Technical Deep Dive on Transit Oriented Development (TOD)/Land Value Capture (LVC)

The Tokyo Development Learning Center (TDLC)
Social, Urban, Rural and Resilience Global Practice (GSURR)

In collaboration with TOD Community of Practice (CoP)
Technical Deep Dive on Transit Oriented Development (TOD)/Land Value Capture (LVC)

I. Introduction

The Technical Deep-Dive (TDD) on TOD/LVC is the first comprehensive deep-dive program of a knowledge learning series, bringing together experts and practitioners to share good practice and experience on specific technical subjects.

TDD on TOD/LVC draws on consultations between the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Japan Ministry of Finance (MOF) and the World Bank Task Team Leaders (TTLs) of the Global Lead under the auspices of the Community of Practice (CoP) TOD. The Tokyo Development Learning Center (TDLC), which organizes city partnership program collaborates, on the program modalities.

TDDs offer first-hand knowledge exchange opportunities for developing countries to deepen their knowledge on specific technical subjects, through comprehensive workshop, site visit and peer learning in Japan. They are part of TDLC’s mission to link demand for knowledge and expertise from Bank clients with relevant Japanese expertise.

TDDs are demand-driven programs focused on specific client interests and objectives. Client demand is identified through a demand survey conducted by the World Bank. In close collaboration with the Bank’s CoP, TDLC organizes a series of structured learning events, before participants arrive in
Japan, while providing continuous support to TDD participants, by connecting them with experts and by sharing best practices. The participants of the TOD/LVC TDD are selected based on the criteria set by CoP and endorsed by the World Bank management.

II. Key Features of TDD Program

TDDs are 4-5 days engagements. Participants number from 20 to 35. They include city representatives from around 10 developing countries, the World Bank staff and other experts. City participants are generally counterparts for World Bank projects. The key features of TDDs are:

- **"Objective" focused structure**: Demand driven and problem solving orientation, with possible technical assistance, including consultation and expert visit to client nations through City Partnership Program and other program.

- **Knowledge Development for Operational Development**: Knowledge exchange and Just-In-Time-Assistance and potential technical assistance for clients and World Bank Task Teams.

- **Structured Learning**: Delivery of structured learning for clients and partners such as e-learning courses, and package of selected Knowledge Exchange Instruments before during, and after the TDD in Japan.

- **Application to Knowledge Networks**: Contribution of relevant inputs to CoPs to support development of their knowledge assets such as case studies and best practice lessons and to diffuse them to broader community.
III. Three Building Blocks of TOD & LVC

TOD including LVC is a complex operation where various public and private stakeholders jointly maximize the economic value of the lands as well as environmental and social benefits, around transit station areas and/or along corridors. TOD explores the accessibility benefit driven from transit investment and agglomeration benefit of high density and mixed land-use development in the transit station precinct. It requires favorable macro conditions, a strategic vision, a supportive regulatory and institutional framework, and considerable expertise. Its adoption and implementation depend on the conditions and needs of each city.

Particularly, adapting and implementing LVC as a part of TOD project, requires consistent policies, a strong institutional framework, a clear and transparent regulatory framework, strong planning and financial management, effective design, and efficient property management. For this reason, many policymakers and practitioners in developing countries, likely feel that what Hong Kong SAR, China’s, MTR Corporation and Japanese railway companies such as Tokyu Corporation have done is unmanageable in developing countries. But both organizations developed expertise over many years, through trial and error.

Other policymakers and practitioners might hesitate to adopt LVC schemes because of the lack of available lands or the difficulty in acquiring them. Even in these situations, however, municipalities or transit agencies can explore the possibilities for their own land, such as underground or above-station areas or depots, just as JR East and West are doing. On land under their control, municipalities or transit agencies could start with a simple property development such as a single tower office building above
a transit station. They could next develop a mixed-use complex, possibly with private developers and eventually apply land readjustment or urban redevelopment schemes to develop areas adjacent to transit stations owned by private land holders.

To do this, the national or any upper-level government may need to adjust the regulations for transit (railway, Bus Rapid Transit) agencies to allow their commercial development. The key is to take incremental steps that make sense for each municipality and to leverage internal and local assets.

The unearned increment arising from growth of the community, public improvements, enterprise and exertions of the individual residents etc. is a ‘social question’ – it is a question of equity and fairness. Since society bears the costs and efforts to increase land value, it should benefit proportionately. The question is its mechanism. While international practices of TOD-related LVC range from taxation to planning conditions/ obligations, the methodology that Japan had unique success in is its land readjustment scheme, or more broadly speaking land rights conversion (often adapted in urban redevelopment projects). Combining competitive public transport services with land redevelopment along major public transport corridors enabled Japanese cities to meet infrastructure needs of their rapidly growing population and economy through Public Private Partnership (PPP). This approach, is indeed, applicable to cities in developing countries which are rapidly growing and undergoing massive changes unparalleled in history.

Some notable examples from Japan include: Redevelopments of Shinjuku Station area, Shibuya Station area and Roppongi Hills, through collaboration between Tokyo Metropolitan Government and private sector (all in Tokyo); Redevelopment of Minato Mirai 21 area served by a new Minato Mirai Line and Tokyo Denentoshi Line’s Tama Plaza station area development (both in City of Yokohama) as an example of private-sector-led TOD; Redevelopment of Umeda North Exit area through collaboration between City of Osaka and private sector (City of Osaka), and Senri Newtown development under the auspices of Prefecture of Osaka.

In this Technical Deep Dive (TDD), the program is designed around three Building Blocks for TOD & LVC – Plan, Institutions and Methods:

1. Plan: Planning Scheme and Process integrating transit and land development, through TOD
2. Institutions: Regulatory and Institutional Framework to deliver TOD and LVC
3. Methods: Instruments for integrated transit and land development including land readjustment, urban redevelopment and financing schemes.
IV. Agenda

May 15, Sunday

<table>
<thead>
<tr>
<th>Arrival</th>
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<tr>
<td>Arrival in Tokyo check in Dai-ichi Hotel (After 17pm)</td>
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May 16, Monday (Day 1)

<table>
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<tr>
<th>AM</th>
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<tbody>
<tr>
<td><strong>TOD Workshop (Part I) @ Tokyo Development Learning Center (TDLC)</strong></td>
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<tr>
<td>8:00 Breakfast at TDLC</td>
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<tr>
<td>8:30 Registration/Housekeeping Matters</td>
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<tr>
<td>9:00 to 9:05 Introduction By Dan Levine, Senior Operations Officer, TDLC, World Bank</td>
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<tr>
<td>9:05 to 9:10 Welcoming Remark By Mr. Shin Hasegawa, Assistant Vice Minister, Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Government of Japan</td>
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<tr>
<td>9:10 to 9:15 Welcoming Remark By Mr. Hideaki Hamada, Deputy Director, Ministry of Finance (MOF), Government of Japan</td>
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<tr>
<td>9:20 to 9:30 Introduction Statement By Mr. Gerald Ollivier, Transit Oriented Development (TOD) Community of Practice (CoP) Lead, World Bank</td>
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<tr>
<td>9:30 to 10:35 Client Engagement: City Round Table Brief presentation of each country on their TOD related agenda) 60mins (5mins each)</td>
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<td>10:35 Coffee Break</td>
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**Building Block 1: Plan**

Planning Scheme and Process Integrating Transit and Land-Use through TOD

By Mr. Kiyoshi Shimizu is Deputy Director-General for Engineering Affair of City Bureau of the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Government of Japan. (45mins including Q&A)

11:35 Case dive: Transit and Land Use Integration in Tokyo Metropolitan Area Master Plan
By Mr. Shigeki Sakaki, World Bank (40mins including Q&A)

12:15 to 13:15 Lunch (Lunch Box)

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**TOD Workshop (Part I) @ TDLC and Site Visit**

13:15 to 14:30 Client Engagement:
Group Discussions on Metropolitan Planning System: Based on the morning session, Groups (4-5 participants divided based on City TOD Report of the participants) will discuss and report on: “Comparison of the planning system of the participating cities with the Japanese system/How they can ensure transit and land use integration, critical for TOD?”

