

New York City's urban development by former Mayor Bloomberg was surveyed and analyzed

“Planning-Oriented” Urban Development by the New York City

: Challenges for Regenerating Tokyo

In order to propose a mechanism for making Tokyo, whose urban development is progressing rapidly, a city that continues to provide appealing space in the post-Olympics era--attracting people, goods and money--the Mori Memorial Foundation Institute for Urban Development has surveyed and analyzed urban development referencing the city of New York and Mayor Bloomberg's daring and city-transforming civic reforms. The following is a report and overview of the survey and analysis.

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1. Main points of the survey and results

1) Data analysis (comparison with Tokyo)

GDP: The average growth rate for the past 10 years is approximately 1.8 times that of Tokyo (New York City: 1.6%, Tokyo: 0.9%) . See **Diagram 1**

Population: Over the past 11 years, the population in New York City has increased by 330,000 people, rising to 8.41 million (Population of Tokyo wards area: 9.06 million in 2013) . Notably, the population of people less than 40 years old exceeded that of Tokyo wards area by 500,000, and the increase in population of those less than 65 years old stands out (2010). See **Diagrams 2 to 4**

Tourists: The number of foreign tourists is 1.7 times that of Tokyo (New York City: 11.4 million, Tokyo: 6.81 million in 2013). The hotel occupancy rate has been 88.3% of the maximum over the past 13 years. See **Diagram 5**

Investments: Total venture capital investments in New York stood at 1.97 billion dollar in 2012, representing 353 deals. Compared to 2009, investments doubled and deals grew 2.4 times. See **Diagram 6**

2) Background achieving the results above

The mayor's excellent urban management insight: Transformed the image of the city through implementing policies based on accurate market surveys

Use of various private experts (NPOs and expert groups) within and outside the municipal government: A private expert was appointed director of the Department of City Planning, and significant reexamination of zoning was implemented. See **Diagram 7** (40% of the number of revised districts were changed from zones where housing construction was not possible to zones where housing construction is possible. For example, the coastal industrial zone was changed to a residential zone)

Emphasis on high-quality design for public spaces: In restructuring public facilities, a framework was introduced to allow the participation of leading designers, architects, and the creative minds of small design offices.

