

# V I B R A N T GANBARU

Small and Medium  
Enterprises

300

Shopping Districts

30

2014



Ministry of Economy, Trade and Industry  
Small and Medium Enterprise Agency







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V I B R A N T  
**GANBARU**

**Small and Medium  
Enterprises**

**300**

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V I B R A N T  
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**Shopping Districts**

**30**



**This guidebook is a selected collection of undertakings by small and medium enterprises and shopping districts in a variety of areas, including innovative product development, creation of new services, contribution to the local community, and local economic revitalization, and is comprised of two parts: “GANBARU Small and Medium Enterprises 300” and “GANBARU Shopping Districts 30”.**

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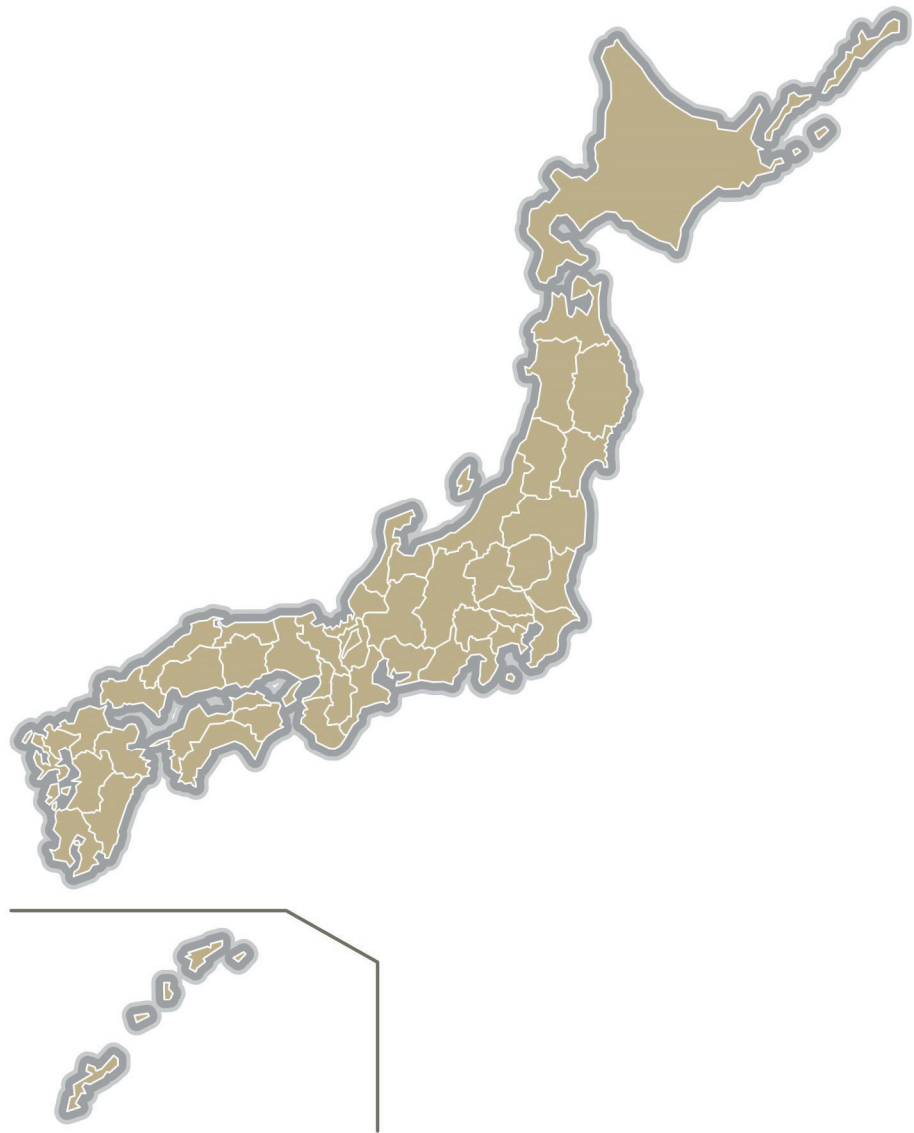
**By publishing information on undertakings by 300 enterprises and 30 shopping districts, it is our hope to see an even larger number of SMEs and shopping streets pacing up their endeavors in innovative product and service development and local revitalization.**





V I B R A N T  
**GANBARU**

**Shopping Districts 30**



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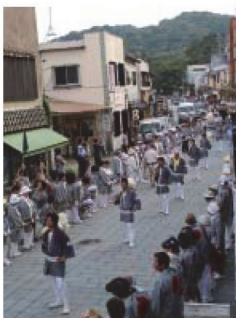
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# Obihiro Denshin-dori Shopping District

(Obihiro Denshin-dori Shopping District Promotion association)

Obihiro-shi, Hokkaido

## FOCUS



Utilizes vacant retail premises for projects supporting elder and handicapped people, and effectively enhancing employment

### Summary

In response to decreasing population around the shopping district, aging inhabitants of the neighborhood, and to demands from citizens, the district aims to build a “place for local contribution which covers job, food, and housing” under the concept of a “shopping district collaborating and coexisting with elderly and handicapped people”. The district is working on various projects such as active partnership with social welfare organizations and support groups for handicapped people. The district has created 40 new employments, mainly those of handicapped people.

### Background:

#### Waning of a time-honored district

The district has been opened when the pioneer group “Banseisha” settled in 1882. It has developed along with the history of Obihiro, and became a union in 1971. The district is 1.5km northeast of JR Obihiro station. It occupies 450m of the “Denshin-dori”; the district’s name comes from the first electric power poles installed in the city in 1897. It is located in front of the Honganji Obihiro Betsuin temple. It has long played a major role in the commercial accumulation of Obihiro and has been loved as a locally committed shopping district. However, in the recent years, new housings and massive shopping zones have been developed in the southwest region of Obihiro and in neighboring municipalities, and the neighborhood’s population has been decreasing and aging. Vacant shops in the district have increased, lowering the district’s attractiveness and convenience.

### Activity:

Plan · Do

#### Working on its strengths

The shopping district conducted a questionnaire to local people and visitors (136 samples). It recognized that increasing vacant shop spaces had lowered the district’s publicity. It concluded that the district needs to build a shopping district suiting the imminent super-aging



Obihiro Denshin-dori Shopping District

society, through new business development based on its strengths in the sweets industry and historically solid local community, by utilizing vacant retail premises for start-ups and for inviting existent shops, and by building a core interaction site for local convenience services, including food education and security. After a public support center for the handicapped opened in the neighborhood site of a former junior high school, the shopping district strengthened the partnership with its support groups. Since FY 2010, using vacant shop space, it opened a facility to promote local food and another to realize social participation and employment for the elderly and handicapped people.

### Effect:

Check · Action

#### Realizing a new community

Through such activities, the shopping district has transformed 7 vacant shops in 2 years, and created 40 new employments of elderly and handicapped people. The activities promote new community building by providing joy of work to citizens through social participation and local contribution. As for its food-related project, the shopping district has been continuously developing new products using rich produces of the Tokachi region (including Obihiro). The project has led to new business development such as the shopping district’s original gift sets and has been contributing to the district’s revitalization.



### Implementation:

## Builds systems for further activities

The shopping district forms a consortium with support groups for handicapped people and welfare facility operators, including social welfare organizations. It conducts collaboration projects with local universities and colleges to meet further consumer demand, develop new products, and promote entrepreneurship. It has been conducting an environment protection project with neighborhood participation, enhancing its strength in local bond. For securing its own financial resources, it has launched a company funded by the shopping district's members.

The company operates parking lots and builds and manages houses for handicapped people. The company systematically donates its profit to the shopping district's revitalization projects for sustainable activities.

### Basic Data

Address: 6-chome, Higashi 4-jyo minami, Obihiro-shi, Hokkaido

Number of members: 38

Number of shops: 47

URL: <http://www.denshindoori.com/>



“Cookie House Budo no Ki”

An antenna shop supporting handicapped people



### Key Person

Obihiro Denshin-dori Shopping District Promotion Association

Representative  
Wataru Hase

## Needs “people” and “partnership” for promoting projects

Though originally an outsider, I have been running business here for more than 20 years. It is the 7<sup>th</sup> year since I have become the representative. While struggling, I have made a step towards revitalizing the shopping district, because I have luckily met with many good people. Our association has maintained the “strength of a shopping district with history” – its communication ability – since establishment.

This strength has allowed smooth decision making, leading projects to success. I believe that the *people* make the organization. I would like to actively promote participation of young people in order to maintain energy of the organization. In the shopping district projects, encountering with welfare facility operators has been the key for current activities. Since we started our green beauty project in 2000, we have brought in flowers and vegetables produced at the facilities for use in the shopping district, thus deepening our ties. At first, we struggled with different recognitions some people of the area had; we then formed a

consortium including NPOs and launched the antenna shop project to support handicapped people, attaining deeper trust relationships within the community. In conducting revitalization projects, the most difficult thing is securing initial capital. Our shopping district has installed LED lights to drastically reduce electricity fees and has launched a community-building company conducting profitable projects. We shall do our best to make revitalization projects sustainable and to pass them on to the next generation with enough capital.

## Becoming a shopping street needed by the local community

We are carefully considering what we can do for the area, so that our shopping district can continue to exist. In fact, it is not so easy to improve the situation, but I believe we can stop the decline by continuing our projects. As social structure changes due to low birth rate, aging society, and population decrease, our area has seen an increase in service-related shops and clinics but decreases in retail shops. Each shopping district bears its own problem; some needs large retail shops that can provide shopping convenience, while others need warm communities rather than convenience. We run under the concept of a “shopping district for collaboration and coexistence” and dream of a shopping district where everybody, including elder and handicapped people, can live comfortably. We shall continue to explore the best way to realize our dream, while contributing to the society.

# Miyako-shi Suehiro-cho Shopping District

(Miyako-shi Suehiro-cho Shopping District Promotion Association)

Miyako-shi, Iwate

## FOCUS



Partnering with neighboring shopping districts to organize many events for rehabilitation from the earthquake disaster

### Summary

After the East Japan Earthquake, the shopping district has formed Iwate Miyako Machinaka Shonin Group with its neighboring 6 shopping districts and 5 groups. For restarting the businesses of 108 companies, it plays a central role as the chairing union, contributing to shopping district rehabilitation. By procuring supply for disaster victims from local shopping districts, it issues “Rias currency”, a local currency for local economy recycling rehabilitation support. It has made “Rias currency” into a new rehabilitation support model by distributing the currency to disaster orphans in exchange for support from individuals and groups throughout the country, and by having tourists and visitors purchase the currency and buy souvenirs.

