

A TALE OF TWO CITIES, TOKYO AND LONDON: CREATIVE CITY DEVELOPMENT REVALUATING HISTORICAL RESOURCES

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Abstract: Revitalizing their urban centers in the interest of sustained prosperity demands a paradigm shift toward the development of a "creative city" that excels in both the economic and cultural dimensions. To redevelop an urban center into a creative city, it is essential that one have a structure in place for Public and Private Partnerships (PPPs) that are able to promote projects and provide leadership for the administration of urban planning backed by a long-range vision and that can be sustained by an economically viable private sector. Rediscovering a city's unique features is an effective way of addressing the task of building a creative city. Those historical resources that weather and survive the ebb and flow of successive generations of history are of immense value as assets bearing an abundance of urban identity or individuality. They are of two types: tangible historical assets and intangible cultural assets. Surviving assets as well as those assets that have already been lost can serve as resources that contribute to a city's urban appeal. In effect, resources can be not only from the present, but also from the past. The main point of this paper is that a city's economic growth is driven by the activities of people energized by the creation of an attractive cityscape, not by the material advances in urban function that derive from a scrap-and-build culture. Accordingly, urban development projects must be planned with a focus placed squarely on stimulating the urban population. An economic basis for the establishment of profit-driven real estate business operations will be essential to the task of ensuring that urban redevelopment projects that harness historical resources do not end as business failures but rather thrive far into the years ahead. Through its own redevelopment projects in the central business district of the historically significant two cities, the City of London's Paternoster Square adjacent to St. Paul's Cathedral and the Marunouchi district of Tokyo adjacent to the Imperial Palace, Mitsubishi Estate effectively demonstrated several fundamental elements that can contribute to the establishment of an economic and cultural basis for creative city development backed by a rediscovery of the value of historical resources. The five shared factors behind the success are as follows.

- (1) PPP: An approach that leads to sustainable redevelopment strategies
- (2) Balancing business demand with historical and cultural contributions
- (3) The rediscovery, re-evaluation, and visualization of lost historical and cultural attributes
- (4) An emphasis on facility and event management for the attraction of visitors from a broader area
- (5) The long-term creation of value through people-driven community development

Keywords: Creative city development, Public and Private Partnerships, master plan, tangible historical assets, intangible cultural assets, present and past, visualization, balancing business and contributions

1. Introduction:

Historical and Cultural Assets are Crucial as Resources for Creative City Development

Large cities have long histories. Revitalizing their urban centers in the interest of sustained prosperity demands a paradigm shift toward the development of a "creative city" that excels in both the economic and cultural dimensions. Urban redevelopment can transform a city into a magnet that attracts and draws people together. To redevelop an urban center into a creative city, it is essential that one have a structure in place for Public and Private Partnerships (PPPs) that are able to promote projects and provide leadership for the administration of urban planning backed by a long-range vision and that can be sustained by an economically viable private sector.

Rediscovering a city's unique features is an effective way of addressing the task of building a creative city. Those historical resources that weather and survive the ebb and flow of successive generations of history are of immense value as assets bearing an abundance of urban identity or individuality.

The public sector has a responsibility to demonstrate a vision for the preservation and sustenance of our national landmarks and inherited historical legacies as public assets and to establish legal structures and protective incentives to that end. At the same time, in pursuing redevelopment projects designed to boost the value of their real estate, it is also of vital importance that private-sector owners of land and buildings have a fully enlightened interest in contributing to the goals of community development. Creative City Development Revaluating Historical Resources will be feasible when both the public and private sectors -- despite differences of position or perspective -- honor the history of urban districts slated for redevelopment and pursue the same goals with shared ideals.

What historical resources in particular can be expected to contribute to the appeal of creative city development, lift community value, and lead to gains in economic vitality? They are of two types: tangible historical assets and intangible cultural assets. Surviving assets as well as those assets that have already been lost can serve as resources that contribute to a city's urban appeal. In effect, resources can be not only from the present, but also from the past.

The main point of this paper is that a city's economic growth is driven by the activities of people energized by the creation of an attractive cityscape, not by the material advances in urban function that derive from a scrap-and-build culture. Accordingly, urban development projects must be planned with a focus placed squarely on stimulating the urban population. An economic basis for the establishment of profit-driven real estate business operations will be essential to the task of ensuring that urban redevelopment projects that harness historical resources do not end as business failures but rather thrive far into the years ahead. Maintaining a balance between redevelopment ideals and realities is a role for the developer. I am affiliated with Mitsubishi Estate Co., Ltd., a large-scale Japanese property developer that has posted success in several redevelopment projects by harnessing historical resources. The main subject of this paper will be focused on a presentation and analysis of two such projects.

