 on sustainable and safe cities and communities.
- MURNInets, for all citizens of Malaysia, makes 10 priorities out of 17 SDGs, that will be important and significant in the context of sustainability assessment in Malaysia.

3. Promoting and implementing the SDGs agenda.

- From national initiative, we have integrated climate change mitigation measures in the context of the local plans.
- There are many initiatives done, including a spatial guideline on low carbon city. We hope that the guideline will help to achieve SDGs no.7, 11, 13, and 15.
- We also have issues of integrating disaster resilience management in the local plan.

- We try to limit urban sprawl and expansion. We try to maximize development within the distance of public transport in Kuala Lumpur, also trying to implement safe city program last 10 years. There are many funds by the national level and basic fund, given to the local authorities to implement the safe city program. We can consider this as a very successful program.
 - There are also Green Neighbourhood guidelines and initiatives to be applied to local authorities.
 - We are trying to make an initiative, a small but probably big impact on the cities.
 - We have healthy walkable cities and transit-oriented development city and place making through pocket park revitalization initiative aimed to showcase and localize the SDGs..
4. How to govern the sustainable development Initiative.
- The first example is MURNInets. Last 20 years, all local authorities compete with each other. Now, no need to compete. Federal, state and local agencies support and appreciate PLANMalaysia's effort on the assessment of urban sustainable development in Malaysia.
 - The second example is the safe city program, which is funded by the federal and state and implemented by the local authorities. Past experience, is quite difficult for urban planners to collaborate and deal with police, but now it is changed where the police find urban planners to help them to reduce crime activities in city area

3rd presentation - Implementing Territorial/Spatial Planning Systems & Strengthening Local Capacities to Achieve SDGs & NUA in Indonesia

(Dr.Chairil Abdini,Head of the Capital City Relocation Planning, Ministry of National Development Planning, Indonesia)

(This meeting transcription was done by UED.)

1. Overview
 - Since Indonesia is an archipelagic state, the region is difficult to develop evenly, to build the connectivity among the 17,000 islands.
 - The largest one is Kalimantan, Sumatra, Java, Papua, and Sulawesi.
 - The distance from northwestern to southeastern is a similar distance from London to Tehran, or from Los Angeles to New York.
2. Policies and plans and regional disparity
 - Series of spatial planning policy and regional economic policy have been implemented from the year 1992 to 2009.
 - The distribution of population, 80% of the Indonesian live in Java and Sumatra.
 - It is also reflected in the GDP distribution of the area. 80% of GDP has concentrated also in Java and Sumatra.
 - As for the comparison of the year 1993 and 2018, there is not much improvement in the equality of the economy of the region.
 - In 1993, 81.6% of economic activity concentrated in Java and Sumatra, and in 2018, still 80%. Despite the series of the policy that has been established and implemented, inequality remains high.
3. Williamson index

- According to the Williamson Index, it shows high inequality of our regional economy.
4. GDP per Capita
 - As for the GDP per capita of the region, Jakarta has five times GDP per capita compared to the national average.
 - In East Kalimantan province, they have three times of GDP per capita compared to the national average. East Kalimantan will be our new capital in the future.
 5. The Urbanizing Archipelago
 - What is the challenge of the urbanized archipelago? In 2015 the population of Indonesia was estimated at around 245 million. But the year of 2045 will be almost 320 million people in Indonesia.
 - Now around 50 to 60% of people live in an urban area, but the year 2045, around 70% of Indonesian will live in an urban area.
 6. Issues and Opportunities
 - In China, 1% of urbanization creates 3% of GDP. In East Asia and the Pacific is around 2.7%, in Indonesia, 1.4%.
 - It is the urbanization impact on economic growth, and Indonesia's impact is a little bit lower compared to China.
 - We have a phase of the problem of urbanization, basic surfaces, and infrastructure.
 7. Regional Development Priorities
 - What is priorities? We need to develop the metropolitan area, not in Java, but in all the regions of the country.
 - We need to develop new cities. Also, we need to develop an industrial zone out of Java.
 8. Sustainable Cities Index
 - How do we evaluate and monitor SDGs and NUA achievement? We developed the Sustainable Cities Index.
 - We are currently still thinking about what kind of incentive we can provide as the policy incentives. It may be related to physical transfer to the city, if we achieve the SDGs and NUA, physical transfer to the city will be increased.