14:30 Overview of Shinjyuku before Site Visit
By Mr. Hiroaki Suzuki, World Bank Consultant

14:40 Group Photo (Outside the Fukoku Seimei Building)
14:40 Site Visit in central Tokyo Departure to Shinjuku

15:15

**SHINJYUKU**
Shinjuku Station: Building Blocks 1, 2, and 3
Redevelopment of Former Shinjuku Cargo Station Collaborators: TBD.

Experience the rush hour of the world’s busiest transport hub. Visit the observation lounge of Tokyo Metropolitan Government Building.

18:00 Dinner (Udon store – Sangoku Ichi) at Shinjyuku

Daily Takeaway to be submitted by participants through Google Form.
May 17, Tuesday (Day2)

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>AM</td>
<td><strong>TOD Workshop (Part II) @ TDLC</strong></td>
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<tr>
<td>8:20</td>
<td>Breakfast at TDLC</td>
</tr>
<tr>
<td>8:55</td>
<td>Stocktaking from Day 1</td>
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<tr>
<td>9:00</td>
<td><strong>Framework Presentation</strong>: Institutional and Regulatory Framework to implement TOD</td>
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**Building Block 2: Institutions**

Regulatory and Institutional Framework to deliver TOD

How TOD project such as station area development project are carried out, through collaboration among metropolitan governments, developers and land owners (45mins including Q&A)

By Professor Takayuki Kishii, Nihon University, Former President of the City Planning Institute of Japan

**Building Block 3: Methods**

Specific instruments for integrated transit and land development including financing schemes

9:45 **Framework Presentation**: Outline of Land Readjustment and Urban Renewal / Urban Redevelopment (45 mins including Q&A)

By Mr. Kunio Sakurai, Director, Project Management Division 2 Urban Regeneration Department Overseas Development Promotion Office, Urban Renaissance (UR) Agency

10:30 Coffee Break

10:45 **Case dive**: Housing-Railway Construction Law of 1989, Public Sector Led Transit Corridor Development (30mins including Q&A)

By Mr. Katsuyuki TAMON, Director of Diverse Corporate Planning Department, Metropolitan Intercity Railway Company

11:20 **Client Engagement**: Group Discussions on Building Blocks of 2 and 3: (4-5 participants divided based on City TOD Report of the participants) will discuss and report on:
“Comparison of the participating cities with the Japanese system/How they can ensure transit and land use integration, critical for TOD?”

12:15 Lunch

PM

Site Visit in central Tokyo

13:00 Departure to Roppongi by Metro

ROPPONGI HILLS
13:30 to 16:00
Roppongi Hills - Building Blocks 2 and 3

Large scale urban redevelopment of the downtown Tokyo, high end mixed land-use complex (residence, hotel, offices, museum, retails, and park) served with two metro lines and two stations with a unique method of vertical land ownership right transfer. The transfer is quite complex yet it touches important aspect including land registration system and urban redevelopment. Onsite presentation includes the subject of the roles of private developers in urban development.

Collaborators: Mr. Takashi Terada, Chief Officer for Disaster Risk Management Office and Mr. Nariyoshi Sake, General Manager, Urban Policy Planning Bureau, Mori Building Co.,

16:10 Take subway to go back to World Bank TDLC

16:30 to 17:15 Coffee Break
17:30 to 19:30

Third TOD Knowledge Sharing Seminar ‘Japan’s History of TOD and Application of Japanese TOD model in Developing Countries’

The World Bank Group Tokyo Development Learning Center (TDLC) in collaboration with the Ministry of Land, Infrastructure, Transport and Tourism, the Government of Japan, will host a third seminar of Transit-Oriented Development (TOD) on May 17, 2016 from 17:30 – 19:30 (JST), at TDLC.

The seminar opens with a key note speech by Dr. Akira Koshizawa, Professor Emeritus of University of Hokkaido, known as an authority on Japan’s history of urban planning. By untying history of TOD in Japan and walking through the TOD project implementation in Japan, the seminar aims to discuss the crucial elements and the challenges when applying Japanese TOD model in developing countries. The seminar will refer to specific TOD projects in Japan and in Asia in this context. The seminar will also introduce a planning instrument, called ‘the 3V Framework’, to maximize economic value of TOD station areas by matching three values, (place, node and market) together with its pilot application to the metro project in Zhengzhou in China.

The seminar is held during the Technical Deep Dive (intensive learning activities composed of a series of workshops and site visits) for TOD/Land Value Capture in Japan. This is the 2nd Technical Deep Dive, intensive knowledge dissemination activities, composed of a series of workshop and site visits on thematic technical subjects. The Technical Deep Dive brings together experts and practitioners of the developing countries, Japan and the World Bank, to share good practices and experiences on specific subjects.

The seminar will be open to both the Deep-Dive participants and the public.

Joint Organizers: the World Bank (GSURR/GTIDR/ECRJP/TDLC) and Ministry of Land, Infrastructure, Transport and Tourism (MLIT), and the Ministry of Finance (MOF), the Government of Japan (GoJ)

Objective: The seminar is intended to bring relevant WBG staff and their clients together to share knowledge on TOD issues, focusing, inter alia, on the challenges of automobile driven urban development faced by client countries and their TOD endeavors to address these challenges. The seminar will include a presentation on Japan’s experience in developing one of the most transit-oriented metropolitan areas in the world. The seminar will also introduce the new Community of Practice on TOD.
## Agenda

<table>
<thead>
<tr>
<th>Item</th>
<th>Speaker</th>
<th>Duration</th>
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</table>
| Moderator              | Daniel Levine, +  
Senior Officer, Tokyo Development Learning Center (TDLC), +  
the World Bank | +            |
| Opening Remarks        | Yasusuke Tsukagoshi, +  
Special Representative, Japan, World Bank Group | 17:30-17:35+  
(5min)+      |
| Key Note Speech        | Akira Koshizawa, +  
Professor emeritus+  
University of Hokkaido+ | 17:35-18:05+  
(30min)+     |
| Presentation-2         | Wataru Tanaka, +  
Executive Officer+  
Principal Planner, Urban Design and Planning Group+  
Director, Integrated Public Design Studio+  
NIKKEN SEIKEI LTD | 18:05-18:25+  
(20min)+     |
| Presentation-3         | Representative from Rio de Janeiro, Brazil+ | 18:25-18:40+  
(15min)+     |
| Presentation-4         | Gerald Ollivier, +  
Senior Infrastructure Specialist, TOD COP Lead, the World Bank+ | 18:45-19:00+  
(15min)+     |
| Panel Discussion       | Presenters+                                                                 | 19:00-19:15+  
(15min)+     |
| Q&A                    | Participants+                                                            | 19:15-19:25+  
(10min)+     |
| Closing Remarks        | Kazuko Ishigaki, +  
(5min)+     |

19:30 Reception at Kappogi, Japanese restaurant in lino Building
# May 18, Wednesday

<table>
<thead>
<tr>
<th>AM</th>
<th>Site Visit in central Tokyo</th>
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<td>6:00- Breakfast at Daiichi Hotel</td>
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SHIBUYA (Presentation)
Site Visit Corridor Development from City Terminal to Residential Development in the suburb

8:15 Departure to Shibuya by Metro
9:00 to 10:15 Presentation by Tokyu Corporation (Building Blocks 2 and 3)
Tokyu’s private company-led unique corridor development business model exploring the synergy between the railway and housing development.
By Mr. Masafumi OTA, Deputy Executive General Manager, Urban Development Business Unit, Development Headquarters, Tokyu Corporation

10:15 to 11:15 Presentation by Shibuya Ward (Building Blocks 1, 2 and 3)
Redevelopment of Shibuya Terminal Station and the transformation of surrounding Area
By Mr. Takuji KANO, Shibuya Ward
11:15 to 11:50 Lunch Box at Conference Venue

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<thead>
<tr>
<th>PM</th>
<th>Site Visit in central Tokyo, Tokyo’s Suburb, and Yokohama</th>
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<tbody>
<tr>
<td></td>
<td>SHIBUYA (Site Visit)</td>
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<td>Redevelopment of Shibuya Station Area – Building Blocks 1, 2 and 3</td>
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<td></td>
<td>11:50 to 12:20 Walk from Conference Venue in Dogenzaka, Shibuya</td>
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<td>Walk along National Road 246 to see South Exit Redevelopment → Hikarie</td>
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<td></td>
<td>12:20 to 13:00 Hikarie 11th Floor and 9th Floor</td>
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<td></td>
<td>13:00 Move down to Shibuya station situated in Hikarie basement 2nd floor</td>
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<td>13:15 to 14:00 Move to Tama Plaza Station by Tokyu Denentoshi Line</td>
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TAMAPLAZA (Site Visit)
14:00 to 15:00
Tamaplaiza Station area Site Visit – Building Blocks 2 and 3

Good example of transit and land-use integration at one of the stations of Tokyu Denen Toshi line, with good connectivity supported by well-planned feeder network (walk-dedicated pedestrian walkway, bike, buses). Adjustment of housing complex to demographic change.