2. An Analysis of Urban Redevelopment Projects (in London and Tokyo) that Revalue Historical Resources

As a direct reflection of its scale and significance, a city typically experiences a repetitive cycle of prosperity and change over its long history. To what extent may that city have avoided the destructive forces of natural disasters, fires, war, or revised urban planning? To what extent may its cityscape have been protected by urban planning administrators? The survival rate for historical resources varies city by city due to differences in this developmental background. In this paper, I analyze two Mitsubishi Estate redevelopment projects as case studies demonstrating the success of undertakings centered on historical and cultural assets. One project was located in the City of London's Paternoster Square adjacent to St. Paul's Cathedral and the other was located in the Marunouchi district of Tokyo adjacent to the Imperial Palace.

The two projects shared three features in common.

- (i) Both were located on sites adjacent to historical resources that for ages have served as symbols of power and authority, religious faith, and national spirit: St. Paul's Cathedral on the one hand, and the Imperial Palace (formerly Edo Castle, originally the residence of the Shogunate) on the other. For that reason, both projects had to deal face-to-face with stringent development restrictions imposed by city development authorities as well as the expectations and sensitivities of a public that deeply revered and respected these sacred sites.
- (ii) Conversely, both were expected to function as international business centers with a mission of fostering further national economic growth.
- (iii) The project sites had virtually no remaining architectural or cultural assets from ages past. Despite that shortcoming, they succeeded in effectively redefining the value of lost historical and cultural legacies and creating a new atmosphere of appeal and vitality.

Upon the completion of what redevelopment objective could these projects centering on historical and cultural assets have been termed a success? That would have been at the time "balance" or "harmony" was achieved with the following three elements.

- (i) The redevelopment master plan succeeded in harnessing historical assets for the purposes of improved urban appeal.
- (ii) Highly demanding development conditions imposed by city development authorities were satisfied.
- (iii) Economic viability was ensured in the form of earnings from real estate business operations.

Mitsubishi Estate has been continuously engaged in property development efforts since 1890 -- over 100 years -- to transform a 120 ha section of the Marunouchi district of Tokyo into a international business center able to serve as a driving force for the Japanese economy. Backed by the confidence and record of economic accomplishment it had gained through that experience, in 1990 it launched a redevelopment project in London's Paternoster Square. That

project lasted some 14 years until its completion in 2004. The development strategy applied and learned there is still in progress and aimed at a new century of development following on the Marunouchi example, with which it shared three points in common.

2-1 Paternoster Square (City of London/UK)

(1) The background to redevelopment

The massive fire that struck London in 1666 A.D burned and destroyed the vast majority of wood-frame structures that had been built there since the Middle Ages. Afterward, London was reborn primarily as a city of stone-built architecture. Built in 1710, St. Paul's Cathedral is emblematic of the stone-built structures surviving from that era. Eventually, London's efforts in city development began to flourish along with the industrial advances fostered by the Industrial Revolution. However, during World War II, large part of London's urban districts were destroyed or burned down in German air raids, except the Cathedral miraculously. The top priority of the City planning in the post war period was to revive the economic activity, allowing high rise office buildings in the redevelopment of the destroyed area. But it had made the unbalanced mixture of historical scapes with rectangular high-rise buildings. With regretting the unintended result, planning authority decided to state expressly the St. Paul's Height, originally stated in 1930', and the Strategic Views to control the building height to protect the view of the Cathedral and historical sky lines. Thus in the City of London the new developments are managed to be balanced to the historical issues.

Paternoster Square is a 2.5 ha block on the northern perimeter of St. Paul's Cathedral. Although the square had long thrived as a commercial district fronting the Cathedral (Figure 1), all of the structures there were razed in the London Blitz of 1942. The postwar reconstruction plan for this block called for several box-shaped office buildings in the modernist vein that stressed function above all else. However, this was entirely out of balance with the historically valued cityscape conveyed by St. Paul's Cathedral, and for that reason many Londoners looked forward to a future redevelopment effort at a later date (Figure 2). The redevelopment study process even embroiled the British public and Prince Charles in a debate over the proposed architectural designs. Which would be a better fit for a site adjacent to the cathedral: the modern international financial district advocated by the developers, or the plan supported by Prince Charles, which would recreate the historical cityscape? These two polar extremes in position resulted in a standoff, and years passed with no redevelopment work implemented whatsoever.