4th presentation - Contribution of Territorial Planning to Comply with SDGs In Mozambique

(Mr. Adérito Wetela, National Director for Spatial Planning and Resettlement, Ministry of Land and Environment, Mozambique)

1. Overview
 - Mozambique is a country located in South-eastern part of Africa along the coast with 28 million population according to the 2017 Census.
 - The structure is divided into 11 Provinces, 154 Districts, 419 Administrative Posts, 1052 Localities, and 53 Municipalities wich are cities and villages.
2. Territorial planning system
 - The government approved the legal framework for territorial development in 2007, 2008. It defined eight types of instruments, which are the National Territorial Development Plan, the Special Territorial Plan, the Provincial Plan

for Territorial Development, District Land Use Plan, Urban Structure Plan, and then General and Partial Urbanization Plans, and the Detail Plans.

3. Territorial planning instruments
 - These instruments are designed for each province, districts and local governments past 20 years
 - We have been supporting the local government in preparing the instruments.
4. National Territorial development plan
 - The territorial plans aim to follow the SDGs and other sustainable development.
 - The national territorial plan is divided into nine strategic objectives that aim to strengthen development in all sectors, including prevention of natural and man-made risks and other situations.
5. Examples of good practice
 - We have also participated in the implementation of different planning instruments in the Districts, like Detail Plans, especially in resettlement cases that come with housing component.
 - We have almost 21 neighborhoods have been created which can develop into a very large villages
6. Challenges of territorial planning in Mozambique
 - We have some challenges in urban planning instruments that are the implementation of the institutional framework for territorial planning, massification of training and qualification for municipalities, district technicians and community leaders.
 - The implementation of territorial planning instruments, especially the detailed plans. Monitoring, an inspection of instruments, and improvements on coordination between different sectors of the implementing institutions.
7. Conclusion
 - Mozambique has many territorial plans, not only the ones stated here but we are still working on implementing other instruments of territory planning, thank you.

(Moderator)

Thank you very much speakers from the national government. We are moving to the second round, from the regional government and private sectors.

I would like to explain the objective of the session. This is to show spatial planning is involving so many stakeholders, from national, local, and regional governments, private sectors, and so on. This is only one of our sessions, which has so many examples, good practices. This is kind of speak review with concise as essence. We have the SPP website and will post all presentations so you could download the pdf file. Also, you could exchange your view through the virtual community with us. Thank you very much.

5th presentation - Fostering Integrated Coresponsibility in a Regional Urban Agenda.

(Mr. MarcDarder, Head of technical cabinet, Ministry of territory and sustainability of Government. Catalonia)

(This meeting transcription was done by UED.)

1. Overview
 - As the representative of the regional government of Catalonia, we have a lot of experience regarding urban and territorial planning.
 - In 1859, the first extension plan of Barcelona was made. In 1930, the first regional territorial planning in Catalonia was made. In 1956 the first legislation on urban planning in Spain was made, and in 1978, our first regional urban planning legislation was made as well. We come from a long tradition in urban planning.
2. Paradigm changing
 - Nowadays, we find ourselves in a change of paradigm. As the first reason, urbanization in Catalonia has reached the highest point possibly. Our city would not be growing anymore, including the population. In fact, some of the cities are declining. So the urban renovation is taken a lot of importance there.
 - We commit in terms of energy strategy. We would like to recognize our mobility and our energy generation process.
3. Poverty and inequality
 - We have poverty and inequality in the cities that we have to embed in our planning system.
4. Urban model
 - Our urban model is not the most efficient one. Most of our model is based on sprawl and is not such a big compact city that we would like to achieve.
5. Prosperity
 - Economics has a deep impact on our cities, in our case, tourism. Massive tourism in Barcelona is a great asset, but at the same time, there are problems between the citizens, a lot of friction there.
6. Climate change
 - Climate change is very important. How the rise of the sea level will affect our coastline in Catalonia, which has 80% of our population, and this is a very important matter to us.
7. Governance
 - We have to embed all governance process to our planning system. Catalonia gathers 80% of population as capital city.
 - Eight out of nine Catalans live in cities above 20,000 inhabitants. The rest of the region is not that well-populated, but we have a network of small and intermediate cities.
8. Catalan Urban Agenda
 - We are trying to rethink our urban system by implementing of Catalan Urban Agenda.
 - The agenda has six main goals (health, prosperity, urban welfare, environmental dimension, urban quality, efficient governance).
 - Our main concern is how to integrate all these different areas, how to overcome the side effect such as architecture in the area.
 - We are trying to re-align all our policies to the SDGs, as far as we are foreseeing that it will be implemented in urban areas. 15 out of the 17 as SDGs, and 25% of the 169 different targets are undertaken by our agenda.
9. Catalan Urban Assembly

- The idea is to create a new paradigm. We cannot do it by ourselves. Although we have the plan, measures, and capacities, we still need cities, citizens, and private sectors.
- That is why we created a body called urban assembly. It gathers all those important key actors in order to design these policies for the next decade.