Collaborator: Mr. Masakazu Kobiyama, Deputy Director of Housing Reusing Division, City of Yokohama

15:00 Departure to Minatomirai 21 by bus

YOKOHAMA MINATOMIRAI 21 (Site Visit)
16:10 Yokohama Minatomirai 21 – Building Blocks 1, 2 and 3
Conversion of Former Dockyard into a vibrant complex of hotel, conference center and retails, well connected with metro, PPP among Yokohama City, Private Sector for area development and metro construction.

Collaborator: Mr. Masakazu Shirai, Manager of Minato Mirai 21 Promotion Division
Urban Development Bureau
City of Yokohama

16:10 Site visit at Minato Mirai 21 Station Core (City of Yokohama provides explanation at the site)
16:25 Move to Land Mark Tower Observatory (by walk)
16:45 Look at Minato Mirai 21 Area from the top (City of Yokohama provides explanation at the site)
17:10 Move to Bus
17:30 Departure of bus to Tokyo

Client Engagement in Bus: Based on D1 and D2 Site Visit findings, discuss on redevelopment of built up areas in their cities.
“Mission impossible or We can do it?”
19:00 Quick dinner at Yabu-Soba in the World Bank TDLC building (Japanese Soba restaurant)

Daily Takeaway to be submitted by participants through Google Form.

May 19, Thursday

**AM**

Move from Tokyo to Osaka

Stocktaking from D3 (hand out)

6:00 to 7:00 Breakfast at Dai-ichi Hotel on 2nd Floor Restaurant Enchante
7:30 Meet and Drop your luggage at Dai-ichi Hotel Lobby
8:15 Departure to Tokyo Station from JR Shinbashi Station
9:15 Departure from Tokyo Station to Osaka Station by bullet train (120 mins)

WB Core Staff Meeting on the structure of the Wrap Up Meeting in the train

Early lunch provided in bullet train

11:45 Arrival to Shin-Osaka station

11:45 to 12:10 take JR line from Shin-Osaka to Osaka station
12:10 to 12:20 Walk to Grand Front

**PM**

Site Visit in central Osaka and Presentations

OSAKA UMEDA

PART I: Local authority’s view by City of Osaka

12:30 to 13:30 Osaka Station North Area Redevelopment – Building Blocks 1, 2 and 3

UMEDA NORTH EXIT – GRAND FRONT OSAKA (Site Visit)
Large Scale Redevelopment of Railyard By Mr. Yoshihiro Fujikawa or Mr. Satoshi Kakiuchi, City of Osaka
Split into 2 groups (One group for video and another group for explanation by City of Osaka)

Presentation by City of Osaka
13:30 Move to Shinhankyu Hotel
13:45 to 14:45 Presentation by City of Osaka & Q&A
Overview of Osaka Umeda Station North Area Redevelopment (1st and 2nd phase)
14:45 to 15:00 Coffee Break

PART II: Private entity’s view by Hankyu Corporation
Presentation by Hankyu Corporation –Building Blocks 2 and 3

15:00 to 16:00 Presentation by Hankyu Corporation

By Mr. Ryuta Onishi, Assistant Manager,
Urban Planning and Development Dept.
Real Estate Business Headquarters,
Hankyu Corporation

History of Hankyu Corporation and
Development of Umeda Area

Alert: Photos/Videos are not allowed during this site visit. Thank you for your understanding.

Hankyu Corporation Developed Area in Umeda (Site Visit)
16:00 to 17:30 Site visit of Hankyu developed Umeda area
17:30 to 19:30 Dinner around Osaka Umeda Station – Venue to be confirmed
19:30 Move to Shin-Osaka and check-in Hotel Courtyard by Marriott Shin-Osaka
(Luggage is carried to your room at your arrival)

Daily Takeaway to be submitted by participants through Google Form.

May 20, Friday
AM
7:00 Breakfast at Marriott Courtyard ShinOsaka
8:00 Meet at Hotel Front and
8:10 Bus ride to Senri Cultural Center
Stocktaking from D4 in the bus

8:50 Arrival to Senri Cultural Center Collaborative Conference Room
9:00 to 9:10 Introduction

SENRI NEWTOWN (Presentation and Q&A)
9:10 to 10:20 Presentation and Q&A by Prefecture of Osaka
9:10 to 9:30 Presentation: Train Planning and Implementation in Osaka (Transportation and Road Bureau, Prefecture of Osaka)

9:30 to 10:10 Presentation: Overview of Senri Newtown (Urban Housing Bureau, Prefecture of Osaka)

10:10 to 10:20 Q&A

SENRI NEWTOWN – Central Area (Site Visit)

10:20 to 10:40 Site visit in the central area of Senri Newtown

10:40 to 11:40 Site visit in the larger Senri Newtown area (from bus)
Collaborators: Transport and Road Bureau, and Urban Housing Bureau of Prefecture of Osaka

- R423 (Senri Chuo station to Momoyama dai Station)
- Fudo Toyonaka Settsu Line (Momoyama station to Minami Senri station)
- Fudo Suita Minowa Line (Minami Senri Station to New Senri East Residence run by Prefecture of Osaka)
- City Road (Furue dai, Fuji Shira Dai center)
- Senri North Park Furue Line (North Senri Station Senri Center)

11:40 to 12:30 Back to Shin-Osaka Area by Bus
12:30 to 13:30 Lunch Box in the Conference Room
Wrap Up
13:30 Stocktaking from D4 and D5 AM
14:00 to 17:00 Wrap Up Session at meeting room

DD Program Evaluation to be submitted by participants through Google Form.

17:30 to 19:30 Reception and Dinner

**May 21, Saturday**

<table>
<thead>
<tr>
<th>Departure</th>
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<tbody>
<tr>
<td>7:00- Breakfast at Marriot Courtyard ShinOsaka Check out and departure from Osaka (KIX)</td>
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V. City Profile

Tokyo Metropolitan Government

Special Wards of Tokyo (consisting of 23 wards) Basic Development Indicators

<table>
<thead>
<tr>
<th>Area: 618.8 km²</th>
<th>Population: 9,262,046 persons</th>
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<tbody>
<tr>
<td>Employment Structure: 0.11%:13.08%:71.08% (1:2:3, %)</td>
<td>Average Car Ownership: 0.39 per household</td>
</tr>
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</table>