2. Reference diagrams

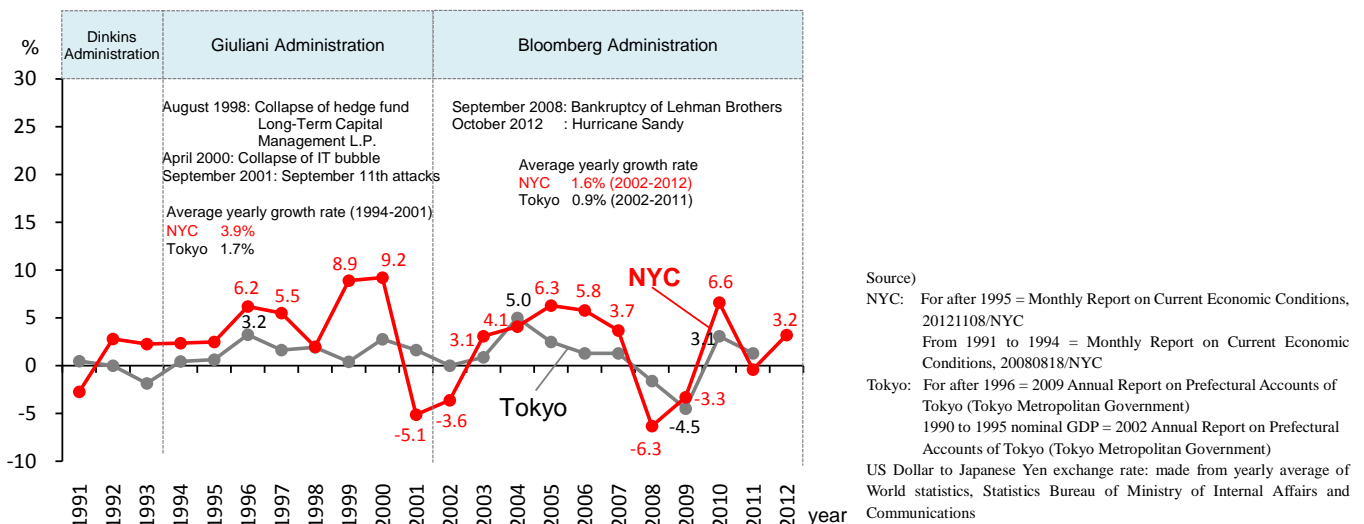
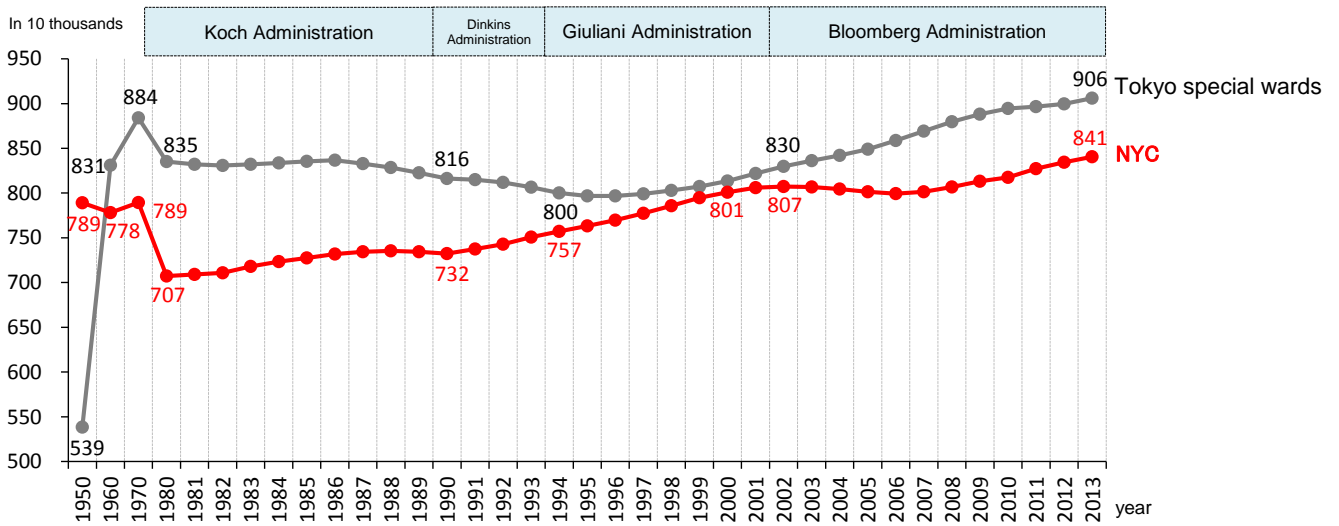


Diagram 1. Transition on New York City real economic growth rate



Source) NYC: Intercensal Estimates of Resident Population, U.S. Bureau of Census

Tokyo special wards: Made from Tokyo Metropolitan Government's population dynamics in 2013

Diagram 2. Population (NYC, Tokyo special wards)