### Background:

#### Trial and error for revitalizing the district

The shopping district was formed when the railway station was built in the early Showa period. It is in a 3minute walking distance from Miyako Station. It is 350 meters long and 10 meters wide. The district has no pedestrian walk. The shops are mainly SMEs, many with Showa taste. The shopping district has long been a center of commerce and economy in the area. While there is no large shop or public facility, it has held local events at the interaction facility *Suehiro Tei* utilizing a vacant shop. Collaborating with neighboring shopping districts and area groups, it has conducted joint sales promotion and visitor invitation projects, creating energy as a locally committed shopping district.

However, recently, the district has no pedestrian walk and only few resting facilities and has not been always comfortable for the people. The shopping district also has other problems, e.g., it does not cover the goods people want, there are not enough events attracting young people and families, joint sales promotion projects do not always result in sales because shop visitors are much fewer than event visitors, etc.



Miyako Hirose-cho Shopping District

### Activity:

Plan - Do

Building a site for local interaction and partnership

The shopping district made a project plan based on the Local Shopping Mall Revitalization Act and launched another interaction facility “Rias Tei” as a “site for interaction and partnership in a relaxing and comfortable district-area”. The facility is a place for events such as *yose* and local group activities and interactions. It has continuously held interaction & partnership events such as “Yummy Autumn in Miyako Festival” with agricultural producers, “Heartful Festa” with welfare groups, and “Challenge Shop” with a local commercial high school. With other commercial groups, the shopping district jointly conducts projects such as “Machinaka Shonin Guidebook”, “Itten Ippin”, and “100 Yen Shopping District”. By strengthening partnerships, it actively promotes and publicizes the district and shops, aiming towards increase in visitors and sales.

### Effect:

Check - Action

Events and seminars at “Rias Tei”

“Suehiro Tei” has been closed due to the earthquake, and the remaining “Rias Tei” has since been utilized 150 times a year by 10,000 people as a local community interaction site. The shopping district has also started a “rehabilitation market” twice a year after the earthquake.

The market has attracted about 15,000 new visitors every time. Along with the “shopping district red carpet” at the coming-of-age ceremony, the market has become a new popular event for local engagement and rehabilitation. “Itten Ippin” and “100 yen shopping district” have made new ways of thinking and mutual consolidation through workshops; more and more shops are increasing their sales. Partnership among regional shopping districts has led to the organization of Miyako Machinaka Shonin Group for group subsidy projects to accelerate revitalization of the entire Miyako region.

meetings, which the city and the city’s chamber of commerce participate as observers. The shopping district has built networks with citizen groups and volunteers for welfare and culture, and these networks actively promote participation in events.

**Basic Data**

Address: Suehiro-cho, Miyako-shi, Iwate  
 Number of members: 68  
 Number of shops: 58  
 URL: <http://www2.ocn.ne.jp/~akindo/>

**Implementation:**

**The shopping district is “built” by the local community as a whole**

The shopping district projects are planned by the monthly board and by the committee comprised of many women and young people. The whole district works on necessary tasks as much as possible. The youth group has shifted to a new generation with increased members.

The new group actively develops interaction and partnership with other groups in the area. Miyako Machinaka Shonin Group, formed by this shopping district and other 7 commercial groups, promotes joint projects such as “Rehabilitation Market”, “Itten Ippin”, and “100 Yen Shopping District” via monthly board



“Red Carpet” ceremony

**Key Person**



Miyako-shi Suehiro-cho Shopping District Promotion Association  
 Representative  
 Eiichi Sako

**The shopping district as a large community facility**

*Shopping District is a Large Community Facility* is the title of the report for the “Shopping District Long Term Vision”. The prefectural hospital moved away just before then, and district visitors drastically decreased. We needed to modernize the district. The shopping district youth group at that time worked on the vision and wrote the report in 1992 by themselves after making research visits all over Japan and organizing many seminars. Seeing large stores retreating from many shopping districts during those visits, they found that the core of a shopping district is *not* always large stores.

Though large public facilities do attract visitors, we

decided to look into the community function of shopping district itself. In order to keep our shopping district alive, we concluded that improving community function is the key and that we must become more locally committed.

Through various projects such as interaction and partnership with local producers, welfare and culture groups, and schools, we began to feel the effect, but it was then that the huge tsunami of the East Japan Earthquake struck our shopping district.

**The shopping district as a disaster rehabilitation site**

Nonetheless, we instantly restored our district and shops. By the local networks we developed over a long period of time, we were able to unite with various organizations, volunteers, local governments, and neighboring shopping districts to hold the “Rehabilitation Markets”. We have worked on local rehabilitation through emission of such energetic power from our shopping district. I believe that our shopping district has become a site for local community and rehabilitation. We shall continue with our activities that take root here in the community.

# Minamisanriku Sansan Shopping District

(Minamisanriku Shizukawa Fukko Shopping District Operation Association) Minamisanriku-cho, Miyagi

## FOCUS



Launches a temporary shopping district after the earthquake, and leads rehabilitation by dynamically gathering customers including tourists

### Summary

While almost all the city was destroyed by the tsunami, local shop-owners held *Fukko Ichi* at a very early period, highly motivating citizens for rehabilitation.

Based on the positive results, the shopping district was established on February 25, 2012. The shopping district gathers over 1000 tourists every day by producing the joy of shopping around the district with elaborated store dispositions, and holding interaction events at the roofed food court stage. It conveys the energy and spirit of the disaster area through shopping, thus strongly leading the whole city towards rehabilitation.

### Background:

#### Started from nothing

Vast majority of buildings on plain fields in Minami Sanriku-cho were destroyed by the huge tsunami caused by the earthquake. All shopping districts were ruined, and the commercial function was completely stopped.

Though they had no shop nor goods, local shop owners showed their spirits. Supported by *Bousai Asaichi Network* in cooperation with shopping districts all over Japan, they held a *Fukko Ichi*. Based on the positive results, they saw the possibility of restoring the shopping district. They worked on building a shopping district for everybody, from local people to tourists, through unprecedented original shop dispositions and grandiose events.

### Activity:

Plan - Do

#### Produced “the joy of shopping around”

Many other temporary shopping districts are 2-storied due to limited lands, but the shopping district made all shops single-storied from the beginning, aiming at making visitors shop around. The shop disposition is intentionally irregular, categorizing shops into “restaurant zone”, “retail zone”, and “lifestyle zone”,



The temporary shopping district built from scratch

successfully producing “the joy of shopping around”, much like a theme park. At the center of the shopping district is a roofed food court, where customers can talk while eating the foods purchased from the shops. The food court’s stage holds events almost every month, contributing to the local people as an interaction site.

The shopping district restored “Kirakira Don”, a famous dish since before the earthquake, providing a unique service as a seashore town.

### Effect:

Check - Action

#### Spreading the energy and spirits of shops

Though it has been more than 2 years since the earthquake, there are many tourists visiting the shopping district every day. Especially, when “Fukko Ichi” is held at the special stage beside the shopping district, there are nearly 10000 visitors. It has gained an amazing popularity, considering the town is a small port with only 15000 people (in August 2013). At first, people expected that visitors will gradually decrease, but many repeaters realized the continuous popularity.

Popularity did not decline because the shopping district transmits energy and spirit of the shops in addition to selling goods, acquiring massive customer loyalty.

### Implementation:

### Closely allied with local groups

The shopping district closely partners with local groups, including the government, for rehabilitation of commerce and tourism of Minami Sanriku-cho.

Specifically, the town set up “Moai” statues (the friendship symbol between Minami Sanriku-cho and Chile since Chile Earthquake in 1960) as the symbol of the shopping district. Town sightseeing association launched a portal center beside the shopping district, supporting the district operation as a sightseeing spot.

Local chamber of commerce conducts various supports for shopping district management.

### Basic Data

Address: Shizukawa, Minamisanriku-cho, Motoyoshi-gun, Miyagi

Number of members: 32

Number of shops: 32

URL: <http://www.sansan-minamisanriku.com/>



Children with “KiraKira Don“

### Key Person



Minamisanriku Shizukawa Fukko Shopping District Operation Association

Representative  
Zenyu Oikawa

### Overcoming the earthquake with spirit, energy, and ideas

By the huge tsunami of the East Japan Earthquake, our shopping districts were totally destroyed and there were many victims. Among the shopkeepers of Minami Sanriku-cho who desperately lived at refuges, a new spirit has risen – “Don’t be depressed forever. Start rehabilitation, even if we can only make black markets in the ruins.” We monthly held tent markets named *Fukko Ichi* from the next month of the earthquake. Soon we established a temporary shopping district *Minami Sanriku Fukko Meitengai Operating Association* with the nickname of *Minami Sanriku Sansan Shotengai*, and I became the first chairman. Until we opened the district, we had discussed in over 30 meetings and study groups on considering how to make a shopping district that many customers use and become repeaters. The days of studying were very meaningful. We invited consultants, planning agencies, designers from Tokyo, and people from Nagata-cho Shopping district, who had experienced huge earthquake disasters long ago.

After such discussions, we decided on single-story based unique shop dispositions, categorization of the whole shopping district into 3 areas surrounding the center court, a food court, and an event space. We worked on colors of walls and window roofs in each area. At present we have 32 energetic shops. Receiving support from all over the world, we are now being visited by many more people than expected. We are full of gratitude.

### Aim of the district from here on out

Because our shopping district is temporary, the district will only continue until the end of November 2016.

From there, we will form a new shopping district at a new urban area that the town will construct. We hope to invite shops all over the town including shops not restored yet, in addition to our shops, forming the district with 50 to 60 shops. Aiming at overcoming the earthquake and building a community with full of energy and interactions, we would like to focus on food and sightseeing, taking advantage of the beautiful and rich sea of Minami Sanriku-cho, and to continue to create enjoyable ideas. We, the shops in this town, would like to promote local industry’s unity with the people of the town, educate successors through increasing employment, and build a history of future-oriented rehabilitation for the next generation.

# Sakae-cho Shopping District

(Sakae-cho Shopping District Promotion Association)

Minamisouma-shi, Fukushima

## FOCUS



Restores commercial area and living quarter, contributing to early return of the people by accepting evacuee

### Summary

Before the East Japan Earthquake, the shopping district has contributed to improving life, making shopping more convenient, and to energizing the town through its “secure and safe town building” and “Sakae-cho Night Bazar” with over 20 years of history. Just after the earthquake, the shopping district played a role of community base, opening a temporary FM station for disaster information. While many evacuee have not yet returned to the town, rehabilitation public houses are being built. The shopping district is considering building a commercial facility for inviting visitors to the district, conducting various endeavors for rehabilitation.

### Background:

#### Aims for “spearheading rehabilitation” and “early return of the people”

The shopping district promotion association was established in 1985. The shopping district is formed by the main street from JR Haranomachi Station to the city hall. Before the earthquake, the district had been a locally committed shopping district, supporting the economy of Minami Soma city, the main city in the region, by promoting “secure and safe town building”.