(2) Implementation of the PPP system

As the debate and confusion over the redevelopment design and recession of the property market, Mitsubishi Estate alone stepped in with a new proposal of its own (Figure 3, 4). It had come up with a master plan that would equip the square with the advanced functionality of an international financial district while affording a historical cityscape design in which a view of St. Paul's Cathedral would retain a key role. The Mitsubishi Estate plan applied historically valuable attributes to the redevelopment process rather than rejecting them and as such, struck a sympathetic chord as a proactive concept that afforded comforts and amenities to both the city and workers alike.

Helping Paternoster Square regain its former vitality -- something that had been hampered by postwar reconstruction plans lacking any city planning prudence -- was an issue that city planners wanted to resolve. Developers had been asked to creatively transform the square into an energetic hub of finance and commerce. To that end, one condition was that the first floor of each new office buildings should be occupied by shops, including a certain number of merchandise retailers in addition to restaurants and pubs. However, projects would be subject to strict limitations on structural height and thus it would be impossible to expand floor-area ratios even with redevelopment, due to next to the Cathedral. To overcome this difficulty and return the area to its former vitality, the developer and planning authorities cooperated to establish new master plan and to realize it.

Attracting a larger flow of customers is essential to the goal of helping stores gain a steady stream of income. Restrictions on property management were relaxed, allowing more freedom for privately managed property operations. This was a significant factor in enabling the project site to generate more vitality and activity. Traditionally, in the City of London, public realms, such as public squares, streets, and other open spaces had been managed entirely by the City authorities with nothing entrusted to the private sector. However, on this occasion, the City placed its trust in the quality management records of the private company and gradually expanded the scope of management services that the private sector would be allowed to provide. As a result, the square was endowed with outdoor restaurants offering a scenic view of the Cathedral Dome and the number of varied and colorful local events multiplied. The area bustled with financial professionals and tourists and stores enjoyed an upswing in revenue. Although 14 long years elapsed from the project planning stage to the start of business operations, the PPP approach demonstrated success in overcoming some serious challenges. The City has obtained an energetic new business core, citizens have found historically valued new cityscape with a scenic view of St. Paul's Cathedral, and developers have gained a sufficient profit from a creative new hub of finance and commerce.

(3) The resurrection of a historically valued cityscape

St. Paul's Cathedral and the "lost history" of the project site were the historical resources enlisted by this project. The key to success was in having the redevelopment master plan incorporate steps to rebuild the historical landscape and streets and ensure that citizens enjoyed a view of the cathedral from the street (Figure 8).

The layout for several new buildings proved to be an issue at the master plan conceptualization stage. The large financial institutions that would be the main tenants demanded structures with a large footprint. Narrow streets, however, were one of the features of the historical cityscape that citizens desired. The following concept provided the solution to this dilemma (Figure 4).

- (i) Acquiring the largest footprint possible for each building would be a must.
- (ii) The buildings would not be faced by large open area alongside the street but rather would be lined up closely together to create a traditional and vital streetscape.
- (iii) The streets between buildings would be designed to serve as shop-lined boulevards, thus conveying the imagery of the area's traditionally narrow streets.

This approach created an atmosphere of vitality and motion that encouraged visitors to stroll through the neighborhood and enjoy the changing cityscape and scenery at each step along the way. The huge constraint posed by the restriction of the historical and sensitive St Paul's Cathedral was conversely transformed into a strong point, courtesy of the idea of enabling citizens to enjoy the attractions of the local scenery from ground level.

(4) The utilization of historical designs

In coming up with the building designs, planners opted not to apply methods that would have recreated classic architectural designs. The primary goal was to achieve a contemporary utilitarian beauty commensurate with the image of a cutting-edge center of finance and commerce. Nonetheless, planners and architects improvised on the designs as follows in an effort to convey the imagery of the area's once-lost historical cityscape (Figure 3, 6).