Source: City Data Pack 2015 by Toyo Keizai

History of Development

The history of the city of Tokyo stretches back some 400 years. Originally named Edo, the city started to flourish after Tokugawa Ieyasu established the Tokugawa Shogunate here in 1603. As the center of politics and culture in Japan, Edo grew into a huge city with a population of over a million by the mid-eighteenth century. Throughout this time, the Emperor resided in Kyoto, which was the formal capital of the nation. The Edo Period lasted for nearly 260 years until the Meiji Restoration in 1868, when the Tokugawa Shogunate ended and imperial rule was restored. The Emperor moved to Edo, which was renamed Tokyo. Thus, Tokyo became the capital of Japan. During the Meiji era (1868-1912), Japan began its avid assimilation of Western civilization. In 1869 Japan’s first telecommunications line was opened between Tokyo and Yokohama, and the first steam locomotive started running in 1872 from Shimbashi to Yokohama. In September 1923 Tokyo was devastated by the Great Kanto Earthquake. The fires caused by the earthquake burned the city center to the ground. Over 140,000 people were reported dead or missing, and 300,000 houses were destroyed. Beginning shortly after the Great Kanto Earthquake, the Showa era (1926-1989) started, and Japan’s first subway line was opened between Asakusa and Ueno in 1927. In 1931 Tokyo Airport was completed at Haneda, and in 1941 the Port of Tokyo was opened. By 1935 the resident population of Tokyo had grown to 6.36 million, comparable to the populations of New York and London. The Pacific War, which broke out in 1941, had a great impact on Tokyo. The dual administrative system of Tokyo-fu (prefecture) and Tokyo-shi (city) was abolished for war-time efficiency, and the prefecture and city were merged to form the Metropolis of Tokyo in 1943. The war came to an end on September 2, 1945, when the Japanese government and military representatives signed the Instrument of Surrender. Much of Tokyo had been laid waste by the bombings and by October 1945 the population had fallen to 3.49 million, half its level in 1940.

In May 1947 the new Constitution of Japan and the Local Autonomy Law took effect, and Seiichiro Yasui was elected the first Governor of Tokyo by popular vote under the new system. In August of that year, the present 23 special-ward system began in Tokyo Metropolis. The 1950s were a time of gradual recovery for the nation, and in 1962, the population of Tokyo broke the 10 million mark. In 1964 the Olympic Games were held in Tokyo, the Shinkansen (“Bullet Train”) line began operations, and the Metropolitan Expressway was opened, forming the foundation for Tokyo’s current prosperity. (Source: Tokyo Metropolitan Government HP)
Site 1: Shinjuku, Tokyo

Shinjuku serves as the main connecting hub for rail traffic between Tokyo’s special wards and Western Tokyo on inter-city rail, commuter rail, and metro lines, the station was used by an average of 3.64 million people per day in 2007, making it, by far, the world’s busiest transport hub (and registered as such with Guinness World Records). The station itself has 36 platforms, including an underground arcade, above ground arcade and numerous hallways. There are well over 200 exits. Another 17 platforms (51 total) can be accessed through hallways to 5 directly connected stations without surfacing outside. On April 4, 2016, the new bus terminal and commercial facilities nearby south exit, named Buster Shinjuku, has opened. Considerable numbers of the coaches and the airport buses depart from this new terminal. (Source: Wikipedia Shinjuku Station and Shinjuku Highway Bus Terminal)

Site 2: Roppongi Hills, Tokyo

Roppongi Hills project started in 1986, which coincides with Japan’s “bubble economy” period when land and stock prices spiraled upwards. In November 1986, Roppongi 6 district has been designated as “redevelopment instruction district” from Tokyo Metropolitan Government, and Mori Building and TV Asahi (Asahi National Broadcasting) embarked on redevelopment. They established “redevelopment preparations association” which initially consisted of approximately 500 number of land/business/residential owners, and in the end 400 of the owners were able to participate on this mega urban district redevelopment project, completed after 17 years in 2003. Major characteristics of the success story can be attributed to 1. Distribution of land right/ownership from flat to multistory (54-story tower) building creating compact city within the building (integrated development where high-rise inner-urban communities allow people to live, work, play, and shop in proximity to eliminate commuting time), 2. Working along with municipality (Minato ward) to draw attention to local owners and increasing the land value by opening municipally owned subway line (Oedo line), and 3. Wholistic town management system managed by one private company (Mori building) that includes public spaces/areas as well. (Source: Publication “都市輸出” Toyo Keizai)
Site 3: Shibuya, Tokyo
The Shibuya Station precinct received designation as the area for Urban Renaissance Emergency Development Area in December 2005. In order to resolve its accumulated issues through public- and private-sector partnership for urban renaissance, academics, government officials and railway companies gathered to set up the Shibuya Station District Infrastructure Development Committee.

The Shibuya Station Precinct City Development Guidelines 2007 (by Shibuya Ward) was compiled to set out the city’s future vision, and the Shibuya Station District Infrastructure Development Policy (June 2008 by the Committee) was drawn up to present the policy of railway and urban infrastructure development in the area. When the land readjustment project area and city facilities that form the framework of Shibuya Station’s realignment were designed for urban planning in June 2009, the drive for developing the Station precinct picked up momentum, leading to the establishment of the Shibuya Station Precinct City Development Forum (today’s Shibuya Station Precinct City Development Coordination Conference).

The Shibuya Station Precinct City Development Guideline 2010 (Shibuya Ward) was subsequently compiled, setting out specific measures for the City Development Guideline 2007. In October 2012, the Shibuya Station Precinct Infrastructures Development Policy (Shibuya Ward), detailing the policy for urban infrastructures across the Shibuya Station area, was drawn up to update the future vision and urban infrastructure policy according to the maturity of the city development movement.

The public- and private-sectors worked in partnership according to these policies to explore development options. Urban renaissance approaches, such as opening of Shibuya Hikarie (April 2012), undergroundization of Tokyu Toyoko Line and through operation with Tokyo Metro Fukutoshin Line (March 2012) is being realized. In June 2013, three development projects made urban planning determinations for the Special Urban Renaissance Districts around Shibuya Station. Multiple Urban Renaissance projects have eventuataed to follow suit of Shibuya Hikarie.
(Source: Integrated Station-City Development by Nikken Sekkei)
Yokohama City

City Basic Development Indicators

Area: 437.49 km²  Population: 3,725,185 persons  Employment Structure: 0.45%:19.61%:74.81% (1:2:3, %)  Average Car Ownership: 0.67 per household  
Source: City Data Pack 2015 by Toyo Keizai

History of Development

With only a population of 600, the small village Yokohama started to become widely known to its own country and the world, when its port first opened in 1859. Since then, Yokohama has been holding its business function as a modern trading city, pursuing export of Japanese silk and tea. The Great Kanto Earthquake on September 1st, 1923 totally devastated Yokohama. Its original state, however, was mostly restored by around 1929 with the genuine efforts taken by the citizens.

After 1931, Yokohama turned its direction towards becoming a heavy chemical industrial city grown from a successful commercial trading city as a result of the reclamation of the coast line which was eventually developed into the Keihin Industrial Area. The bombing hit Yokohama on May 29, 1945, just before the end of World War II, burning 42% of the city. Due to the requisition of 90% of port facilities and 27% of the city by the Allied Forces after the war, Yokohama’s reconstruction and adjustment fell behind significantly compared to other cities. As Japan entered the age of high economic growth, however, Yokohama started to advance a city development and enjoy a rapid population growth. In 1989, Yokohama celebrated its 100th anniversary of the Commencement of the City Administration and the Yokohama Expo (YES ’89) took place.

As we mark significant milestones in 2009 commemorating the 150th Anniversary of the Opening of the Port of Yokohama as well as the 120th Anniversary of the Commencement of the City Administration, Yokohama will advance in creating a city filled with dreams and hopes while transmitting a positive message to the world. (Source: City of Yokohama)

Site 4: Tama Plaza, Yokohama

Tama Den-en-toshi development history starts in 1953, the first master plan of creating a second Tokyo in the Tama region was developed by the Tokyu Corporation chairman Keita Goto (“Josai south district development prospectus”). In 1982, Tama Plaza Tokyu SC (current Tama Plaza Terrace North Plaza) opened consisting of Tokyu department store and 70 shops, the area has been developed as residential area.
providing access to urban service facilities and transportation with Tokyu Corporation leveraging “real estate” and “railway” businesses with long-term vision. Tama Garden City 21 plan was established in 1988, refining the elements of city development such as roads, transportation, information, services, environment, to enhance the urban functions as multi-functional city. It is worth note taking that the development was promoted along with the local residents, “land readjustment project” approach has been adopted establishing the land readjustment union in cooperation with a local land owner to carry out the urban development.