After the earthquake, it has spearheaded rehabilitation and is promoting community building, overcoming various obstacles so that evacuees can make early returns.

### Activity:

Plan - Do

#### Realized concrete extended community

The association has worked on improving life and shopping convenience by launching a community hall, common parking lot, LED street lights, security cameras, and AEDs. It has hosted the “Sakae-cho Night Bazar” for over 20 years, with the exception of March 2011, when the earthquake hit; the bazar has taken root in the area with much local participation. It hopes to encourage the return of evacuees through such activities.



Sakae-cho Shopping District

As the rehabilitation public housings are to be built nearby the shopping district, the association aims to realize a model case for a concrete extended community by launching a NPO in preparation for accepting evacuee and considering building commercial and living quarters connecting the rehabilitation public housings to the shopping district.

### Effect:

Check - Action

#### Various efforts for the people

In 1994, the shopping district launched Shirayuri Community Hall for improving cultural and life environment. The hall has discounted pricing to be used for meetings, lectures, culture schools, and other various events. The common parking lot beside the hall, Shirayuri Parking, is an automated 2-storied vertical parking lot. People can use the lot for free if they make a purchase at the shopping district. The lot contributes to the area’s life and shopping convenience improvement, solving traffic problems such as illegal parking. “Sakae-cho Night Bazar” used to start from 7 p.m., but at present, it starts from 2 p.m., upon requests from the local residents. The event has been realizing improvements by prioritizing people’s needs, and it has become a long cherished event.

#### Implementation:

### Aims at community rehabilitation by private sector initiative

The association operates regular monthly meetings for the “Sakae-cho Night Bazar”, flyer making, and updates of its homepage and blog. Especially after the earthquake, for holding local rehabilitation events continuously, it has acquired supports and cooperation from national, prefectural, and city government, National Federation of Shopping Center Promotion Associations, Fukushima Federation of Shopping Center Promotion Associations, and Hara-cho Chamber of Commerce. It has organized implementation teams for each project, such as the stamp-rally project, shopping stamp-collection project, community salon project, and the temporary disaster FM project. In last year’s Local Commerce Revitalization Project (Shopping District Structural Reform Research Analysis Project), it rediscovered local demands through workshops and surveys with cooperation from 8 elementary schools in the city. The results triggered the launch of a NPO. The shopping district will launch a rehabilitation council with neighborhood associations, the NPO, and other shopping associations, to work on community rehabilitation by unified private-sector initiative of life, welfare, and commerce.

#### Basic Data

Address: Ichihara-cho, Minamisouma-shi, Fukushima

Number of members: 26

Number of shops: 60

URL: <http://souma-haramachi.com>



Providing safe playing space for children



#### Key Person

Sakae-cho Shopping District  
Promotion Association

Representative  
Takaaki Katayama

#### Showing our energy

I am the 3<sup>rd</sup> chairman of the association. My predecessors and I share a way of thinking – to think for others and work for them. We mutually call association members with nicknames “-chan” regardless of their age and build relationships on the same standpoint. Such relationship has been inherited as a tradition to this day.

This tradition is a reason why we have succeeded in all events and various projects. Especially after the earthquake, all shops are going through severe business state due to the nuclear reactor problem. But we think that it is important to show our energy.

#### Aiming towards community rehabilitation

In conducting the Local Commerce Revitalization Project (Shopping District Structural Reform Research Analysis Project), parents of elementary school students earnestly requested for a “district with clean air and secure life”. The request is reasonable, considering that the majority of elementary and junior high school students are still evacuating. It is a very grave situation that an ordinary life environment is lost. In considering shopping district revitalization, our shopping district can play a connecting role defining what shops, local people, and the government can do for them to cooperate. Our district aims at building a site for unified commerce, life, welfare, and health. We would like to work on community restoration and rehabilitation through the coordination of evacuated and accepting areas.

# Izumi-cho 2-chome Shopping District

(Izumi-cho 2-chome Shopping District Promotion Association)

Mito-shi, Ibaraki

## FOCUS



Promotes city center revitalization through effective publicizing and community restoration by meeting local demands

### Summary

To connect each shop with community, the shopping district undertakes projects from *Izumi-cho Kaikan*, a hall rebuilt as a symbol of war disaster rehabilitation in 1955. It has held farmers' market for more than 10 years, in order to provide fresh local food to the local people. The district takes lead for *Mito bar-bar-bar*, a bar crawl type event. Also, it publishes a community paper *IZM*, actively publicizing the city.

### Background:

#### Need for local contribution and city publicity

The shopping district is located 1.2 km northwest from Mito Station North Exit. Due to its commercial accumulation, it is a representative shopping district of Mito. It has culturally rich environment, neighboring Mito Art Hall. Large stores including department stores neighbor the district. Many customers use the district as the closest shopping site and for shopping around. The district is required further contribution to local commitment, because the living population is increasing due to recent apartment construction. The district is required to effectively publicize the city as a whole in order to increase visitors, because the traffic has decreased by large shopping malls built in the suburb, and because the consumption has decreased due to influence by the East Japan Earthquake.

### Activity:

#### Revitalizing the community, increasing visitors

Plan - Do

Shops that sold fresh food decreased in the city center, and many local people felt the inconvenience in daily purchases. The shopping district has continuously held farmers' market at *Izumi-cho Kaikan*, in cooperation with neighboring farmers, and has become popular among neighboring inhabitants. As an opportunity to



"Izumi-cho Kaikan", a symbol of the shopping district

make the city center more popular, the shopping district has taken the lead in organizing a bar-crawl style events named *Mito bar-bar-bar*. It contributes to publicizing the city and increasing visitors by publishing a community paper *IZM* and holding a city seminar *Machi-cul*.

### Effect:

Check - Action

#### Further response to local demands

Responding to the local demands for shops with fresh food and local-production local-consumption, gathered from the inhabitant questionnaire, the shopping district took the lead for designing *food model area building plan*. It aims to make farmers' market permanent. It plans to improve the functions of *Izumi-cho Kaikan* as an information center of prefectural agricultural products, providing home cooking by volunteer mothers using local agricultural products, also adding winery functions. It will continue to hold local-production local-consumption *Mito bar-bal-bar*. It prepares to launch a community facility, a relaxing place in the city, equipped with city library, culture school, community café, and information.



### Implementation:

### Promotes projects through various

In the city center of Mito including the shopping district, *Mito-shi Uwaichi Asakai* which consists of private volunteers, who are shop-owners, young executives, architects, and local government employees, conducts activities, with young members of the district as main members. The group undertakes revitalization of the whole city center beyond shopping districts, such as holding bar-crawl events, and coordinating through community paper *IZM*. As for *food model area building plan*, certified by Ministry of Agriculture, Forestry and Fishery, the shopping district became the coordinating office. It organizes the implementation council with other groups, such as Mito city, chamber of commerce, farmers, and nursing support NPOs.

### Basic Data

Address: 2-chome, Izumi-cho, Mito-shi, Ibaraki

Number of members: 43

Number of shops: 47

URL: <http://www.izumi2.com/>



Farmers market



### Key Person

Izumi-cho 2-chome Shopping District Promotion Association

Representative  
Kenji Takano

### Promotes shopping district revitalization through the city as a whole

There are 19 shopping districts in the straight 2km along the national road with 2 lanes on each side from Mito Station North Exit. Our shopping district is at the center, a good location neighboring with department stores and cultural facilities. However, we share the same problems with other areas such as the declining of shopping districts, aging shoppers, and new shopping malls in suburbs. The damage from the East Japan Earthquake was huge, and our shopping district had been declining until recently.

Our association has been shifting to next generation since 5 years ago. Through actual operations by young generations, all board members also became younger. Thus been able to conduct unprecedented energetic activities. Through cooperation and collaboration with neighboring shopping districts, individual shops, and government, we have increased opportunities for promoting projects that we cannot do on our own.

Cooperation and alliance with people with various positions and stances have made new ways of thinking, leading to exploration and promotion of new revitalization projects.

### District building by the local community as one team

Considering the origin, shopping districts were made after people began to live in convenient places, formed villages, and needed distribution. That is why shopping districts have been necessary to ally with local communities. However recent shopping districts have lost the original way of thinking, too concentrated on pursuing their profit. Shopping districts themselves cannot realize revitalization and district building. That is why we participate in local community activities and projects, try to make our way of thinking and activity understood by more inhabitants, and aim at community building collaborating with the area. We will work on district building by the local community as one team, launching a community center for interaction between the local community and shopping districts, a sales facility for fresh foods and local-production local-consumption goods matching with local demands, and as places for opportunity of heartfelt interaction with local people.

# Utsunomiya Orion-dori Shopping District

(Utsunomiya Orion-dori Shopping District Promotion Association) Utsunomiya-shi, Tochigi

## FOCUS



Promotes participation of local universities and inhabitants, and realizes a shopping district with local support

### Summary

The shopping district has launched Future Creation Project Committee to plan and promote projects. The committee has projects teams for “Skill Up”, “Event”, and “Gallery/ Café HP”. The teams conduct new projects in partnership with individual shops, local volunteers and local universities. Local inhabitants and the shopping district jointly restored the float *Kaen Daiko*, a local historical and cultural heritage, and exhibited at the gallery café. The fact motivated the whole area to preserve local historical resources. These projects increased the pedestrian traffic 2.5% from FY 2009.

#### Background:

#### Conducted a survey to the inhabitant

The shopping district became a legal entity in 1966. In 1967 it built 280m long all roof arcades for the first time in the prefecture. It has functioned as the mall of the city center, and as the largest regional shopping district in northern Kanto area. However, the traffic in the city center decreased by half in the last 10 years. The shopping district started to think of revitalization. Neighborhood survey indicated the biggest demand for building cultural facilities and resting places. The district concluded that it needed to conduct culture and art events and build interaction and resting facilities.

#### Activity:

Plan - Do

#### Collaborates with local universities and inhabitants

In FY2010, the shopping district renovated the arcades, subsidized by the Ministry of Economy, Trade and Industry. Utilizing vacant shops, it launched an interaction and resting facility *gallery café* in FY2012. It actively holds events, such as restoration of floats and monster houses, and exhibitions in collaboration with



“Miya no Ichi” in the arcades

local universities and inhabitants. The activity secures visitors and regains the energy of the district. The district aims at promoting local culture and acquiring more local support.

#### Effect:

Check - Action

#### Rediscovery and growing expectations

Many citizen groups want to hold events at the gallery, and groups which held events want to hold events at the same place for the next time. Especially events related with history and culture attract people, such as “*Kaen Daiko*” and “*Kiyari (Edo Hikeshi)*”. Event visitors have been gathered beyond expectations. Local roles of the shopping district are rediscovered through collaboration with local inhabitants and organizations. According to the survey conducted by the association in December 2012, the activity made pedestrian traffic increase 2.5% from FY2009, and made vacant shops decrease from 15 to 11. The district conducts hearing surveys from event groups and visitors for improvement.