10. Conclusion

- Hopefully, we will have a new pack of legislation and new ways to plan our cities.

6th presentation - Learning from 60 years of Planning and Urbanization.

(Mr. Nikola Vujevic, Senior Associate Planner, Al Dhafra Region, Planning and Policy Section, Department of Municipality and Transport, UAE)

1. Introduction

- I have been working as a planner in the UAE for the last 11 years. I would like to welcome you to Abu Dhabi and UAE on behalf of the Department of Municipalities and Transport.
- I will give you a short brief overview of the planning system and how we are actually dealing with some SDGs, highlight key themes over last 10 years.

2. The evolution of planning in Abu Dhabi

- Over the 60 years, we have experienced rapid urbanization to achieve large growth for trends.
- In 1960', the planning process started around the time of the unification of the UAE. In 1967 Sheikh Zayed invited Dr. Takahashi from Japan to come and developed the first plan for the city. Here you see a photo from 1968 of the two men working together to develop the first plan for the city. And as you walk or drive around the city, you see many of the footprints still left in the ground, with development taking place along those main arteries and streets of the plan.
- The population of Abu Dhabi accounts for about 1/3 the national population. Of the total UAE population, 15% are the local Emirati population, and 85% are immigrants.
- Abu Dhabi accounts for approximately 87% of the landmass of the UAE.

3. Development framework

- The development planning framework was started in 2007. Abu Dhabi Economic Vision works together with the planning vision that was established in 2008.

4. The Roles of the Department of Municipality and Transport

- We have five key roles related to land use planning and transportation planning. We (1) develop comprehensive plans, (2) assist all the implementation plans, (3) develop regulation and policies, (4) approve some of the development and; (5) ensure the sustainability principles are applied in developments

5. Hierarchy of Urban Planning system

- Everything starts with Vision 2030 (both Urban Planning and Economic) and regional framework plans, maritime and strategic transportation master plan, regulations, and guidelines.

- The guidelines contain more detailed aspects of the planning.
6. Emirate-wide development strategies
 - We have three regions. We have Al Ain, Abu Dhabi, and Al Dhafra. We have a framework vision plan for those regions, and then we go down to more detailed plans for neighborhood block, and we finally finished with regulations for specific plots.
 7. Urban planning documents
 - When it comes to the guidelines, we have a series of 10 guidelines, including development, safety, security, public realm, streetscape, utilities, community facilities, and mosques.
 - Sustainability guidelines divided into four sections complete the suite of documents.
 8. Benefits
 - I would like to highlight the key ways in which we have benefited from this established system. We have a large number of professionals from other places in the world.
 - Our main goal of establishing these guidelines is to unify the performance standards and how these professionals work. As such, one of our main achievements is that we train these professionals and ensure that they continue their professional development, which under normal circumstances they could only obtain in their home country.
 - I want to show a couple of examples of how to reach some of the SDGs through these guidelines. For example, urban street manuals have helped us use less land for development. Over the last 10 years, we have started using approximately 33% land less to develop street right of ways. This is cheaper, easier, and more sustainable..
 9. Estidama
 - Estidama is a kind of crown jewel of Abu Dhabi's Plan 2030 (*Estidama is a set of sustainability guidelines for planning, design, construction and operation of buildings and communities.
 - Estidama rates building by Pearl Rating System and deal with the environment, social, cultural, economic aspects of development. It comprises the four components of (1) community development, (2) buildings, (3) villas which embody housing here in UAE, and also (4) public realm planning.
 - Since the Estidama program started eight years ago, we have rated over 14,000 villas, and over 23 million m2 of developed GFA.
 - The program reached out to the community. For example, 151 schools have been designed or upgraded based on Estidama sustainability standards. Our team has actually gone out to the community and worked with children to teach them about sustainability principles.
 10. Conclusion
 - The real key statistic that I want to end on is that we have trained more than 13,000 people in Estidama and the guidelines in over 500 sessions in the last eight years.
 - This communication was key to achieving some of the SDGs. If you want to achieve the SDGs, invest in communicating with the communities you are planning for and developing the professionals who are doing the work.