“Tama Plaza Terrace” opened in 2010 functioning as a gateway of Tama Plaza station which connects railways, bus rotary and parking lots built in underground, allowing to separate the car and pedestrian to give safe and comfortable traverse to both north and south of the city. “Tama Plaza Terrace” consists of 139 shops with community space meeting demands of the local residents. (Source: Den-En-Toshi Story: Wikipedia Tama Plaza Terrace)

Site 5: Minatomirai 21, City of Yokohama

Minato Mirai 21 located in the port and harbor area of one of Japan’s largest international port cities, Yokohama, is a waterfront redevelopment district systematically constructed, featuring the Minatomirai subway line opened as a means of public transport linking the district to existing central urban areas. Queen’s Square Yokohama is a mixed-use of three office buildings, a hotel, a hall, commercial facilities and car parks. It is a succession “Station Core” example of integrated station-city development, which connects the subway station with urban areas above ground.

Yokohama Minato Mirai 21 (or MM21) is a city build under the waterfront urban redevelopment program in order to regenerate central Yokohama. Until the 1980s, the site was home to Mitsubishi Heavy Industries’ Yokohama Shipyard, JNR Takashima Line’s Takashima rail yard (marshaling yard), Higashi-Yokohama Station (Freight train station) and Takashima Wharf. The 186 hectares of land consisted of 110 hectares vacated by Mitsubishi Heavy Industries and 76 hectares of reclaimed land. The area’s distinctive feature is that it was entirely developed from vacant land, allowing a systematic approach according to the pre-defined basic policy on the integration of infrastructure, architecture and landscape designs.

Today, enterprises requiring large-scale business facilities are relocating into the district. MM21 continues to grow as one of the metropolitan area’s major urban districts with a working population of 89,000, business population of 1,520 companies and visitor count of some 67 million (figures all as of 2012). (Source: Integrated Station-City Development by Nikken Sekkei)
Osaka City

City Basic Development Indicators

<table>
<thead>
<tr>
<th>Area: 225.21 km²</th>
<th>Population: 2,665,314 persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Structure: 0.08%; 20.59%; 68.80% (1:2:3, %)</td>
<td>Average Car Ownership: 0.44 per household</td>
</tr>
</tbody>
</table>

Source: City Data Pack 2015 by Toyo Keizai

History of Development

In the 7th century, the first capital of Japan, modeled after the capital of China, was established in Osaka. Thereafter, though the capital was subsequently moved to nearby Nara and Kyoto, Osaka continued to flourish uninterruptedly, serving as the gateway of culture and trade.

Around the end of the 12th century, political power fell into the hands of the warrior class and Japan entered an age of civil strife; however, Sakai (south of present-day Osaka City) developed as a free city of the type seen in medieval Italy. Furthermore, in 1583, Toyotomi Hideyoshi, who accomplished the great task of unifying the country, chose Osaka as his base and constructed the magnificent Osaka Castle, making Osaka the political and economic center of Japan.

In the 17th century, though the political center shifted to Tokyo, called Edo at the time, Osaka continued playing a vital role in managing the nation's economy and distribution of goods, and was therefore named the “Nation's Kitchen”. During this period, a broad town-based culture flourished and reached maturity in Osaka. Private schools, such as Kaitokudo and Tekijuku not under the educational dictates of the government, also took root in Osaka. In this way, open-mindedness and a vigorous enterprising spirit were nurtured, forming a rich setting for a soon-to-be modern metropolis.

Then, in the 19th century, the confusion brought on by the Meiji Restoration as well as the building of a modern state dealt Osaka merchants a severe blow. However, Osaka rose from this hardship and developed into an industrial area, emerging as a modern district. Recovering again from devastation by repeated air raids during World War II, Osaka, as a commercial center of Japan, has played a major role in distribution, trade, and industry.

Osaka is now making the next leap forward to becoming an international city for the exchange of goods and information between people from all over the world. (Source: Osaka Prefectural Government)

Site 6: Umeda, City of Osaka, Osaka Prefecture

The “Umekita” area is a core base of the “Kansai Innovation International Strategic Comprehensive Special Zone” and the “Designated Urban Renaissance Urgent Redevelopment Area” designated by the national government. Osaka Prefecture, Osaka City, and the business sector have been making concerted efforts to develop this area.
The advanced development zone of the Umekita area, "Grand Front Osaka", opened in April 26th, 2013. "Grand Front Osaka" offers world-standard urban functions including business offices, commercial facilities, a hotel and condominiums. The core of this area is an intellectual creation base or "Knowledge Capital" where business people, researchers, creators and users create “new values” by fusing technology with their creativity. (Source: Osaka Prefectural Government)

The development of Knowledge Capital started as part of the redevelopment project for “the last prime land in a city center,” and attracted much public attention. In 2004, Osaka City created the Basic Plan for the Development of the Osaka Station North District, while leveraging the winning ideas of the International Concept Competition in 2002. One of the basic policies for the Plan was the development of Knowledge Capital, a hub for knowledge creation activities. The Knowledge Capital Planning Committee was established to discuss the role of Knowledge Capital. The Committee produced the Recommendations for the Knowledge Capital Initiative in March 2005. The Knowledge Capital Promotion Office was established to deepen the discussion toward the realization of Knowledge Capital. In September 2005, the Office submitted the Knowledge Capital Promotion Office Report: Toward the realization of Knowledge Capital. Based on the report, the Urban Renaissance Agency and Osaka City held a developers competition in 2006, through which the current developer for the Initiative was selected. Subsequently, private enterprises fleshed out the concept of the Initiative and a planning and operation organization was established in 2009 ahead of the opening of Knowledge Capital. After repeated trials to verify its functionality and provide feedback to the plan, Knowledge Capital finally opened in April 2013. (Source: Knowledge Capital)

Osaka Urban Planning documents:
http://www.city.osaka.lg.jp/toshikeikaku/cmsfiles/content/s/0000237/237619/Reference-Materials1.2.3.pdf
VI. Maps

Tokyo

Shinjuku  Roppongi  Shibuya  TDLC
Tokyo-Tamaplaza- Yokohama
(Tokyo – Yokohama 35Km)
Osaka and Senri Newtown
(Osaka Station to Senri Newtown 14km)
## VII. Who is who - Our Collaborators and Speakers

(In speaking order)

| **HASEGAWA, SHIN** | Mr. Shin Hasegawa is Assistant Vice-Minister at the Ministry of Land, Infrastructure, Transport and Tourism (MLIT).

After graduating from Tokyo University he joined the Ministry of Construction (MOC) in 1982. Throughout his career Mr. Hasegawa has served various positions at MLIT in Japan including Director of Kanto Regional Development Bureau (2005-2007) and Deputy Chief of Office for Promotion of Regional Revitalization of Cabinet Secretariat (2011-2013) and engaged in a wide array of urban development and transportation policies at national and regional levels.

He has also led planning and implementation of many large-scale projects as Director of Urban Renaissance Agency (at that time called Urban Development Corporation) (2001-2002) and Company Executive of Hanshin Expressway Company Limited (2013-2015). |
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<tr>
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<tr>
<td><img src="image" alt="Hasegawa, Shin" /></td>
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<tr>
<th><strong>OLLIVIER, GERALD PAUL</strong></th>
<th>Gerald Ollivier is the Transport Cluster Leader for the World Bank Singapore Hub, which he joined in August 2015, after five years in the Beijing Office and 15 years in Europe and Central Asia. He currently focuses on the development of urban mobility, international corridors and logistics in East Asia Pacific and South Asia, leveraging Singapore’s first class expertise. He leads a number of high speed rail and metro projects in China and is the Leader for the World Bank Community of Practice on Transit Oriented Development. He is a civil engineer with a Chartered Financial Analyst charter.</th>
</tr>
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<tbody>
<tr>
<td><img src="image" alt="Ollivier, Gerald Paul" /></td>
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</table>
| **SHIMIZU, KIYOSHI** | Mr. Kiyoshi Shimizu is Deputy Director-General for Engineering Affair of City Bureau of the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Government of Japan. He served 33 years at the Japanese Government and engaged in city planning, urban transport planning, and urban renewal.