- (i) After deciding on a set of shared design elements for all buildings, they contracted with different architects for each building in an effort to add diversity to the cityscape imagery to recall emblematic of the traditional cityscape.
- (ii) The façade of the huge building were divided into several small façade design to be looked as juxtaposed buildings that harmonize with the Cathedral and create cozy atmosphere of the historical streets (Figure 5).
- (iii) Punched windows and layered facade were used to produce an impression of the historical building architectures and add depth and shading effects to the facades. This was also done to limit the amount of light from office windows during evening hours and to accent the effects of outdoor Cathedral illumination (Figure 3, 6, 8).
- (iv) Building roofs were given a setback design of varying heights to accentuate the scenic view from the open area of the square and to create a highly expressive skyline (Figure 3, 5, 6).
- (v) Colonnades were located around the perimeter of the public realm to help offset the intimidating atmosphere some might feel from being surrounded by the higher walls of large buildings (Figure 5, 6, 8).
- (vi) Classic architectural materials were used, including components matched with the stone masonry and metal fittings of the Cathedral. Roofs employed the same lead sheeting as the cathedral dome and outer walls were constructed solely of red brick or of the same Portland stone produced in the U.K. and used in the construction of the Cathedral itself (Figure 3, 6, 8).
- (vii) Extra attention was devoted to the scenic view from the air and the top of the Cathedral Dome. Facility installations on building rooftops were all covered with roofing to hide them from view (Figure 3).

It is apparent that commercial developments have its limitation in terms of the construction costs. It would be realistically difficult if not impossible to fully satisfy the extreme expectation that the traditional cityscape fit to the Cathedral. At Paternoster Square, the architect team collaborated under the PPP framework to come up with a design that effectively blended past and present and successfully harnessed historical resources in a way that balanced well with the pivotal role of the Cathedral.

(5) The utilization of symbols as icons

One unique feature of this redevelopment project was its placement of various symbols on the site to function as icons emblematic of the larger community.

- (i) As the "face" of a leading city in the world of international finance, the London Stock Exchange was located at the front of the Square, across from St. Paul's Cathedral, thus showcasing the district's position as a new financial and business core for a new century. Visitors are presented with a view of two of Britain's greatest icons on each side of the Square (Figure 3, 6 top).
- (ii) The historical authenticity of the site was recovered by relocating the traditional city gates. The gates to the City of London were erected in this area in the latter half of the 17th Century, and several remained in place up until the modern era. However, the gates eventually disappeared because they were considered to be obstacles to the smooth

flow of urban traffic. Having been removed and preserved at a suburban site, the sole surviving gate was the Temple Bar. It was restored to the City of London as the entrance of the Paternoster Square (Figure 7).

(iii) The square was positioned at the center of the site to serve as a new magnet of appeal to visitors. Up until being destroyed by air raids in World War II, the square had served as a roof-covered marketplace. Orienting the square toward the cathedral was an effective way of facilitating an increase in the footprint of each of the surrounding buildings and ensuring a better view of the cathedral structure. Paternoster Square Column, the monument positioned at the center of the square, was the replica of the column of the Cathedral destroyed by the Great Fire of London in 1666. The classically styled monument now performs dual service as a ventilation shaft for the square's underground parking garage and as such, effectively symbolizes the project's quest for a harmonious balance between functionality and historical authenticity (Figure 6, 8 right).

2-2 Marunouchi (Tokyo/Japan)

Around the time it was putting the finishing touches on its master plan for the redevelopment of Paternoster Square, Mitsubishi Estate embarked on a long-term redevelopment project aimed at sequentially rebuilding 30 structures it owned in the Marunouchi district of downtown Tokyo. With auspicious timing, the experience it gained in putting together a master plan for a redevelopment project in London using historical resources provided the company additional inspiration for the Marunouchi project.

(1) The background to redevelopment

The history of Western architecture in Japan is still relatively short, stretching back no more than 150 years or so. In 1868, the feudal era in Japan came to a close with the end of the Tokugawa Shogunate, thus opening the door to the country's modernization and westernization. In the following years, most of the traditional wood structures in central Tokyo were gradually replaced with rigid new Western architecture. In 1891, the government sold 30 ha of land in the Marunouchi district to Mitsubishi, a private corporation. Mitsubishi thereafter began construction work on Japan's first rental office building district. In that first phase of development, it built a red-brick Western-style structure on a grassy open area of the former infantry drill ground, and then expanded the development plan. Around 1920, it imported new building construction technologies from the U.S. and replaced its European-styled red-brick structures one after another with an array of large, functional high-rise buildings. The second phase of development during post World War II economic growth marked a complete transformation of the local cityscape. The urgency of achieving rapid economic growth left no room for the preservation of the classic red-brick structures. Given the relatively short history of Western architecture in Japan, the country had no laws in place to protect and preserve such structures as cultural assets. Development regulations in force at the time imposed limits on building height. As a result, all the structures in the new American-styled cityscape that began to take shape stood side by side at an equal 100 feet (31 meters) in height (Figure 12 right).