### Implementation:

## Strengthens support for historical and cultural heritage

The district conducts skill improvement seminars for successors, for the purpose of reviewing the basic of commerce such as consumer demands and customer relations, regaining consumer support, and fostering association member shops with competitiveness. In collaboration with an NPO *Miya no Nigiwai Dashi Restoration Project*, the district restored a part of the float *Kaen Daiko* and exhibited it at the gallery. It supports creating opportunities to understand precious local historical and cultural heritage. The project is new for the district, but it will clarify new local roles of the district by continuing.

### Basic Data

Address: Eno-machi, Utsunomiya-shi, Tochigi

Number of members: 53

Number of shops: 65

URL: <http://www.orion.or.jp/>



“Orion Bazar” in the arcades



### Key Person

Utsunomiya Orion-dori Shopping District Promotion Association

Representative  
Toshio Nagashima

### Reconsidering its role in the area

I have conducted shopping district activities as the executive committee chairman of *Orion Night Bazar*, the current *Orion Bazar*, has been held 147 times for 15 years. I felt the decline of the district such as decrease of shops joining the bazar and the traffic decrease. We renewed the district because the all roofed arcades since 1990 became old. We had opinions that “arcades themselves cannot gather people”, and considered for projects to gather visitors. At first we conducted a survey through neighborhood unions. The results clarified commercial ability decrease of the district, and necessity of facilities and events. In exploring what to do and which role our shopping district should play, we found active roles of our district in “area activities” and inheritance of local history and culture. We took time to reach this conclusion by changing perspective. We are still on the way to realizing the goal.

### Believe and do

It is difficult to reach a consensus among association members on “what our shopping district at city center can do for its competitiveness against other commercial accumulation such as shopping centers.” It is even more difficult to continue such consensus.

However, if we catch a hint such as success in a visitor event, we can gather members with understanding and share the load among them. To enjoy and to have fun becomes our common language and driving force. We first aim at becoming a shopping district where association members have fun promoting projects. Multiple shopping district collaborations emerged recently. If each district displays uniqueness, and if they can build an area to go around, they will be able to conduct further interesting activities.

# Kashiwa Nibangai Shopping District

(Kashiwa Nibangai Shopping District Promotion Association

Kashiwa-shi, Chiba

## FOCUS



Aims at image enhancements by continuously refreshing facilities and projects with a good balance

### Summary

The shopping district renewed its symbolic all roofed arcades, refreshing the district image. It enhanced information distribution by launching digital signage. It produced the sense of unity in the whole district, by “Kashiwa Nibangai community building agreement” self-regulation about displays and advertisements. There are no vacant shops, and all the shops are members, including large stores and national chain stores. The district aims at transformation from “the district for young people” to “the district adults can also enjoy”, through holding *art line Kashiwa*, an art experience event in the district.

#### Background:

#### Encountered business environment changes

The shopping district is located in front of the east exit of Kashiwa Station that has JR Joban Line and Tobu Noda Line. It built all-roofed arcades, the first in Chiba prefecture. It is the most popular shopping district in the prefecture with over 35,000 pedestrians on holidays. On the other hand, customer population of the city center of Kashiwa has decreased 23% in the last 5 years, due to the station traffic decrease by newly running Tsukuba Express, and expansion of large commercial facilities in suburbs.

#### Activity:

Plan · Do

#### Launched necessary facilities and supported for energy of the district

In 2008, the shopping district formed the Kashiwa Nibangai Community Building Agreement in order to coordinate the buildings for renovation for district attractiveness, preventing opening of shops that fall under Article 2 Paragraph 5 of the Entertainment Business Act; the agreement also urges self-regulation concerning displays and advertisements and unification of the whole district’s design. It made arcade roofs



Kashiwa Nibangai Shopping District

transparent and changed lights to LEDs this fiscal year, aiming at electricity and maintenance cost reduction. It newly launched 2 digital signage units, enabling various information distributions. It actively supports private activities leading to energy of the district, instead of holding massive events by the district. It jointly holds *art line Kashiwa* that has various art events in the district, making the shopping district as the stage. Last year the event was held for a month, making the district full of arts.

#### Effect:

Check · Action

#### Enhanced the city image

By *Kashiwa Nibangai community building agreement*, shops declining the district image and security are prevented. The shopping district has continuously conducted activities for image and attractiveness enhancement of the district. Though business environment has been severe, very few tenants have retreated. *Art line Kashiwa* has been held 8 times this year, and is widely recognized as an art experiencing project in the district.

### Implementation:

## Undertakes community building

In 2009, the shopping district launched *Kashiwa Icchome District Community Building Council*. The district has held community building study groups, preparing for future renovation around the station 4-5 times a year, for landowners of the whole city area beyond the district area. The study group invites professors in city planning, companies about town management, and specialists in traffic problem. The group studies situation analysis of the district and future solution. It has various participants from government, chamber of commerce, and NPO in addition to the shopping district. Utilizing such opportunities, many of the planned projects are going to realize, through opinion exchange and cooperation building with related groups, based on the visions from the district.

### Basic Data

Address: Kashiwa, Kashiwa-shi, Chiba

Number of members: 40

Number of shops: 40

URL: <http://www.kashiwa-nibangai.com/>



*Art line Kashiwa*



### Key Person

Kashiwa Nibangai Shopping  
District Promotion Association

Representative  
Shinichiro Ishido

## Catching changes and reacting flexibly

About 40 years ago, 2 department stores, several large specialized stores, and GMS came around Kashiwa station, and drastically changed commercial structure of the district. Since then, shopping districts around the station have been supported by overwhelming customer attraction powers of large stores. However community building based on commerce is met with a great challenge, because large commercial facilities continuously open in suburbs, and because e-commerce is becoming the majority. Though our shopping district once covered various industries, there might be only convenience stores and restaurants in future, if we do nothing.

## What to consider for community building

About 20 years ago, I was enlightened by the phrase “human acts by images”. Since then we have been working on building systems for enhancing the city image of Kashiwa and for distributing the information. And we found several things. First, the shopping district cannot revitalize by itself. We need to tackle problems of wider area, disregarding the framework of the shopping district. To realize this, we need collaborations beyond the city, in addition to neighboring shopping districts and government. Second, how we can clearly build community building visions and share. We need to organize a group with specialists, because the visions relate with traffics, city planning and landscape. Third, how many people we can involve from the area to conduct the revitalization plans. There are surely people with insights and abilities. We need to find these people and make them cooperate. People of the area understand and can solve the problems the best. To make them want to do something for the city, it is necessary to take time to make civic pride root in the city. So far we did no such things, considering that governments are in charge. Including capital resources for activities, we, the people of the area themselves, should consolidate for better solutions.

# Shitamachi Ninjyo Kirakira Tachibana Shopping District

(Mukojima Tachibana Ginza Shopping District Promotion Association)

Sumida-ku, Tokyo

## FOCUS



Rooted in the area, by the making of shopping district charter, conducts locally committed activities overcoming generations

### Summary

The shopping district has long taken root in the area and has been cherished by the area. It actively conducts locally committed projects for broad generations, including sales promotion projects such as handmade Tanabata festival, morning market, Chugen & Year End bargain sales with lottery, Kids En-nichi, Tsumamigui Walk, launch of Kirakira brand, and issuance of Silver Card for elderly people. Most projects have continued for more than 25 years. Recently it strengthened collaboration with young local people for revitalization. It aims at attractive and rich shopping district and community building by declaring a shopping district charter.

#### Background:

### Lost many population

The shopping district is 10 minutes by walk from Keisei Hikifune Station of Keisei Oshiage Line. It is a locally committed shopping district 470 meters long, with old Showa tastes. The name originates from a movie hall that no longer exists. The district has been loved since before the World War II, called as *Tachibana Kan Dori*. The group was formed in 1927. In 1960, the group established “shopping union”. The district defines itself as the core of the area characteristic “downtown community”. It has actively developed various activities. It is frequently used for location of dramas, movies, and tour programs. However, Kinshicho in Sumida-ku and Kameido in Koto-ku developed as sub-centers of Tokyo, and massive population of the neighborhood has been lost.

#### Activity:

Plan - Do

### Started projects for both facilities and events

The shopping district redefined itself as the core of the area characteristic “downtown community”. It applied for the Tokyo Metropolitan Government Community



The shopping district in downtown Tokyo

Shopping District Project in 1989, aiming at revitalization through modernization. Since then, it actively started various projects both in facilities and events. It made the beloved catch phrase “Downtown, Heartfelt Kirakira Tachibana Shopping District”. In morning markets existing since 1980, it provides services utilizing uniqueness of each shop on every 4<sup>th</sup> Sunday of every month. It plays an important role as a local community place, through local support and diffusion of various events. It sets the major goal as not making weak consumers from Kyojima-cho, where the district locates at, by protecting local community and life infrastructure.

Recently it renovated its office and opened for free as *Oyasumi Dokoro Tachibana Kan*, installing women-only washrooms and wheelchair-usable washrooms, building systems for relaxing and enjoyable shopping.

#### Effect:

Check - Action

### Periodical events and branded goods

The morning market has expanded as a famous event. The shopping district holds other periodical events such as annual night market and Tanabata festival, for gathering broader range of visitors. Kirakira brand is a part of “One mall/ one light strategy”, a Sumida-ku shopping district revitalization business. The brand has made many unique goods such as a steamed bread with

yuzu *Kirakira no Kaori*, and chicken skin wrap of jiao-ji fillings *Chicken Jiao-ji*, aiming at further brand diversification. It jointly made a poster with a local credit association and Waseda University regional study seminar, and the poster won the Grand Prize in National Credit Association PR Poster Competition, realizing high promotion effects.

**Basic Data**

Address: Kyojima, Sumida-ku, Tokyo  
 Number of members: 96  
 Number of shops: 85  
 URL: <http://kirakira-tachibana.jp/>

**Implementation:**  
**Provides local interaction places via collaboration with young people**

For prosperity of the shopping district, cooperation among association members, and for rich community building, the shopping district decides the shopping district charter *Kirakira Tachibana Kimegoto*, with 1. Sharing interests, 2. Sharing responsibilities, 3. Sharing perspectives as the principles. By defining the principles of the charter, it aims at realizing attractive shopping district through member communication and coordination. Anticipating tourist increase by the launch of Tokyo Sky Tree, it made systems for tourist increase such as activity of *Returned Cupid Girls*, an idol group with around 30 years old women with a story that poster girls reorganized the group for the shopping district. Also, it made PR for Tamaru Shrine in front of the district as a power spot of money “Tamaru” (accumulation). It works on providing local interaction places via collaboration with Chiba University of Commerce students, Waseda University regional study seminar, and a drama group at Sumida-ku.