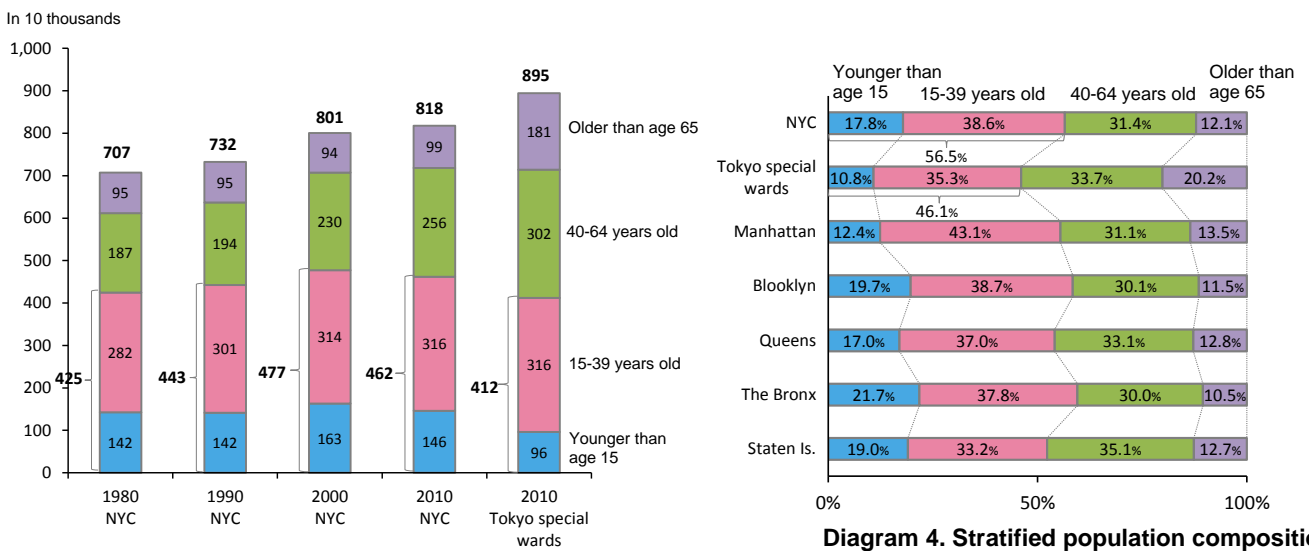
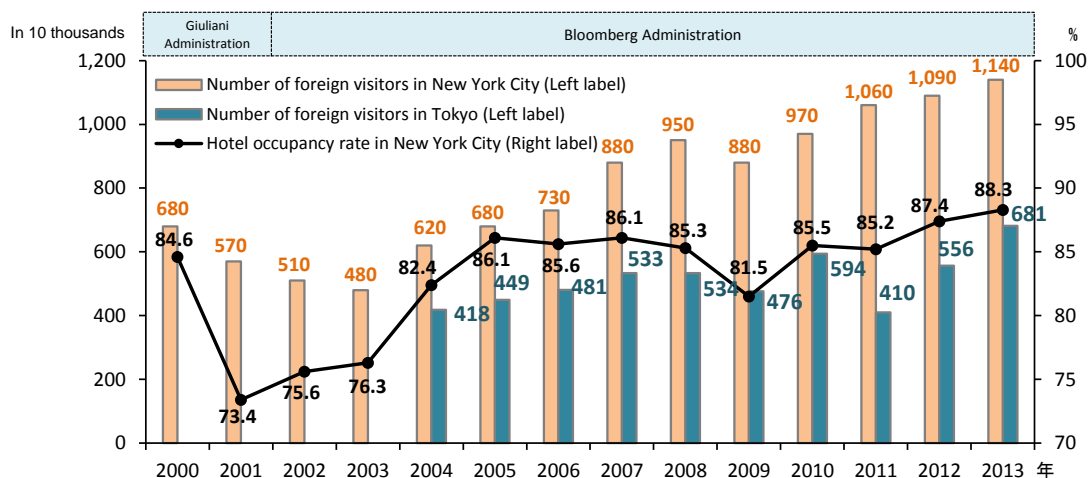


Diagram 3. Population transition in four age groups

Diagram 4. Stratified population composition ratio in four age groups (2010)

Diagram 3, 4 Source)

For NYC = U.S. Census Summary File 1: For Tokyo special wards, Population Census by Ministry of Internal Affairs and Communications, estimations were made for unclarified ages through compositional ratio of clarified.

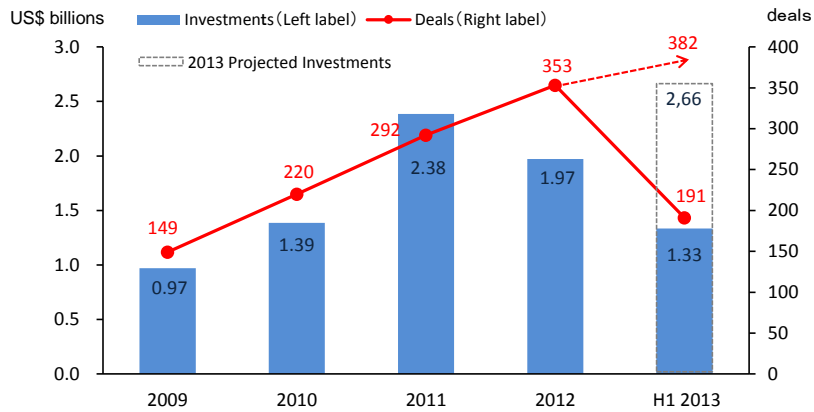


Note) Hotel occupancy rate is annual of room use / annual number of room capacity defined by PKF Consulting. The number of foreign visitors in Tokyo equals foreigners traveling in Tokyo living outside Japan. (Tokyo metropolitan government estimation)