Structural standards for earthquake resistance were reinforced in 1995 following the earthquake that year that struck Kobe and other parts of western Japan. This set the stage for Mitsubishi to launch its third phase of development in the Marunouchi district. Under the floor-area ratio regulations then in force, the local cityscape was marked by a preponderance of change and had lost its lines of uniform architectural grace. However, the differences that set the third phase apart from previous phases of redevelopment were that Mitsubishi had carefully formulated a broad-based master plan at the outset and would be appealing to a more mature society that had an interest in historical themes.

(2) Implementation of the PPP system

A key center of Japanese business and economic activity, the Marunouchi district is also distinguished in terms of its location, sandwiched as it is between Tokyo Station -- the city's main railway terminal -- and the Imperial Palace, which is the home of the Emperor, a figure once revered as a divine being (Figure 9). Both structures are historically valuable assets. Tokyo Station is a masterpiece red-brick complex completed in 1914 as a symbol of national prestige by a Japanese architect who had a deep understanding of Western architectural theory. Formerly Edo Castle, the Imperial Palace is on sacred ground surrounded by 400-year-old stone walls, lush vegetation, and a system of moats. It serves even today as the residence of the Imperial Family and the location of the Imperial Household Agency. The city skyline visible from the grounds of the Imperial Palace has been a factor behind the debate over surrounding urban development.

In preparing for the third phase of redevelopment in front of the Imperial Palace, it was essential first of all that Mitsubishi craft a well-thought-out master plan aimed at achieving a sensible harmony over the entire 120 ha site. Designing a scenic skyline that would be visible from distant points was another matter of critical importance. City authorities have set a structural height limit of 100 m for the front row of buildings nearest the Imperial Palace. For the

redevelopment project to be a profitable venture, the second and further rows of structures would need to be from 150 m to 200 m tall. To that end, guidelines stipulated the creation of a skyline with a sense of depth, much like a series of gently sloping mountain peaks, such that the rows of buildings would not form a huge wall with an oppressive presence (Figure 10). It is important that a maturing district of high-rise structures offer the people who live or gather there a sense of comfort and cultural refinement. The master plan was completed in 2000 as a set of development guidelines some 80 pages long. Approximately 70 private landowners and public institutions mainly Chiyoda Ward and Tokyo Metropolitan Government participated in the formulation and approval of the master plan. Rules were then devised so that all ensuing Marunouchi redevelopment projects would voluntarily comply with the guidelines and gain approval in line with a PPP-based cooperative process. The establishment of these rules fostered an atmosphere of trust, allowing public sector agencies to provide their private counterparts with project assistance. This amounted to a step in deregulation by city development authorities in order to offset the extra cost of harnessing historical assets.

In reality, though, years of rapid economic growth had left the Marunouchi district with few assets of true historical value. Against the backdrop of that lost history, developers scrutinized the master plan for ideas.

(3) The inheritance of a historical city block design

The historical assets available for the redevelopment of the Marunouchi district included the scenic view of the Imperial Palace, the vestiges of early Western architecture, and the lost historical attributes of the district itself. The block structure of the area is fundamentally that of a rectangular grid (Figure 9, 12). The ability to see the vista presented by the Imperial Palace's stone wall perimeter from practically every street corner is one of the scenic attractions afforded visitors by this district. This idea corresponded closely with the notion of being able to see St. Paul's Cathedral from any spot on Paternoster Square.

The rectangular grid block structure is a historical holdover from the 17th Century and thereafter, when Marunouchi served as a residential district for powerful warlords. Though the eras and buildings have changed, it is interesting that one can trace the history of the area by superimposing maps from the feudal era with those from modern times (Figure 11). Imperial Road, the main thoroughfare connecting Tokyo Station with the Imperial Palace, has earned prominence as the road that newly appointed ambassadors of foreign countries take by classic horse-drawn carriage to the Imperial Court upon arriving in Japan to assume their duties.