Children's holiday



Tanabata Festival



“Yoichi”, a night market

**Key Person**

Mukojima Tachibana Ginza Shopping District Promotion Association



Left:  
Representative  
Hajime Terao

Right:  
Director  
Kzumichi Yamato

**Sharing common goals and problems**

It is difficult for us, a group of owners, to hold events with full consensus. We continue the events by shops with shared sense of goals and problems. Currently many of our shops close on Sundays, but we are considering operations on Sundays, because lifestyle of surrounding area is changing due to new developments. To solve these problems, we must actively conduct activities, promoting local young people's participation.

**Catches the chances for transmitting to next generations**

Lack of successors and young people participation is said as the common problems for shopping districts. We make young successors in their 20s and university students actively participate, not only for assistance at the event, but also for commitment from planning. We give them the feeling of taking initiatives to have them take interest in the shopping district. We will have many chances, such as tourist increase by Tokyo Sky Tree and Tokyo Olympic. We will be able to passing on the district for next generations by catching such chances and by consolidating active shops for revitalization.

# Motosumi Ozu-dori Shopping District

(Motosumi Ozu-dori Shopping District Promotion Association)

Kawasaki-shi, Kanagawa

## FOCUS



Earnestly works on conducting safety and security projects such as “one shop, one safety activity”, disaster reduction trainings, and rescue seminars

## Summary

The shopping district promotes activities for realizing a “shopping district beloved by the area and comfortable for nursing”. It has pioneered various projects such as an event *Oz Festa*, information distribution through digital signage and mobile phone mail magazines, and launching security cameras. The activities are highly recognized in the local community.

### Background:

#### Needed creation of local community

The shopping district is located around the Tokyu Toyoko Line Motosumiyoshi Station’s East Exit. It has a long history since 1950 and became a legal entity in 1991. It is located in Nakahara-ku, the most population increasing area in Kawasaki city. The main commercial zone is around Motosumiyoshi station. Around the next station, Musashi Kosugi station, has undergone large development with opening of large commercial facilities. In the questionnaire at *Oz Festa* just after East Japan Earthquake, the shopping district asked for expectation for the district, and it found requests such as securing products, disaster reduction, and information distribution. It decided to realize local community creation for differentiation from large commercial facilities, information distribution leading visitors to purchase, and safety and security solutions.

### Activity:

Plan - Do

#### Made the shopping district activity guidelines, distributing various information

At first, the shopping district made *shopping district activity guidelines* for clarifying activity directions. It distributed the guidelines to members, and utilized the guidelines for increasing members. It has played the role of local community core. It collaborates with neighboring schools for event projects. It has conducted



Motomachi Ozu-dori Shopping District

event projects and information distribution projects, such as mobile phone mail magazines, coupon issuance by twitter, safety and security project “one shop, one safety activity”, equipment of radio and flashlight, holding citizen rescue seminars, conducting disaster reduction trainings with neighborhood unions, conducting inner city safety schools with elementary schools and Keio University, and publishing a *safety book* summarizing such activities.

### Effect:

Check - Action

#### Recognized as a pioneer model shopping district by the area

These activities have been selected as the highest “A” rank in the Shopping District Attractiveness Improvement Support Project of Kawasaki city for 2 consecutive years. The activities won Second Prize at the Kanagawa Shopping District Grand Prize competition, with high evaluation as a pioneer model shopping district in the area. The area and schools greatly appreciate disaster reduction trainings and inner city safety schools, and they want continued activities, strengthening the presence of the shopping district.



### Implementation:

## Conducts activities by collaborating with local inhabitants and university

From 2010 to 2013, the shopping district has been selected for the *Area Producing Project*; Kawasaki city and Kawasaki Chamber of Commerce together dispatch specialists to the district for local revitalization. In conducting projects and designing plans, the district collaborates with professors, researchers, and students of Keio University. In making PR magazines and event advertisements, *Oz reporters*, citizen reporters by neighborhood inhabitants, contribute significantly. In designing shopping district official character *Ozuccho*, a housewife illustrator living in the neighborhood conducted the task.

### Basic Data

Address: Kizuki-cho, Nakahara-ku, Kawasaki-shi, Kanagawa

Number of members: 120

Number of shops: 135

URL: <http://www.oz-dori.com/>



*Ozuccho*

### Key Person

Motosumi Ozu-dori Shopping District Promotion Association



Left:  
Representative  
Masataka Yanagisawa

Right:  
Vice-representative  
Katsuhisa Nakano

### Made students into strong supporters

We first felt that the theme and identity as a shopping district was unclear. At that time we met with a volunteer circle of Keio University. The circle agreed to cooperate in local contribution and shopping district revitalization. We thought that volunteer activity would not be rejected. The biggest problem was how to incorporate cross-generation interaction and nursing support in shopping district activities. How to make them act was the key, because we could not force tasks to volunteer students. 3 years later, students contacted a professor in faculty of commerce and acquired cooperation. Though in the framework of education, students from seminar, laboratory, and class took deep root in the shopping district through various questionnaires and interviews, and became strong practical supporters. After the 3.11 earthquake, we started “safety schools for elementary school students”,

disaster reduction at places other than schools and homes, considering what our shopping district can do for supporting disaster areas. Students made well-considered scenarios, and we could use them as manuals from the next year, and elementary schools highly evaluated them. Though the volunteer circle could no longer do activities due to member decrease, we could shift to cooperation from class and laboratory of university faculty. The fact accelerated our activities.

### Remaining problems for the future

Every shopping district has similar problems, and they are difficult to solve. The biggest problem of our shopping district is securing successors for each shop. We have much traffic because we are located in front of the station. Tenant fees will not decrease due to improved facilities. Successor shops are mainly restaurant and service chains. As a result, young owners are not likely to join our activities, and we need to conduct by existing members. Our shopping district is becoming an inconvenient one with fewer industries. We believe that finding the solution will lead to our future.

# Mitamachi shopping District

(Mitamachi Shopping District Promotion Association)

Shimosuwa-cho, Nagano

## FOCUS



Female owners of the shopping district supports young entrepreneurs. Creating values by utilizing vacant shops

### Summary

By collaborating with other groups such as NPO and the local chamber of commerce, the shopping district works on vacant shop solution by a new way of thinking, and for revitalization projects to gather customers. It pioneered in “building of entrepreneurship-promoting environment by utilizing vacant shops in shopping districts” under the *Headquarter Action Plan’s Small-Companies’ Growth* in last June. With warm supports from female owners in the shopping districts, many young people started up. Vacant shops made nearly half of the district before, but they are filled with entrepreneurs now.

### Background:

#### Becoming of the district

Shimosuwa-cho has developed as a center of precision machine industry and as a major domestic industrial accumulation site. The shopping district located at the center. It was formed when a yarn-making factory opened in the neighborhood in 1911. It has developed by supporting consumption of workers and their families as a locally committed shopping district. Recently, traffic has decreased due to motorization, and many shops closed. In 2002, half of the past 30 shops became vacant.

### Activity:

Plan - Do

#### Provided warm supports by *Mitamachi Okami-san Kai*

*Mitamachi Okami-san Kai*, formed by female owners in the shopping district 15 years ago, and NPO *Takumi no Machi Shimosuwa Akinai project*, an NPO undertaking community revitalization, has collaborated. They supported entrepreneurship of young people by utilizing vacant shops. They also provided warm supports such as non-business related consultation and life supports, resulting in increased retention rate of



Mitamachi Shopping District

young entrepreneurs. As a result, young shop-owners with high value-added products such as craftworks have accumulated. The district has succeeded in branding and differentiation from other shopping districts.

### Effect:

Check - Action

#### Filling the vacant shops

Through start-up supports for over 25 shops and community building activities by Mitamachi, vacant shops have disappeared. The district has a waiting list. New shop-owners enhance the value of Mitamachi through business development, and support the district as outsiders. *Mitamachi Commerce Association Youth Group* was launched. Interaction of young generation accelerates. At present, utilizing information sharing and PDCA cycle for event management enabled by joined manufacturers, young entrepreneurs are working on new customer development through branding activity, “*Mitamachi style*”, to publicize Mitamachi to the Tokyo area and to foster area identity.

## Implementation:

### Further enhancements

Mitamachi Commerce Association conducts activities for shopping district revitalization, with operation supports from NPO *Takumi no Machi Shimosuwa Akinai Project* and Shimosuwa Chamber of Commerce. For enabling entrepreneurs smoothly joining the local community, shopping district female owners association interfere with them by consultation outside business and by supporting their lives. The female owners association explores vacant properties, negotiates entry fees and rents, responding to people who want to open shops at Mitamachi. In cooperation with Tokyo Institute of Technology, Wakayama University and Hiroshima University, the district utilizes specialists for information distribution, improvement of its customer relation and charms. It provides study fields through temporary transfer to the district.

## Basic Data

Address: Mitamachi, Shimosuwa-cho, Suwa-gun, Nagano

Number of members: 48

Number of shops: 42

URL: <http://mitamachi.com/>



“Mitamachi Okami-san Kai”



### Key Person

Mitamachi Shopping District  
Promotion Association

Representative  
Yuko Kasai

### A small shopping district in a small town

Our shopping district is a small shopping district in a small town. When vacant shops began to increase 15 years ago, female owners of our district, including my mother, launched female owners association. At first we made typical activities such as events and galleries, but they did not go well. However NPO *Takumi no Machi Shimosuwa Akinai project* started, and we collaborated with people who are not shop owners. Incorporating ideas that shops cannot imagine and ways of thinking that we cannot recognize in our activities flexibly, vacant shops has been gradually filled. Though some of new shops closed and moved, we have made warm supports like “aunties’ interference”, with “no haste, gradually” as the slogan. Through living with young people as better neighbors, we mutually began to feel the “happiness of living in this district.” “Happiness” of

the people living here is by far the most important thing for the prosperity of our district.

### Aims to realize the happiest town

Since last year, we have started the *Cosmos: Star of Boys and Girls*, a project in which young people such as youth group members plan and operate. By operating the event only by young people, they can further feel how much they were supported so far. Through the events, interactions with local kids and shop-owners from other owner areas have begun. The biggest problem for the future is generation transfer. Mitamachi has shop owners in their 30s or 20s, other than owners in their 70s or 60s. Thanking the people who warmly supported so far, we need to make gradual but motivated generation transfer, aiming at a better shopping district in an enjoyable and happy town.