Prior to his current position, he served one and a half years as Director for Urban transport Facilities Division of City Bureau of MLIT.

He has Master’s degree in Transport Civil Engineering at Kyoto University, and license of Land Readjustment Specialist. |
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<tr>
<td><strong>SARAKI, SHIGEKI</strong></td>
<td>Shige Sakaki is a Senior Urban Transport Specialist of Transport and ICT Global Practice of the World Bank. He currently works on various lending and technical assistance projects in South Asia, including urban transport planning, urban mobility, suburban railway, Transit Oriented Development, and highways. Prior to joining the bank in 2011, Shige was with the Japanese Ministry of Land, Infrastructure, Transport and Tourism (MLIT) for 15 years, where he worked on urban transport planning and projects, urban redevelopment, land use planning, and flood management. Shige holds a Master of Public Administration degree from Harvard Kennedy School and Master of Civil Engineering from Kyoto University. He is a registered Professional Engineer and Land Readjustment Planner, and a certified Meteorologist in Japan.</td>
</tr>
<tr>
<td><strong>KISHII, TAKAYUKI</strong></td>
<td>KISHII Takayuki is a professor on City Planning of Civil Engineering Department at the College of Science and Technology, Nihon University. His research focuses on the Urban Development Theory and Policy. He has held prominent positions including the president of The City Planning Institute of Japan, president of the Tokyo Metropolitan</td>
</tr>
</tbody>
</table>
| **TAMON, KATSUYOSHI**  
Executive Director and Advisor  
TSUKUBA Express Co. | Government’s Landscape Committee, and a member of the Panel on Infrastructure Development of MLIT etc.  
He is involved in many of Tokyo Regeneration Projects and is currently the Chairman of Special Investigation Committee on Tokyo’s Grand Design in 2040’s. City planning Council of Tokyo Metropolitan Government’s. |
|---|---|
| **TAMON, KATSUYOSHI**  
Executive Director and Advisor  
TSUKUBA Express Co. | TAMON, Katsuyoshi is an ex-government official and now works for TSUKUBA Express Co. as an Executive Director and Advisor responsible for Corporate Strategy and Management Planning.  
He had worked for Japanese Ministry of Land, Infrastructure, Transport and Tourism (MLIT Japan) over 20 years and had working experience mainly in transport policy planning.  
During his service at MILT Japan, he also worked at OECD in Paris as an Associate Expert in transport affairs and was sent to Nagasaki Prefecture Office as a Director for rapid railway development or Kyushu Shinkansen. |
| **TERADA, TAKASHI**  
Executive Director, Disaster Risk Management Secretariat, Mori Building Co., Ltd. | Mr. Takashi Terada is the Executive Director at Disaster Risk Management Secretariat of Mori Building Co., Ltd.  
He joined Mori Building in 1990 and he served as manager of Project Management Planning Office and Management and Operations Office. After working as project team leader for Global Warming Project Team from 2009 to 2011, he has been working in Disaster Risk Management section since 2012. He assumed the current position in August 2014. |
SAKAÉ, NARIYOSHI
General Manager, Mori Building Co., Ltd.

Mr. Sakae Nariyoshi is the General Manager of Urban Policy Planning Office at Mori Building Co., Ltd.

KOSHIZAWA, AKIRA
Professor Emeritus at Hokkaido University

Akira Koshizawa, Ph.D. is a Professor Emeritus at Hokkaido University since 2014 and an Advisor of the Housing Promotion Foundation. He was born in 1952 and received a Ph.D. degree at the University of Tokyo in 1972.

Subsequently he worked as a Planning Officer in the Kanagawa Prefectural Government and as a Professor at Hokkaido University. He served various roles as both an academic and technical advisor of urban planning, heritage preservation and housing policies to the Government.

Main roles served, among others are the President of the Urban Planning and Heritage Landscape Sub Working Group/ Residential Land Sub Working Group under the Infrastructure Development Council of MLIT (2001-2011). Key publications are "City Planning
<table>
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<tr>
<th>Name</th>
<th>Position and Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wataru Tanaka</td>
<td>Mr. Wataru TANAKA is Principal Urban Planner and Designer at NIKKEN SEKKEI LTD, the largest Japanese design consultancy firm. Since joining Nikken in 1988, he has gained vast knowledge in architecture, urban design &amp; planning and landscape architecture through a variety of large-scale projects. Notably, he played a leading role in the Tokyo Midtown project, overseeing master planning and urban design. He has also had significant roles in large station-city integrated projects in Tokyo, Shibuya, Nagoya, and Shizuoka stations. Since 2008, his main focus has expanded to international urban design projects covering China, Southeast Asia and Middle East regions, where he has been applying his experience in Japanese TOD projects to a variety of rail integrated urban developments. He holds two master degrees, M. Eng from University of Tokyo and MLA from Harvard University.</td>
</tr>
</tbody>
</table>
| Ishigaki Kazuko      | Ms. Kazuko Ishigaki is Director for International Negotiation Management of the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Government of Japan. She served 12 years at the Japanese Government and engaged in disaster risk management planning, national spatial planning, and a wide array of regional development policies. Prior to her current position, she served three years as risk knowledge economist of the United Nations Office for Disaster Risk Reduction (UNISDR). She drafted "Progress and Challenges in Disaster Risk Reduction (DRR)" (UNISDR, 2014) and launched "UNISDR Working Paper Series on Public Investment and Financing Strategy for DRR" (UNISDR, 2015). She also served three years as economist/policy analyst at the OECD and drafted several publications including
“Regional Development Policies in OECD Countries” (OECD, 2010).

She has Master’s degree in Public Policy and Urban Planning at Kennedy School of Government, Harvard University and Master’s degree in Economics at Waseda University, Tokyo, Japan.

| OTÅ, MASAFUMI |
| Deputy Executive General Manager Development Headquarters Urban Development Business Unit |

| KANOH, TAKUJI |
| Project Manager for Shibuya Station Area Redevelopment, Urban Management Section |

Finishing Masters of Engineering at the Department of Civil Engineering, University of Tokyo in 1984, Masafumi Ota joined Tokyu Corporation. After a career as a researcher of Tokyu Research Institute from 1987 to 1992, he completed Ph.D at the Bartlett School of Planning, University College London in 1995. He was responsible for transport from 1995 to 2010, retail from 2010 to 2013 and property development, including nucleuses like Shibuya and Futakotamagawa from 2013. TEL : +81-3-3477-6326 e-mail : masafumi.ota@tkk.tokyu.co.jp