(4) Lasting memories of the historical skyline

One of the scenic features of the second phase of development was the beauty of the skyline created by a straight line of buildings, all within the 100-foot (31 meter) structural height limit. This left an indelible impression on the memories of many citizens. When these structures were replaced with new, high-rise buildings, developers sought to retain those memories with a podium setback design of 100 feet. This coincided with the skyline from a pedestrian's visual perspective (Figure 12).

(5) The preservation and utilization of historically significant buildings

The wood-frame structures that existed in the days when Marunouchi was a residential district for powerful warlords disappeared following the end of the feudal era. Of the Western-style buildings that took their place, only seven remain standing to this day. These have been preserved, coexisting alongside newer high-rise structures, and are still in use (Figure 13). A variety of building preservation methods exist. Because the act of preserving historic structures is a form of social contribution that can have the side-effect of limiting the development revenue available to property owners, a PPP system has been devised to help offset that side-effect with economic assistance from city development authorities provided as a "bonus" increase in the floor-area ratios allowed for new buildings alongside. In practice, this formula allows eligible developers to increase the floor-area ratio of a new structure by an amount equivalent to the floor area of the historic structure slated for preservation. Additionally, however, a "Floor-Area Ratio transfer" system was implemented to compensate for the unused floor area ratio in preserved historic structures that would no longer be utilized. This new framework has been applied to preserve the red-brick building complex forming Tokyo Station (Figure 13 upper left) as well as the modernist structure containing the Tokyo Central Post Office.

(6) The restoration of historically significant buildings

City authorities also welcomed Mitsubishi Estate plans to utilize historical resources for the resurrection of lost historical assets. In other words, the idea was to replicate buildings of historical value that had already been demolished. However, some members of the professional architect community criticized that idea, insisting it would be meaningless to preserve anything other than the "real thing". Nonetheless, replicating a historically valuable structure in its original location by faithfully adhering to the original design blueprint and using --to the extent possible-- construction materials identical to those used for construction of the original structure would be a contribution to the effort of re-creating history for future generations. Mitsubishi Estate has plans to faithfully restore Marunouchi's first red-brick structure,

Mitsubishi Ichigokan, a unit originally built in 1894 and demolished in 1968 (Figure 13 lower right). The restored building will be opened to the public as a Mitsubishi art museum. Further, Mitsubishi Estate will receive economic assistance from the city authorities in the form of a floor-area ratio commensurate with the total area of the restored building and its courtyard space. Although controversy over the applied architectural technologies may arise, the restored structure is certain to be welcomed as a cultural attraction by members of the general public.

(7) The resurrection of intangible cultural assets

Not all historically valuable assets exist in tangible form. Steps to re-enact or bring back past customs and practices that have fallen out of use over time also constitute a creative endeavor. The Marunouchi district is known for a famous *matsuri* (festival) that died out over a century ago. This was the *Edo-tenka Matsuri*, which comprised large float displays that were paraded through the streets of the district (Figure 14). In the feudal era, villagers were allowed onto the grounds of Edo Castle only on the occasion of this event. Five years ago, the *Edo-tenka Matsuri* was revived through the enthusiastic efforts of local citizens and the municipal government. Another event that has been brought back to life is the *Jinkosai*, an historic procession of costumed spirits sponsored by Hie Shrine. Historically valuable events of this kind provide a stimulating change for local citizens by offering a brief glimpse into city scenes of the past.

(8) Publicity and education pertaining to historical and cultural assets

Not all assets of historical value to a community are large in scale. They also include the numerous stone monuments and informational displays that typically have been set up at various points throughout a given community. A non-profit organization concerning town management, regularly holds guided walking tours through areas of Marunouchi that contain landmarks and relics of historical significance. Giving visitors and children an opportunity to deepen their knowledge of local culture and history while taking in the sights and sounds of the surrounding cityscape is an invaluable way of passing on cultural traditions. Having developers assist local citizens with independent events and activities is another step in creative city development that can be employed.

3. Concluding Remarks:

Common Elements that Contribute to Creative City Development Revaluating Historical Resources

Through its own redevelopment projects in the central business district of the historically significant cities of London and Tokyo, Mitsubishi Estate effectively demonstrated several fundamental elements that can contribute to the establishment of an economic and cultural basis for creative city development backed by a rediscovery of the value of historical resources. I will conclude this "Tale of Two Cities" with an enumeration of several shared factors behind the success of the two projects concerned.