# Morinokoshi Shopping District

(Morinokoshi Shoei-kai Co-operative)

Gotenba-shi, Shizuoka

## FOCUS



Providing free delivery service using profit from point card project, a solution for the difficult-to-shop areas

### Summary

Due to aging society, solution for “weak shoppers”, consumers who have difficulty in shopping due to various reasons, will become a further important local issue. Many areas are looking for solution, but many of them have not succeeded in commercialization due to lack of profitability. However, the delivery service by this shopping district is in its 3<sup>rd</sup> year. The service maintains a sustainable system by using point card business income for its operation and a broad service area. Delivery orders in FY2012 were about 6200, over twice of that in the previous year.

### Background:

#### Started the project due to aging visitors

The shopping district is located 500 meters from JR Gotenba Station, 10 minutes by walk. On both side of old national road 246 with 10-15 meters wide, there are pedestrian walks 2-3 meters wide and 300 meters of arcades. With *Epi*, a shopping center with a community facility *Gotenba Machizukuri* operates, as the core shop, the district has shops for foods, groceries, clothes and services, as a locally committed shopping district. Many visitors are elderly people. Listening to their opinions, many shops in the district had strongly requested for conducting delivery and transportation services.

### Activity:

Plan - Do

#### Started delivery and transportation service in 2011

The shopping district was adopted for FY 2010 Ministry of Economy, Trade and Industry local commerce revitalization project, *weak consumer solution support project*. From April 2011, it has fully started weak consumer solution project with 2 vehicles. Specifically, it employed 2 staffs, and provided delivery of ordered goods and transportation including carrying luggage.



Morinokoshi Shopping District

High acclaims have been made for this goods delivery service, which even makes delivery of just one product. The district eyes for the environment by using an electric vehicle and a hybrid vehicle. By the reputation, many neighboring areas outside the city have requested service area expansion.

### Effect:

Check - Action

#### Expands the service area, responding to requests

Responding to the requests from neighboring areas outside Gotenba city, the shopping district expanded the service with the help of FY2012 Ministry of Economy, Trade and Industry Local Independent Weak Consumer Solution Project. It has expanded the service area to Susono city, Oyama-cho, a part of Hakone-cho in Kanagawa prefecture, in addition to weak consumer area in Gotenba city. It newly introduced a low floored light motor vehicle for the elderly, and increased staff. Many weak shoppers want to buy goods taking a direct look at them. The new car is mainly used for transportation.

### Implementation:

## Success through partnership and burden-sharing of 3 legal entities

The shopping district has 3 legal entities: *Active Moco*, *Mori no Koshi Shoeikai*, and *Gotenba Machizukuri*, which operates the shopping center *Epi. Mori no Koshi Shoeikai* youth members invested to launch *Active Moco*. Association members invested and launched *Gotenba Machizukuri* as a third sector. Due to such history, 3 entities always collaborate with each other. They decide on burden-sharing of the shopping district activities such as events and facility improvements. The “weak consumer” solution project deals products of shopping district point card project member shops. *Active Moco* operates the point card project, and member fees from the shops are used for the operating cost of weak consumer solution. As a result, the district can conduct “weak consumer” solution project without asking user costs.

### Basic Data

Address: Kawashima, Gotenba-shi, Shizuoka

Number of members: 64

Number of shops: 95

URL: <http://www.mocochip.com/>



Team MOCO providing free delivery service

### Key Person



Morinokoshi Shopping District  
Promotion Association  
Active MOCO Co., LTD.

From the Left:

Eishin Umemoto  
Chikara Aoki  
Kenichiro Ohba  
Keiko Chiba

### Realizes quick responses by phone with “Hai-Nico-Pon” principle

We define the project principle as “Hai-Nico-Pon”: “Hai” is for saying yes as response; “Nico” is for smiling; and “Pon” is for doing tasks instantaneously. Many elderly users of the service want the goods quickly after orders. Staffs often joke that they are like children. Usually, team staffs coordinate and decide delivery timings of booked orders, but we cannot make it easily. We respond to deliver from single bento orders, and all 3 vehicles are in full operation, especially in the morning. We post products for order in pamphlet catalogues, and distribute catalogues at the city office, local chamber of commerce, social welfare council, and comprehensive support centers in the city. We deliver goods and paid on spot each time. Though we do not make advertisement, we, both operators and drivers, care much about “communication” with users. By building trust relationships, users recommend to their

friends, and the friends recommend to their acquaintances. Through the communication, we often notice abnormal changes in the elderly people. We increase users partly because we play a role of “monitoring” for the area.

### Defines the team MOCO mission as “sustainable project”

Many “weak consumer” solutions end just after subsidy ends. Our shopping district has adopted systems for transmitting point card project’s profit to delivery and transportation project, but the operation is still difficult. But we motivate ourselves when we hear comments of gratitude and support such as “you are very helpful” and “thanks”. To continue the project, we urgently need to start new projects involving the whole shopping district and to build systems for profitability. Though we are still exploring various ways, we believe sustainable project is the mission of Team Moco for the benefits of local community and all shops in the district.

# Mitonomachi Shopping District

(Mitonomachi Shopping District Promotion Association)

Gifu-shi, Gifu

## FOCUS



Promoting the “town that makes” by utilizing an empty building in the district, supports young entrepreneurs, revitalizing the district with traditional shops

### Summary

The shopping district formed a joint start-up promotion team with Gifu Nigiwaimachi Public Company. Utilizing *shopping district start-up promotion project* of national shopping district support center, with “the town to make” as the theme, the district renovated a part of an empty building at the center of the district. It lends the renovated building as “the building made by the town” to creators such as designers, craft workers, and architects as a site of entrepreneurs. For several years until 2012, there were 8 vacant shops. Vacant shops have decreased to 4 as creators move into the building.

### Background:

#### Utilizing “the history of specialist accumulation”

The shopping district is located next to Yanagase shopping district in Gifu city. It is a locally committed shopping district that has developed together with Yanagase. It was popular with many wedding goods specialized shops. On the other hand, the shop owners were aging, and some owners would close in several years. Vacant shop solution emerged as an urgent problem for the district. As neighboring shopping districts declined, traffics to Mitonomachi decreased. Focusing on traditional shops in the district, the district works on revitalization utilizing “the history of specialist accumulation”.

### Activity:

Plan · Do

#### Limited tenants to creators

The empty building is 4-storied and each floor has 22-30 Tsubo space. To make the rent reasonable for young people, the shopping district made systems of sharing each floor with 2-3 tenants. It widely involved people inside and outside the district, such as tenants



Mitonomachi Shopping District

who are professional in painting architectures. It noticed that traditional shops in the town are both shops “to sell” and “to make”. It set the theme of “the town that makes”, and name the building “the building made by the town”. It limits the tenants for only creators. Young creators begin to make new movements in the shopping district, caring for the engagement of shop owners.

### Effect:

Check · Action

#### Held *Tsukuru Ichi* with tenants

The building started to gather tenants from December 2012. At present all floors are filled with tenants. Tenants and the district association cooperate for energizing the district. For example, a tenant designer made the shopping district’s summer festival pamphlet. In November 2012, the district held *Mitonomachi Tsukuru Ichi*, conducting seminars with traditional shop owners as lecturers and workshops in Japanese sweet shops since Edo period. The event includes exhibitions and workshops by the building tenants. Traditional shops and young people cooperate for shopping district revitalization.

### Implementation:

**Has considered projects at Kou for nearly 40 years**

Mitonomachi has held monthly “Kou (seminar)” of shop owners for nearly 40 years. Main members consist of owners in their 50s, who are in the 3<sup>rd</sup>-4<sup>th</sup> generation of traditional shops. From this year, new members including a center city revitalization producer, outsourced from *Gifu City Machizukuri Public Company*, a support organization of Gifu city, will join. These owners consider events and vacant shop problem.



### Basic Data

Address: Mitonomachi, Gifu-shi, Gifu

Number of members: 31

Number of shops: 43

URL: <http://www.mitonomachi.com/>



“The building made by the town”

### Key Person



Mitonomachi Shopping District  
Promotion Association

Representative  
Koichi Sumi

### Reviewing the positioning of the district to building a community with tenants

At first, I planned to make the shopping district as a sublease operator, but some shops opposed. Because I was the building owner, we changed the plan into direct contracts between the owner (subleasing function) and tenants. A center city revitalization producer coordinated the owner, tenants and the shopping district. The fact accelerated the project, making the district just for supports. At first we planned to lend floors to each floor representatives and to make them gather sharing partners, but it did not work. Especially the ground floor, the face of the building, was most difficult, because the tenants needed store business abilities, different from other floors for offices or ateliers. We struggled to decide on to which extent to renovate. Though we planned to realize reasonable rent by minimum renovation, the cost increased due to oldness. We cared much for tenants of the building not be isolated in the shopping district. Young shop owners guided tenants to go around

introducing themselves to all the other shops, calling it the *shopping district tour*. Both were able to build a basis for a good relation as a result.

### As a place to produce young creators

Though aging shop-owners close their shops in future, we would like to build systems for young new starters move into the sites, so that vacant shops and empty lands will not increase. To realize this, we would like to build more “buildings made by the town”, gathering young creators to the district, and matching them with companies seeking creators in each field. In the future, we would like to make the buildings as a sacred place for entrepreneurs through the success of former-tenants becoming top creators, gathering people who want to move into the district. We would like to increase visitors becoming a town full of topics through deepening the relationships between shop owners and tenants.

# Hibino Shopping District

(Hibino Shopping District Promotion Association)

Nagoya-shi, Aichi

## FOCUS



Conducting various events and promoting shopping district revitalization projects in collaboration with local university and NPO

### Summary

The shopping district is located next to the Subway Hibino Station. It has become a highly convenient shopping district satisfying broad visitor demands, by its collaboration with Nagoya Gakuin University and by holding *Hibino Carp Festival* for 21st times. Through participation in welfare events in collaboration with local government and groups and through active, eco-friendly cleaning activities, it plays an important role for local interaction and revitalization as the core of local community.

#### Background:

#### Revitalizing the district through business-academy collaboration projects

The association is the newest local shopping district, established in 1991. Neighborhood places include large facilities such as Nagoya International Conference Hall and Shiratori Garden, and city sightseeing spots. The association had 62 members when established, but decreased to 41 members due to opening of a large store in neighboring area. In 2007, Nagoya Gakuin University moved to Hibino district, and the shopping district fully started collaboration with the university. The university continuously conducted shopping district revitalization activities, and the district was highly motivated for revitalization.

#### Activity:

#### Develops products and events with ideas from students and NPOs

Plan - Do

In 2008, Hibino Shopping District Revitalization Conference started with members consisting of the street district, teachers in Nagoya Gakuin University, student circles for community building, and local NPO. It holds monthly conferences and has conducted various shopping district revitalization projects, such as *Hibino Towns*, a shopping stamp collection event thought by students, excellent gourmet project, original product



Hibino Shopping District

development utilizing honey made at Hibino campus roof, and expansion of *Atsuta jiao-ji*, a casual local gourmet food developed by local NPO, to restaurants in the district. Afterwards, the members drastically increased from 41 in 2006, to over 70 in 2010, and to 75 in 2013. The women group started in 2012, conducting activities by the name *Hibino Komachi*. Many female students join the group activities, and the group holds various events through female perspectives and develops and sells original products.