Mr. Takuji Kano joined the Shibuya Ward, Tokyo in 1980. In previous positions, Mr. Kano had worked for road, bridge and park management. He assumed the current position of the Project Manager for Shibuya Station Area Redevelopment in Urban Management Section in 2010. He has been responsible for renovation of Shibuya station and redevelopment around Shibuya Station. He is committed to plan resilient and attractive city planning to actual project implementation.
<p>| <strong>KOBIYAMA, MASAKAZU</strong> | Mr. Masakazu Kobiyama is the Deputy Director of Housing Reusing Division in Housing and Architecture Bureau, Housing Department of City of Yokohama. After obtaining Bachelor of Architecture from University of Kanagawa, he joined City of Yokohama in 1992. At Architecture Bureau, He has been responsible for building guidance, management of city hall and other public buildings, mansion policy. He has assumed the current position in April, 2016. |
| <strong>SHIRAI, MASAKAZU</strong> | Mr. Masakazu Shirai is the Manager of Minato Mirai 21 Promotion Division, Urban Development Bureau, City of Yokohama. He is the First-class architect and the First-class construction machine operation engineer. After obtaining Bachelor of Architecture from Department of Engineering, he worked in private construction company. He joined City of Yokohama in 1995 and he assumed the position for building guidance and city center redevelopment projects. Mr. Shirai has been working in the current position since April, 2015. |
| <strong>TAKAGISHI, CHIKARA</strong> | Mr. Chikara Takagishi is the Vice Director of the Urban Management Section of the Real Estate Division of Hankyu Corporation. He joined Hankyu Corporation in 1991, launching his career in the urban transport section in charge of transport facilities development. Subsequently he was involved in project management of various real estate projects, including Hankyu Nishimiya Gardens (large-scale shopping mall), Grandfront Osaka (mixed use office development), etc. Since 2014 he helped kick-start startup support programs in Umeda District such as business incubators and venture funds. In 2015 he assumed his role as the Group Leader of Umeda |</p>
<table>
<thead>
<tr>
<th>Name</th>
<th>Business Development, then promoted to Overseas Business Group Leader in 2016. He has a Master’s degree in civil engineering and has a Professional Engineer license in Urban and Regional Planning.</th>
</tr>
</thead>
<tbody>
<tr>
<td>MATSUMOTO, MASAYUKI</td>
<td>Mr. Masayuki Matsumoto is the Manager of the Overseas Business Group under the Urban Management Section of the Real Estate Division of Hankyu Corporation. Ever since joining Hankyu Corporation in 1995, he has been involved in real estate development business throughout. After being involved in the railway corridor development of the Keihanshin Area and Metropolitan Area, he has subsequently been in charge of overseas real estate development since 2013. He has especially been involved in railway corridor development and commercial real estate development projects in the Metropolitan Area CBD development around railway stations, which is a strong area for Hankyu. Main asset types include housing (detached and condominium), commercial real estate (business attraction, office buildings and retail). He has a Master’s degree in Architecture and is a holder of MRICS.</td>
</tr>
<tr>
<td>ONISHI, RYUTA</td>
<td>Mr. Ryuta Onishi is a Vice Manager of the Overseas Business Group under the Urban Management Section of the Real Estate Division of Hankyu Corporation. Ever since joining Hankyu Corporation in 2008, he has been involved in real estate development business throughout and since 2014, he has been involved in overseas real estate business. Main projects include Nishimiya Gardens (large-scale shopping mall), NU Chayarnachi Plus (mixed use commercial and condominium development), supermarkets, student housing, etc. He has a Master’s degree in Civil Engineering and holds a First-Class Architect.</td>
</tr>
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## IX. Participants’ List

### Clients (8 Countries, 12 Cities)

<table>
<thead>
<tr>
<th>Region</th>
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<th>City</th>
<th>Name</th>
<th>Institution</th>
<th>Position</th>
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<tr>
<td>EAP</td>
<td>China</td>
<td>Nanchang</td>
<td>Mr. Xie Qun</td>
<td>URC</td>
<td>General Manager</td>
</tr>
<tr>
<td>EAP</td>
<td>China</td>
<td>Nanchang</td>
<td>Ms. Jing Chen</td>
<td>URC</td>
<td>Strategy planner of the Real Estate Department</td>
</tr>
<tr>
<td>EAP</td>
<td>Vietnam</td>
<td>HCMC</td>
<td>Mr. Hoang Tung</td>
<td>HCM City Planning</td>
<td>Manager</td>
</tr>
<tr>
<td>EAP</td>
<td>Vietnam</td>
<td>Danang</td>
<td>Mr. Le Thanh Ha</td>
<td>Office of Da Nang People’s Committee</td>
<td>Deputy Head</td>
</tr>
<tr>
<td>EAP</td>
<td>Vietnam</td>
<td>Danang</td>
<td>Mr. Van Huu Thanh</td>
<td>Danang Department of Transport</td>
<td>Deputy Head</td>
</tr>
<tr>
<td>SAR</td>
<td>India</td>
<td>Mumbai</td>
<td>Mr. Paramjeet Singh</td>
<td>Mumbai Rail Vikas Corporation (MRVC)</td>
<td>Chief Project Manager</td>
</tr>
<tr>
<td>SAR</td>
<td>India</td>
<td>India HSR</td>
<td>Mr. Naveen Agrawal</td>
<td>Rail Board</td>
<td>Director World Class Stations</td>
</tr>
<tr>
<td>LAC</td>
<td>Peru</td>
<td>Lima</td>
<td>Ms. Christy Garcia Godos Naveda</td>
<td>National Government’s PPP agency</td>
<td>Chief of Railway Projects</td>
</tr>
<tr>
<td>LAC</td>
<td>Mexico</td>
<td>Mexico</td>
<td>Mr. Juan Pablo Martin del Campo Martinez</td>
<td>CDMX</td>
<td>Studies and Projects Coordinator</td>
</tr>
<tr>
<td>LAC</td>
<td>Brazil</td>
<td>Rio de Janeiro</td>
<td>Mr. Delmo Manoel Pinho</td>
<td>Transport Secretary</td>
<td>Deputy State Undersecretary</td>
</tr>
<tr>
<td>LAC</td>
<td>Brazil</td>
<td>Rio de Janeiro</td>
<td>Mr. Vicente De Paulo Loureiro</td>
<td>Rio Metropolitan Council</td>
<td>Executive Director</td>
</tr>
<tr>
<td>LAC</td>
<td>Brazil</td>
<td>Recife</td>
<td>Mr. Joao Domingos Azevedo</td>
<td>Urban Planning</td>
<td>President</td>
</tr>
<tr>
<td>LAC</td>
<td>Brazil</td>
<td>Recife</td>
<td>Mr. Sideney Schreiner</td>
<td>Urban Mobility Plan</td>
<td>Secretary Executive for Planning and Mobility</td>
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<tr>
<td>LAC</td>
<td>Colombia</td>
<td>Bogota</td>
<td>Mr. Eduardo Aguirre</td>
<td>Urban Renovation Company</td>
<td>General Manager</td>
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<tr>
<td>AFRICA</td>
<td>S. Africa</td>
<td>Cape Town</td>
<td>Ms. Madecy Tsalani Mazaza</td>
<td>Transport for Cape Town</td>
<td>Director : Planning</td>
</tr>
<tr>
<td>AFRICA</td>
<td>S. Africa</td>
<td>Cape Town</td>
<td>Ms. Cathy Stone</td>
<td>City of Cape Town</td>
<td>Director: Spatial Planning &amp; Urban Design</td>
</tr>
<tr>
<td>AFRICA</td>
<td>Tanzania</td>
<td>Dal Es Salaam</td>
<td>Mr. Phillip Homel Mwakyusa</td>
<td>Dal Es Salaam City Council</td>
<td>City Planner</td>
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### Our Collaborators - Ministry of Land, Infrastructure, Transport (MLIT)

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Ministry of Land,</td>
<td></td>
<td></td>
<td>Mr. Takehiko Mori</td>
<td>International Policy Division, Policy Bureau, MLIT,</td>
<td>Counsellor for Global Strategies Minister’s Secretariat</td>
</tr>
<tr>
<td>Infrastructure,</td>
<td></td>
<td></td>
<td>Ms. Kazuko Ishigaki</td>
<td>International Policy Division, Policy Bureau, MLIT,</td>
<td>Director for International Negotiations Management</td>
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<tr>
<td>Transport (MLIT)</td>
<td></td>
<td></td>
<td>Mr. Taisaku Takeshita</td>
<td>International Policy Division, Policy Bureau, MLIT,</td>
<td>Chief Official</td>
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<tr>
<td></td>
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<td>Mr. Saya Usami</td>
<td>International Policy Division, Policy Bureau, MLIT,</td>
<td>Chief Official</td>
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<td>City</td>
<td>Name</td>
<td>Position</td>
<td>Global Practice</td>
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<td>China</td>
<td>Nanchang</td>
<td>Yi Yang</td>
<td>Operations Analyst</td>
<td>TICT</td>
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<td>EAP</td>
<td>China</td>
<td>Nanchang</td>
<td>Wanli Fang</td>
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| World Bank (TDLC) |                         |                     |                          |                     |                 |
|                   | Dan Levine               | Senior Operations Officer |                     |                      |                 |
|                   | Yuko Okazawa             | Operations Officer   |                          |                      |                 |
|                   | Haruka Imoto             | Knowledge Management Analyst |                     |                      |                 |
|                   | Yukiko Daikai            | Program Assistant    |                          |                      |                 |
|                   | Iain Roland Mitchell     | Senior IT Assistant, Engineering | ITS              |                      |                 |
|                   | Asako Sato               | Consultant           |                          |                      |                 |
|                   | Mariko Tanaka            | Consultant           |                          |                      |                 |
|                   | Tomoko Kobayashi         | Consultant           |                          |                      |                 |
X. Meet the TOD TDD Team