(1) PPP: An approach that leads to sustainable redevelopment strategies

Creative city development becomes a reality when the urban development plan is backed by a long-range vision and the project site enjoys economic and cultural stimulus. City authorities are responsible for urban development plans. Private sector interests condition their investments on a certain level of return in the form of business income. Although they are aware their respective positions and perspectives may be different, when they perceive they share certain goals in common, they can cultivate powerful partnerships that provide their city with new magnetic appeal and value. A redevelopment master plan produced through public-private collaboration is the roadmap that can lead to the achievement of those goals. It is vital that a proper balance be struck between public sector support in the form of deregulation and private-sector contributions to the community through the utilization of historically significant resources. The PPP approach can nurture alchemy of fairness and open the door to sustainable redevelopment on into the years ahead once this foundation for mutual trust has been established.

(2) Balancing business demand with historical and cultural contributions

Creative city development is aimed at stimulating citizens and building communities that appeal. Although historically valuable resources contribute immensely to improvements in the value of a redevelopment project, they also naturally inflate the related costs. On the other hand, real estate market demand provides underlying support for a sustained income stream from project operations, and for that reason, one cannot omit the advanced functions that serve to accommodate that demand. Consequently, it is essential that an optimal balance always be maintained between business demand and the harmonization of historical and cultural contributions. In evaluating the success of a redevelopment project, regardless of the era, one must not ignore the expectations of the business community and the real estate market.

(3) The rediscovery, re-evaluation, and visualization of lost historical and cultural attributes

Urban cores that have lost many of their historical assets stand to gain a major advantage by searching for and reclaiming those assets they have lost. In many cases, the lost assets may possess intrinsic qualities that contribute to the unique identity of the community to which they belong. Lost assets may be tangible or intangible in nature. Creative city development can be an approach that rediscovers and effectively harnesses the value of once-lost assets for the purposes of community stimulus. Historical assets that have been effectively visualized will engender a new charm that attracts visitors from a broader surrounding area. Many of those visitors will be a source of improved revenue for local businesses.

(4) An emphasis on facility and event management for the attraction of visitors from a broader area

It is important that many people view and learn about the historically valuable resources or assets of a community. Quality facility operations and appealing events made possible through redevelopment efforts will improve a community's ability to attract visitors from more-distant areas. Historically valuable resources that gain wider recognition will be valued more highly as community assets. Such resources gain recognition when they are utilized, not when they are shuttered and preserved from public view. Enabling the public to continue using a historically valuable resource is the way to ensure its protection.

(5) The long-term creation of value through people-driven community development

Redevelopment is an activity focused in the creation of value. It is expected to contribute to the diversification of human activities and the creation of better environments. But what intrinsic value may be expected to derive from redevelopment itself? Further, how should that value be pursued and developed over time? Long-range vision which is the answers to those questions must be included in a master plan. People-driven development is the idea by which the success of redevelopment undertakings will be gauged. Historically valued resources represent an accumulation of the value that people in past generations embraced and stimulate our imaginations in modern redevelopment projects. Whatever the era, as long as redevelopment entails a people-driven quest for community development with an emphasis on better comforts and amenities, one may look forward to the continued coexistence and mutual prosperity of historically valued resources with business facilities, and of social values with entrepreneurial values.

Although historical resources exist as a point or one-dimensional idea, in reality they are connected to their surrounding community on a two-dimensional plane. Accordingly, it is essential that creative City Development Revaluating Historical Resources be thought of on that plane and that master plans be put together from a broad-based perspective. If historical resources are recognized for their value as a source of creative power and considered a natural element for integration into redevelopment projects, it is my belief that eventually we will no longer have to experience the tragedy of losing the last vestiges of the histories to which those resources have been continuously connected through time.

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Figures: Paternoster Square (City of London / UK)