#### Effect:

Check - Action

#### Conducting monthly PDCA evaluations

The collaboration project with the university and local NPO is highly profitable. Locally produced honey and local gourmet food have been supported by local citizens, in addition to visitors for the conference hall and Shiratori Garden, bringing the district about 5 million JPY a year. In the monthly Hibino Shopping District Revitalization Conference, we evaluate the projects with PDCA cycle, incorporating student ideas and vitalities, and academic views from professors.



### Implementation:

## Intimate collaborations between shop owners, university teachers and students, NPO, and local government

In addition to board meetings, the shopping district monthly has held Hibino Shopping District Revitalization Conference since 2008. The conference consists of shop owners, university teachers, students, local NPO, and Nagoya city officials. It brainstorms ideas for revitalization projects and evaluates projects based on PDCA cycle. The women's group started in 2012, and female students of Nagoya Gakuin University and female members of local NPO join the group, in addition to women in the shopping district. In 2007, the district concluded a local collaboration agreement with Nagoya Gakuin University and Nagoya city. The agreement includes their cooperation and collaboration for the shopping district's revitalization. In 2013, Nagoya Gakuin University will be certified as one of *universities for local intellectual site building*. The university defines local commerce building promotion as a high-priority project.

### Basic Data

Address: Saiko-tori, Atsuta-ku, Nagoya-shi, Aichi

Number of members: 75

Number of shops: 60

URL: <http://hibino.sakura.ne.jp/>



“Hibino Koi Matsuri”



### Key Person

Hibino Shopping District  
Promotion Association

Representative  
Kazuma Kondo

## Aims for both local commitment and sightseeing

The shopping district is not popular enough to say it is a town for students, because a 50 meters wide highway and a 5-way crossroad run between the university and the district. On the other hand, the school way goes through residential area with few shops. Visitors to the international conference hall hardly visit our shopping district, for the same reason. We would like to hope for visitor increase by issuing service coupons for students and continuously publishing excellent gourmet map, as well as each shop trying to improve its appeal. Hibino Shopping District Sightseeing Building Promotion Project started from this fiscal year for acting as the host shopping district of the international conference hall. The project conducted conference-hall-to-garden Segway transportation campaign as an experiment of a tourist gathering tool, with *Hibino Jogai Ichiba* and

Shiratori Garden as the cores. At ESD UNESCO World Conference in October 2013, we will public an English pamphlet. We will aim at becoming an international shopping district.

## Endured with construction for 20 years, and came the university

City redeveloping project will end in this March. For 20 years, the town has been full of construction blockades due to road expansion and expressway construction. In 2005, the university decided to move into the town, and the situation changed. In 2007, the university opened and *Mile Post*, a café supported by the university and instructed by Professor Mizuno at the Faculty of Economics, opened. At the same time, interaction between the shopping district and students started. Since then, in addition to monthly revitalization conferences, we always meet. We conduct activities supplementing each other. At present, there are 6-8 meetings a month, such as board meetings, revitalization conferences, and part committees. Half of the members join at least one of the meetings. We set the timings considering operation times of members to facilitate their participation. As a communication tool for members, we publish Hibino Shopping District News by fax 1-2 times a month for sharing information.

## FOCUS



Rediscovered local resources, visualized the goals, and aims for a shopping district in harmony with the area

### Summary

The association has held study groups from 2003, promoted local resource understanding about Ise Shrine, and clarified the goals of the shopping district. It undertakes cloak service and bench installation. In 2011, it inherited a traditional blade shop without successor, and renovated as an interaction site *Ise Kikuchi*. Such activities have resulted in about 30 shop openings. Visitors have increased much, and the district has succeeded in building an attractive community.

#### Background:

#### *Sengu* of Ise Shrine as an opportunity for revitalization

The shopping district is a historical sightseeing-oriented shopping district, formed along the about 400 meters along way between Kintetsu & JR Ise Station and the outer shrine of Ise Shrine. While the Oharai-machi in front of the inner shrine revitalized since the *Sengu* of Ise Shrine 20 years ago, the shopping district had decreased visitors since late 1960s, with increasing vacant shops. The shopping district considered the *Sengu* in 2013 as an opportunity for revitalization, and has undertaken various projects from nearly 10 years before.

#### Activity:

Plan · Do

#### PR and hospitality based on knowledge about the shrine

Local shops owners did not have enough understanding and knowledge about the Ise Shrine, and their hospitality to visitors was not enough. The shopping district reached a consensus for promotion of understanding about the shrine. Since around 1965, increasing people has been visiting the inner shrine, act known as *Kata Mairi*. Visitor traffic difference between inner and outer shrine had expanded, leading to decline of the shopping district. The district widely appealed the importance of visiting outer shrine first. In 2007,



Geku Sando

the district renamed itself from *Jingu Sando*, its name for over 100 years, to *Geku Sando*. It made a vision for realizing a shopping district taking root in the local community, differentiating from unified old style Oharai-machi in front of the inner shrine. It conducted guidance for sightseeing and Ise Shrine, opening support for attractive shops, cloak services in each shop, installing benches, development and sales of souvenirs titled from myths.

#### Effect:

Check · Action

#### Building an original community with the outer shrine, shrine for the god of foods

By making efforts to catch the chance of *Sengu* of Ise Shrine, once in 20 years, the decreasing stores began increasing. About 30 new shops have opened in these 3 years (7 shops retreated). People who want to open shops are waiting in line. Many attractive shops such as local food stores and restaurants opening at night have opened, and the district realized the suitable town in front of the outer shrine, the shrine for the god of foods. These restaurants and boutiques shops are popular among local citizens.

#### Implementation:

### Realizing visions one by one with interaction site as its core

The association has executed activities for realizing their future goals. Using the VR system donated from Ise Lions Club, it visualized future images, shared the images, and conducted simulations for effective district building. It undertakes lectures about the shrine, promotion to local inhabitants and children, and for successor education. In operation, JUIING LLC plays a role of the association administration and an information and interaction site. The district cooperates with Ise city, Ise Shrine, local chamber of commerce, sightseeing association, and Kintetsu. They cooperate in campaigns for visiting both outer and inner shrines, donation to the outer shrine as the god of foods, and planning and conducting concerts at *Magatama Ike* in the outer shrine.

#### Basic Data

Address: Honmachi, Ise-shi, Mie

Number of members: 62

Number of shops: 58

URL: <http://isekikuichi.com/gekusandou>



An interaction site, *Ise Kikuchi*



#### Key Person

Geku Sando Promotion Association

Representative  
Takeshi Yamamoto

### Building community is building pride

In 2002, when I became the chairman, visitors to the outer shrine decreased the most. The shopping district declined significantly. Towards *Sengu* in 1993, while Oharai-machi in front of the inner shrine rebuilt the district, our shopping district did almost nothing. We studied about the wonder of Ise Shrine and the outer shrine, thoroughly discussed how to make the god pleased and visitors enjoy, and implemented projects one by one. As a result, visitors praised us that hospitality of Ise is singular. We became more and more motivated. Compared with the traffic of the district in March 2003, that became 2.1 times in 2012, 4.9 times in 2013, and nearly 10 times more in autumn 2013. Shop-owners are very sensitive to energized districts. New shops have increased as a result.

#### Aims for

### “Yamada, the town of the outer shrine”

Though our district revitalized successfully, our small district has its limitations. Fortunately there are 10 neighboring shopping districts around the outer shrine (old Yamada), and the total length might be the largest in Japan. We consider naming them Yamada Shopping District, making PR as “Yamada, the town of the outer shrine”. Recently we began to collaborate with young people from each shopping district. We will build 4 more interaction sites like *Ise Kikuichi*. We aim at realize a town to be said that “I will come to Ise to meet you again”, deepening interactions between local people and visitors.

# Goban Shopping District

(Goban Shopping District Promotion Association)

Ohno-shi, Fukui

## FOCUS



Strengthens broad collaborations with shopping districts in other areas, and increases visitors by organizing events

### Summary

The shopping district has actively conducted projects for revitalization, such as monthly holding tent market selling local vegetables and handmade foods at the empty parking lot in the district, so that the event can supplement lacking industry of the shopping district. Especially, it holds *Echizen Ohno Small Kyoto Festival* twice a year, making use of the characteristics of Ohno city as “Small Kyoto”, so that more people will know about the shopping district, while basically targeting at local citizens. Dozens of thousands of people visited the district for the 2 days. The district has succeeded in gathering many visitors from wide areas in short time.

#### Background:

**Historical district located at the center of a castle town**

The shopping district is located at the center of town under Ohno castle with over 400 years of history. The district extends for 250 meters from south to north, 800 meters to the west of JR Ohno Station. Many shops have long history. Around the district, there are many offices related with daily life such as financial institutes, post offices, and hospitals. These offices have important positions in the Ohno city center city revitalization basic plan area. For further revitalization of the shopping district as the core of the city, further wider visitor gathering is needed.

#### Activity:

Plan · Do

***Echizen Ohno Small Kyoto Festival***

Ohno city has maintained old districts that have existed since when the castle was built. The atmosphere makes Ohno as a small Kyoto in Hokuriku area. That is why the shopping district holds *Echizen Ohno Small Kyoto Festival*, collecting products from small Kyoto areas all over Japan. This event is not just a local product exhibition. In 2013, there are product booths for small



Goban Shopping District

Kyoto areas such as *Tamba black beans* from Sasayama in Hyogo, *Jiro Gaki wine* from Mori-machi in Shizuoka, *legendary rice* from Iiyama in Nagano, *Yuzu Ponzu sauce* from Aki in Kochi. Also there are specialty goods booths for Niigata, Takayama, Seki, and Fukui. The number of booths is over 30 in total, and the booths are built at tents in the shopping district. The district opens booths for selling local specialty goods and local vegetables at the event, making synergy effects for visitor increase.

#### Effect:

Check · Action

**Aims at further development**

The shopping district holds *Echizen Ohno Small Kyoto Festival* in spring and autumn every year. Visitors are 57,000 people in a year, and gathering effect is very high. Visitors include local people, families who hardly visit for shopping usually, and tourists outside the city and prefecture, much contributing to recognition improvement of the district. Also it monthly holds tent markets selling local vegetables and handmade foods at the empty parking lot in the district, so that the event can supplement lacking industry of the shopping district.

### Implementation:

## Builds cooperation

The shopping district collaborates with the local chamber of commerce and the city for cooperation in PR and project operations. As for tent market project, it has made the project sustainable by cooperation with local farmers, welfare groups and students.