TDLC Team

Daniel (Dan) Levine

Dan is the Senior Operations Officer / Team Lead of the TDLC. In his position he manages the Tokyo based operations and staff of the program. He has over 12 years of experience with the World Bank and International Finance Corporation covering finance and private sector development, knowledge and portfolio management, jobs and growth, and most recently infrastructure and urban development. Within the WBG, Dan has developed a reputation for the application of knowledge in direct support of lending and analytical operations. Dan has conducted knowledge exchanges in Beijing (China), Chennai and Delhi (India), Colombo (Sri Lanka), Mombasa (Kenya), Singapore (Singapore) and Vienna (Austria) with clients and staff. In the private sector, Dan worked in government affairs, private equity and management consulting. As a Wolcott Fellow, Dan obtained a MBA from the George Washington University. He can be reached at in JPN: +81 (0)3-3597-1340, in USA: +1 (202) 640-3602 and at dlevine@worldbank.org

Yuko Okazawa

Yuko is the Operations Officer of the TDLC. After receiving a Master’s degree in Civil Engineering at the University of Tokyo, she launched her career as an urban planning consultant at ALMEC Corporation before joining the Bank. Throughout her years with ALMEC she resided in Vietnam but also worked in Indonesia, Philippines, Thailand, Mongolia and Japan. Some major projects she undertook include urban development Master Plan projects, technical assistance in nurturing collaboration in the urban development stream between cities in Japan and developing countries, formulation of urban planning and management manuals for training courses targeted at planning authorities in client countries, and transport planning projects. She has recently earned her second Master’s degree in Planning, Growth and Regeneration Course at the Department of Land Economy, University of Cambridge. She can be reached at  +81-901791-9927 and yokazawa@worldbank.org

Haruka Imoto

Haruka joined the TDLC as a Knowledge Management Analyst. After receiving her dual Masters’ degrees in Public Policy and Administration from London School of Economics and Political Sciences as well as L’Institut d’Etudes Politiques de Paris, Haruka has been working together with cities in
Europe, Japan and Asia to promote sustainable urban policy and project implementation. Haruka worked for CHAdEMO Association in Paris to implement infrastructures for electric vehicles in Europe, and joined the Institute for Global Environmental Strategies as a policy researcher on low carbon and resilient city. At IGES, she worked closely with City of Yokohama to foster knowledge sharing and capacity building for greener and smarter cities. She was also active in communicating local municipalities’ climate actions in the international arena including UNFCCC/COP. She can be reached at +81-3-3597-1313 and himoto@worldbank.org.

Yukiko Daikai

Yukiko is the Program Assistant for the TDLC partnership. She obtained her Bachelor’s degree in International Relations from Syracuse University and a Master’s degree in Computer Science from Hosei University. She started her career at J.P. Morgan Japan as a business analyst and has worked at Daiwa Capital Markets Singapore as a trader’s assistant, and Credit Suisse Japan as a controller. After working at financial sector, Yukiko worked at the Embassy of Canada in Japan as an executive assistant/program assistant and Ministry of Foreign Affairs Japan as an official. Before joining us she has been working as a business navigation and operations manager at IKEA Japan. She can be reached at +81-3-3597-1325 and ydaikai@worldbank.org.

Atsushi Nagahashi

Atsushi is the Resource Management Assistant for the TDLC Program. Atsushi joined the World Bank TDLC Team in August 2013 as a Resource Management Assistant. After receiving a Master’s degree in Linguistic (Tagalog) and International Labor Economics in Osaka University and Waseda University respectively, he started his career as a local employee of U.S. foreign mission in Japan. After couple of years, he moved to MOFA as a researcher of Public Affairs Section at Embassy of Japan in Washington D.C. to disseminate official remarks of Japanese Government to U.S. media which has significant influences to public such as Washington Post and CNN. After coming back to Japan he has served couple of UN agencies such as UNU and WFP. He can be reached at anagahashi@worldbank.org

Iain Mitchell

Iain joined the World Bank TDLC in August 2004 to support video conference and technical operations for distance learning seminars, SS knowledge exchange seminars, and roundtable business meetings. After managing a wide variety of events over a 10 year period, Iain was remapped to ITSCU as a Senior IT Assistant, Engineering (ITSCU) and was assigned as the TTL and system architect for the facility upgrade project to renew all the video conference and multimedia equipment in the center. In his current position, Iain is responsible for technical operations and engineering support at TDLC including video conference bridging and can be reached at
imitchell@worldbankgroup.org

Asako Sato

Asako is a Knowledge Management Associate STC of the TDLC partnership. She started her career at Asian Productivity Organization to organize training programs and study missions, working with the Japanese stakeholders in industrial and environment sector to disseminate the knowledge and provide technical assistance services to member countries in Asia Pacific regions. She joined the Bank in July 2010 as a Senior Knowledge Management Assistant of the TDLC partnership in the Phase 2, and was responsible in delivering TDLC blended learning programs and GDLN services, as well as coordination of videoconference/WebEx events and CoP administration. She can be reached at +81-3-3597-1317 and asato1@worldbank.org.

Tomoko Kobayashi

Tomoko joined the TDLC in September 2015 as a video editor associate. She edits videos for seminars, meetings, presentations and other video packages recorded at Tokyo office for TDLC. And she also supports studio operations and archiving video sources. She started her career in Bloomberg Television Tokyo for 12 years and edited financial program packages, executive interviews and company promo video, etc. and also have experience as a video librarian. To update herself, she is learning web design at Japanese web company. She can be reached at tkobayashi@worldbank.org

Mariko Tanaka

Mariko is a Communications Associate of the TDLC. She has more than 10 years of communications background in multilateral and bilateral organizations. She has over 6 years of work experience with the World Bank as a Communications Consultant in Sustainable Development Network (SDN) and Latin America and the Caribbean (LAC) Department. Mariko conducted communications analyses to understand outside perceptions of the World Bank on various issues for the department. Mariko created strong LAC network in Japan among international organizations, Japanese ministries, LAC embassies, public and private sector, academia and media, and disseminated WB efforts on LAC issues widely to the public. Mariko also worked for Japan Ministry of Foreign Affairs (MOFA) as a Chief for World Bank Affairs, Japan International Cooperation Agency (JICA) as a Research Assistant. Mariko holds MA in International Affairs and Development from George Washington University. She can be reached at +81-3-3597-1313 and at mtanaka1@worldbank.org.
TOD Community of Practice (CoP)

Gerald Ollivier

Gerald Ollivier is TOD CoP Lead. Gerald is the Transport Cluster Leader for the World Bank Singapore Hub, which he joined in August 2015, after five years in the Beijing Office and 15 years in Europe and Central Asia. He currently focuses on the development of urban mobility, international corridors and logistics in East Asia Pacific and South Asia, leveraging Singapore’s first class expertise. He leads a number of high speed rail and metro projects in China and is the Leader for the World Bank Community of Practice on Transit Oriented Development. He is a civil engineer with a Chartered Financial Analyst charter.

Cuong Duc Dang

Cuong Duc Dang is Co-TTL for TOD Knowledge Silo Breaker (KSB) at World Bank. He is Senior Urban Specialist working under Social, Urban, Rural and Resilience Global Practice. He has more than 17 years of experience with the World Bank. He has been leading number of projects around...