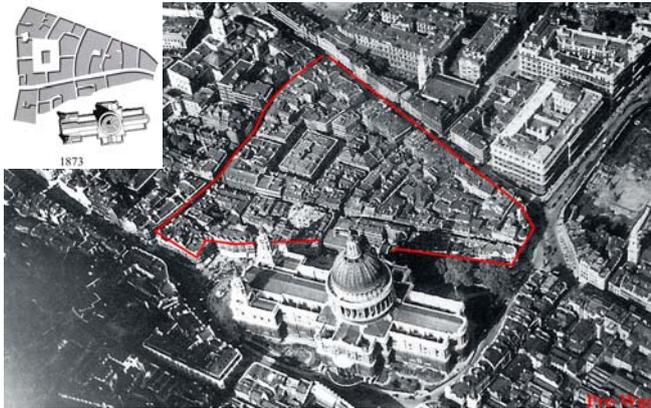


Figure 1. Pre War historical cityscape

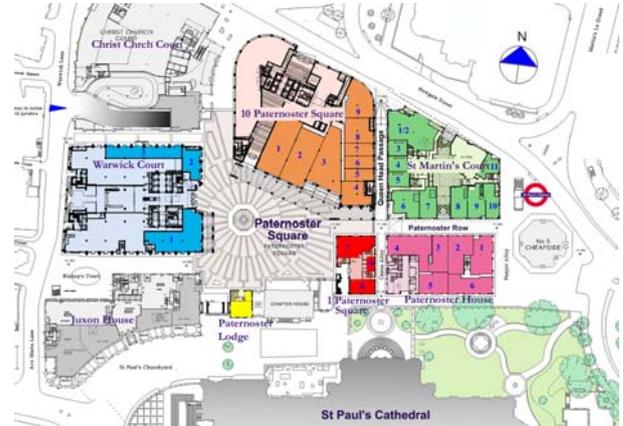


Figure 4. Present master plan with retail disposition

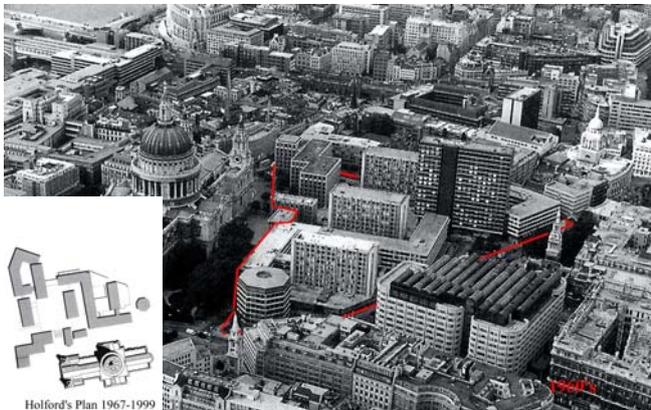


Figure 2. Post War redevelopment plan, late 60's

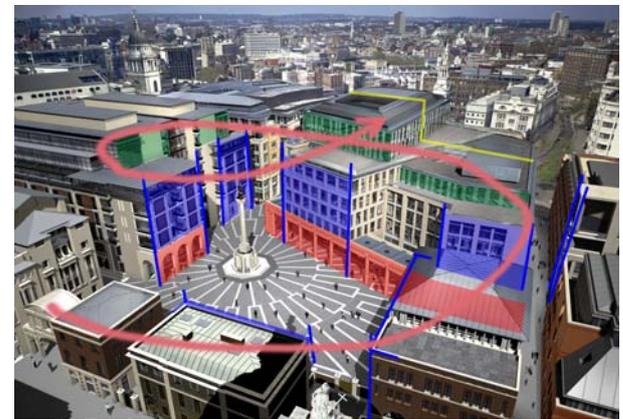


Figure 5. Design concept respecting historical cityscape



Figure 3. Present redevelopment plan completed in 2003



Figure 6. Buildings with various façade design
Figure 7. The Temple Bar, original and present



Figure 8. Vista to St. Paul's Cathedral with the Paternoster Column



Figures: Marunouchi (Tokyo / Japan)



Figure 9. Marunouchi district lies between the Imperial Palace and Tokyo Station



Figure 12. Lasting memories of uniform 31m historical skyline

Figure 11. Inheritance of a historical city block design

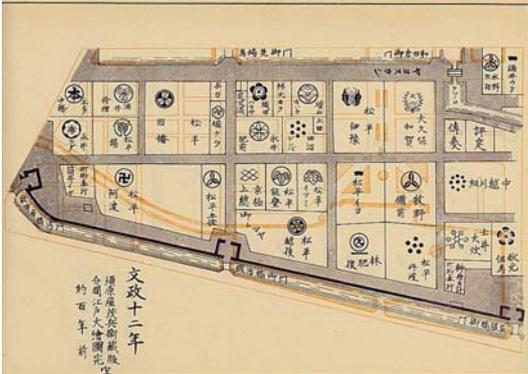


Figure 14. Revived festival parade



Figure 13. The preservation and restoration of the historic buildings through redevelopment project



Figure 10. Considerate Skyline