7th presentation - How our Urban Planning System Has Contributed to Sustainable Development Goals

(Mr.Ura Masayuki, Director,International Business Department, Urban Renaissance Agency)

1. Introduction
 - I will talk about SDG11 by UR. To reach the goals for SDG 11, we are working (1) advancement of land use, (2) strengthening of traffic nodes, (3) creation of public spaces, and (4) TOD “Transit Oriented Development” is our specialty.
2. Need for TOD in Japan
 - As for the number of passengers, many of Japan’s stations are listed top 100. Shinjuku station is the busiest place in the world, with over 3 million per day.
3. Current example project of UR as MM21, Urban renewal project
 - I will show our big project for Minato Mirai 21 (The future of Port) , (MM21).
 - This big city has various functions such as commercial complex, business facility, and apartment building at present.
 - MM21 is well known for good practice of TOD for "City not depending on cars". The distance to the neighboring stations of the subway is 800 meters to help people's walk to various facilities and housing.
 - In addition, pedestrian networks, moving sidewalk, bus network, and ocean liners are well developed.
4. Project in Shibuya
 - Four big projects are now in progress around Shibuya station. UR has taken a land readjustment project.
 - Coordinating organization is needed to keep the four projects on schedule. UR has an important role in a neutral position as the semi-governmental agency, and become a bridge between the government and private companies.
5. UR’s achievement and business field
 - We have engaged in over 200 projects, mostly TOD, throughout overall Japan.
 - UR can support your country as a consultant, a coordinator, and an advisor.
 - Now, we have four business fields, (1) new town development (2) rental housing, (3) urban renewal, and (4) disaster restoration.

8th presentation - Japan’s TOD as a Tool of Spatial / Territorial Management

(Mr. Yoshinobu FUKASAWA, Oversea Business Depart Director of the Nishi Nippon Railroad Co. Ltd.)

1. Introduction
 - I was a staff member of the UN habit prior to the current position in my company as an advisor. I will provide the point of view of the private sector.
 - The population in Fukuoka City Region i.e. NNR’s catchment area is about 5 million, and the physical size is 5,000 km², which is more or less okay for daily commuting/shopping.
2. Overview of Nishi-Nippon Railroad Co., Ltd. (NNR)
 - Nishi-Nippon Railroad Co., Ltd. (NNR) was founded more than a century ago. NNR operates urban commuter trains over 100km and over 3,000 buses, and

transport 1 million passengers daily. NNR also does housing, office, hotel, commercial development, and amusement facility, etcetera.

- NNR leverages the synergy between public transportation network and various urban development initiatives. This idea is that our company's good job contributes to Fukuoka's growth, and it comes back to our further growth.
- NNR's DNA is to contribute to Fukuoka's growth from a long-term point of view.
- This kind of DNA has been evolving through various types of TOD practices over time.

3. TOD as a business model

- The combination of the construction of the railroad, housing development in the outskirts, and commercial development at the terminal is the typical TOD practice. This business model was invented by another railroad company in Osaka in 1920, against the background of progressing modernization of Japan's economy and the emergence of middle-class families. This was to support the then new lifestyle of such families.
- The essence of this business model is that while railroad construction requires large long term investment, projects like housing and commercial development captured land value appreciation, which will contribute to recovering a part of a large investment on a short term basis.
- Interestingly, the model was invented by a gentleman in Osaka. He had a broad mind and shared this idea with all friends, companies, including our company 100 years ago.
- Another practice is the integration of the station's role and urban development near the station. NNR also does area management concept. We consolidate area management through discussion of different mayors along the railroad line.

4. Essence of Japan's TOD

- The existence of committed operators, who take responsibility for the success of the catchment area.
- Leveraging synergy between public transport and urban development initiatives is the key to success.

5. Possibilities in other countries

- Of course, this kind of business model cannot be replicated in other countries straight away, as time and socio-economic context are different.
- However, it may still be worthwhile to think of fostering and entrepreneur who can try to similar things in your country too.
- This idea is brought by this book. You can come to me to know more.

Remarks

(Chair of the session, Vice Minister of MLIT)

Thank you very much, speakers. Time is very short now but do not worry about it. We will continue this interesting discussion from this 4:30 today as a networking event at room 15 in this hall just next door. Once again, let us give the excellent speakers round of applause. Thank you very much.

End