Source) NYC: NYC Statistics (<http://www.nycgo.com/>)

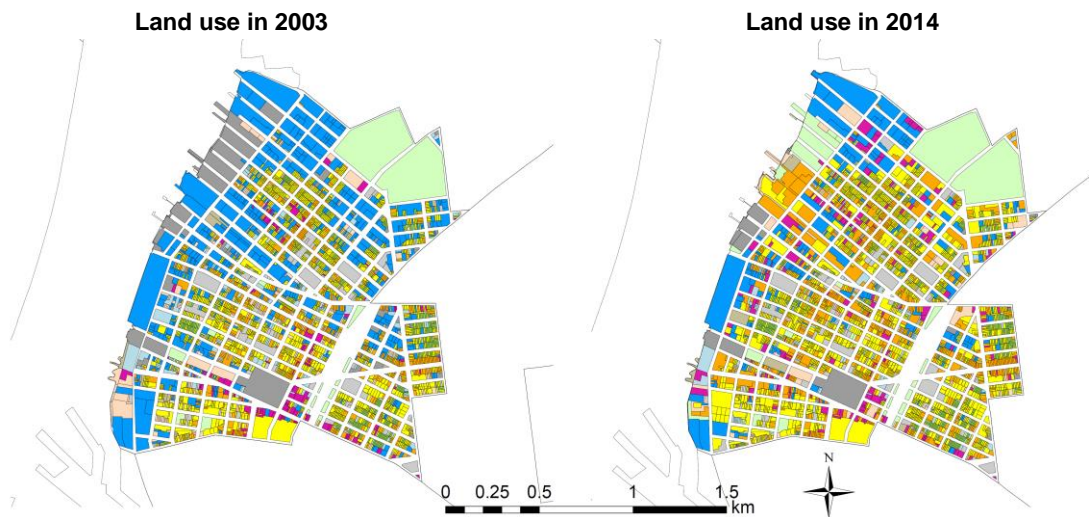
Tokyo: Number of foreign visitors in Tokyo is made from yearly data from Tokyo metropolitan government bureau of Industrial and Labor affairs.

Diagram 5. Number of foreign visitors and hotel occupancy rate (NYC, Tokyo)



Note) converted by rate of \$1 = ¥104. Focused on investments to entrepreneurs based in New York
 Source) The New York Venture Capital Almanac Fall 2013 (CB Insights)

Diagram 6. Numbers of invested money and deals by venture capital



Area scale : ha

Land use	Amount of increase from 2003 to 2014		2003		2014		
	Number of Lots	Lot area	Number of Lots	Lot area	Number of Lots	Lot area	Area ratio
One and Two Family Buildings	9	0.08	356	6.26	365	6.34	3.2%
Multi-Family Walk-Up Buildings	69	2.57	1,134	26.77	1,203	29.33	14.9%
Multi-Family Elevator Buildings	112	15.84	70	5.73	182	21.58	10.9%
Mixed Residential and Commercial Buildings	158	16.58	690	15.67	848	32.25	16.3%
Commercial and Office Buildings	57	4.51	122	4.83	179	9.34	4.7%
Industrial and Manufacturing Buildings	-295	-32.77	527	64.12	232	31.35	15.9%
Transportation and Utility	-35	-12.55	84	22.04	49	9.49	4.8%
Public Facilities and Institutions	0	0.49	75	8.59	75	9.08	4.6%
Open Space and Outdoor Recreation	27	8.60	19	20.09	46	28.69	14.5%
Parking Facilities	-28	-2.21	188	7.17	160	4.96	2.5%
Vacant Land	-117	-1.00	262	10.89	145	9.89	5.0%
Others	-32	1.66	83	3.41	51	5.07	2.6%
Lot area ①	-75	1.81	3,610	195.56	3,535	197.36	100.0%
Land area ②	-	0.00	-	268.20	-	268.20	-
Roads area ②-①	-	-1.81	-	72.64	-	70.83	-
Ratio of roads (②-①)÷②×100	-	-	-	27.1%	-	26.4%	-

Note) For those unclear on lot area and clear on frontage and depth, lot area is calculated as frontage × depth

Source) NYC Department of City Planning MapPluto and Pluto data

Diagram 7. Transition in number of lots and lot area by land use (Northside and Southside district of Brooklyn)