Tent shops at “Echizen small Kyoto festival”



### Basic Data

Address: Meirin-cho, Ohno-shi, Fukui

Number of members: 35

Number of shops: 35



“Echizen small Kyoto festival”



### Key Person

Goban Shopping District  
Promotion Association

Representative  
Hiroshi Fukuoka

## Reviewed preparation and operation for concentrating on each business

It is often said that shopping district event projects can hardly bring each shop sales, because events need people for preparation and operation. In our district, members' burden had increased, as the district declined and the shops decreased. Some members began to say “I want to do my business. We did the events for our business. What is the purpose of the events?” By being occupied with event operation, each shop could not respond to many visitors coming to the district. So we reviewed preparations and operations by board members, for increasing each shop sales while holding events. We succeeded in consolidating with local chamber of commerce and the city, leading to time reduction for preparation and cleaning and to member working environment creation for concentrating on their business.

## Returning to the principle, contributes to the local community as another member

After the event, our district tends to become inactive again. To make the district always active, we need to increase weekday visitors. With the principle of “prioritize the near shopping district rather than relatives far away”, we aim at realizing a heartfelt, secure, safe and locally committed shopping district. Though we have many problems, we will tackle from what we can. We would like to fill vacant shops and create a communication place, in closer collaboration with community building companies, chamber of commerce, and the city. Recently successors of family businesses renovated and started operations with innovative thinking. As a result, there are more young visitors in their 30s and 40s. Young members intend to restart the youth group activities. We would like to support their activities to realize revitalization of our district.

# Daiei-dori Shopping District

(Daiei-dori Shopping District Promotion Association)

Kyoto-shi, Kyoto

## FOCUS



Provides an place for interaction by utilizing a vacant shop and local mothers' powers, and challenges local resource redevelopment

### Summary

For building attractiveness of the shopping district with the local resource “movie” as the core, the shopping district installs a full size figure of *Daimajin*, a hero in a movie, in the district, and provides goods and services related with *Daimajin*. To involve local mothers for shopping district revitalization, the district opened a community space, *cinema kitchen*, using a vacant shop in collaboration with local NPO. The kitchen provides heartfelt hospitality as a broad interaction place from families to elder people. The district works on realizing a unique shopping district using local “human power”, in deep collaboration with local groups and volunteers.

#### Background:

#### A shopping district in the “town of cinema”

The shopping district is about 600 meters long from *Uzumasa Koryuji* to *Katabiranotsuji*. It started as a night market just after World War II, and organized the association in 1971. The location, Uzumasa district, has been a capital of cinema with multiple studios since early Showa period. The district has various episodes about movies. The shopping district had conducted activities with the theme of “movie” as local resources, so that it can regain lost energy due to decreased visitors and increased vacant shops. However such activities did not work enough.

#### Activity:

Plan · Do

#### Projects to revitalize the district

To involve local mothers for shopping district revitalization, the district opened *cinema kitchen*, a community space using a vacant shop in collaboration with local NPO. The kitchen sells prepared food and bento, and operates a café. It provides a casual and



*Daimajin* in the shopping district

relaxing interaction place for both families and elderly people. For building attractiveness of the shopping district with the local resource “movie” as the core, the shopping district installs a full size figure of *Daimajin*, a hero in an old bestseller movie, in the district, and develops goods and services related with *Daimajin*. The inside layout of the kitchen looks like a small movie museum, making the facility a place to talk and enjoy about movies. Interaction through movies revitalizes the shopping district and the area.

#### Effect:

Check · Action

#### A shopping district loved by the area

*Cinema kitchen* had had about 700 visitors in 2 weeks since the opening. Supported by visitors, the facility has become the core of the shopping district as a communication place. By installing the impactful *Daimajin* figure, movie fans come to visit the district from far away. Through movie related episodes, users smoothly interact. By the synergy of *cinema kitchen* and movies, visitors increased 2.5% from last fiscal year. Especially new categories of visitors increased, such as young families and young groups.

## Implementation:

### Activities beyond positions and fields

NPO *raising children is raising parents: Minori no Mori Theatre* consist of mothers raising children in their 30s and 40s and has an office in the shopping district. The NPO holds family events and operates *cinema kitchen*, conducting various activities in collaboration with the shopping district. Young shop owners in the district and local volunteers formed *team cinema*, doing activities for shopping district activation. *Team cinema* organized accumulated relationships of the shopping district and universities, students, and local groups as a “team”, connecting the area and the district. *Team cinema* plays an important role for shopping district revitalization, making innovations for various events of the district.

## Basic Data

Address: Uzumasahorigauchi-cho, Ukyo-ku, Kyoto-shi, Kyoto

Number of members: 59

Number of shops: 76

URL: <http://kinemastreet.com/>



*Cinema Kitchen, a community space*



### Key Person

Daiei-dori Shopping District  
Promotion Association

Representative  
Hisao Kobayashi

### Overcame difficulties

Our shopping district was once called “Japan’s Hollywood”, but situation has changed through the years. I have been running a business in the shopping district for over 30 years. I have directly felt its prosperity and decline by sights and sales. Just thinking “want to do something”, we had conducted various activities, but we could not gain clear results. I had been in between resignation “there is no way to resist” and will to resist the situation. Lacking of financial resources and “vision sharing” inside the association, we had difficulties in finding innovative ideas and securing active people. Local revitalization NPO and seminars of neighboring universities joined our activities, and enabled activities that can build on the passion of active shop owners. We conducted aggressive projects such as launch of a community café and repaving the road with colors, changing the atmosphere of our district.

### Aims at becoming a shopping district full of local people

In many cases landmarks and facilities became the thing that is just there. To make the *Daimajin* figure and the community facility permanent activation topics, we need to continue the activities with “movie” as the core. However changes are not always welcome. In conducting projects hastily, “vision sharing” of the whole shopping district is difficult. Shops with long history in this district have their own vision to care for. Because we share the passion of wanting to revitalize, we would like to continue efforts to gain understandings of our activities. We would like to build an active shopping district open to the area, supported by the area, with consolidated visions.

# Senbayashi Shopping District

(Senbayashi Shopping District Promotion Association)

Osaka-shi, Osaka

## FOCUS



Actively publicizes the shopping district, responds to new customer demands, and aims to become a sustainable shopping district

### Summary

The shopping district conducts various pioneering projects by its board members, project group, youth group and IT group, involving women and young people. Especially *1000 Piece Project* has formed a platform for the fans of the district. The district has played a role of the “shopping district of the area”, going beyond the framework of shopping districts. It conducted 100 yen shopping district for the first time in Osaka City. It frequently holds product fairs and challenge shops at *Senbayashi Fureai Kan*, a community space utilizing a vacant shop.

#### Background:

### Strives to become the most energetic shopping district in Japan

The shopping district is 660 meters long, between Keihan Railways Senbayashi Station and Osaka City Subway Tanimachi Line Senbayashi Omiya Station. It has had over 100 years of history since Keihan Railways Senbayashi Station opened in 1910. It is one of the most crowded shopping districts in Osaka. It has maintained the policy of coexisting and co-prospering with supermarkets, without rejecting large stores. It has developed through constant competition for improvements. On the other hand, it had problems such as reaction to new customer demands and consumption trends, gathering customer from both local and regional areas, and solution for vacant shops.

#### Activity:

Plan - Do

### A spirit of challenge

Responding to new consumer demands, the shopping district conducted *1000 Piece Project* as a “FY2012 Shopping District Revitalization Model Creation Project” of National Shopping District Support Center. It aims at increasing fans of Senbayashi through exploring local charms and making PR as a team. It works on



Senbayashi Shopping District

gathering customers through conducting various sales promotion project every month, such as 100 yen shopping district for the first time in Osaka City, *Senbayashi Kite-na Campaign* thorough which the district partially pay the train charge of customers using Keihan Railways. It conducts local community projects such as *Senbayashi Fureai Kan*, utilizing a vacant shop for events and sales activities.

#### Effect:

Check - Action

### Responds to new demands of customers

*1000 Piece Project* is in its second year. The shopping district has realized PR activities such as launch of homepage, monthly publication of free papers, holding *talk salon* (information exchange meeting). 100 yen shopping district has expanded to surrounding 4 shopping districts, has been held 9 times, and has become a main sales promotion activity of the shopping district. *Senbayashi Fureai Kan* frequently holds product fairs of each area, challenge shops, and exhibitions by students.



### Implementation:

## Builds consolidated organization

All the shops in the shopping district join the union. The union has 192 members, and it divides the members into area groups, 10 groups in total. Each group leader manages and coordinates the group. For specific projects and operations, the union makes project group, youth group and IT groups under board members. Each group mutually collaborates for conducting projects. Successors are relatively many, and young people and women are very active. For implementation, the district closely communicate with local groups, ward office, neighboring shopping districts and neighboring universities, doing the operation effectively in a good mood.

### Basic Data

Address: Senbayashi, Asahi-ku Osaka-shi, Osaka

Number of members: 194

Number of shops: 199

URL: <http://www.senbayashi.com/>



Owners of shops are revitalizing the district



### Key Person

Senbayashi Shopping District  
Promotion Association

Representative  
Toru Nishikawa

## Shows leadership by spearheading projects

Other shopping districts often amaze at our consolidation and active mind. We have vertical lines from board members to project group for events and youth group for welfare and festivals. We have horizontal lines by dividing the district into 10 groups with group leaders and board members for each group. Requests from the frontline are transmitted to board meeting through each group leader and board member. Human resource is the key to operating the vertical and horizontal lines smoothly. Communication is the key. We do normal things such as discussing, listening to each other and understanding. We do not consider difficult things. I believe that I must spearhead the PR of the district. By showing my leadership first, I will motivate young people. That is the first step for human resource building.

## Fosters initiative and spirit of challenge

For revitalization of a shopping district, it is important to have people such as challengers who love their shops and the district and who want to change current situation. Just the word of “want to do” is not enough. If the plan is not realistic and prudence is not enough, we judge the person “does not really wants to do”. If we judge that the person “really wants to do”, the whole shopping district supports the project. The generation before us and the generation before them had outstanding vitalities. When we were young at the youth group, we did various things, challenging older generations. Young people “challenge” older people, and try hard what they want to do. On the other hand, older people let them “do as you like”, admitting budget and power to them. This is the Senbayashi style of human resource development. If next generation develops, the next generation of them will follow the way. That is the best way to transmit the shopping district.

# Nagata-jinja Mae Shopping District

(Nagata-jinja Mae Shopping District Promotion Association)

Kobe-shi, Hyogo

## FOCUS



Donates fractional points of point cards to local NPO and forms cross-group networks, revitalizing the area

### Summary

Since 2001, the shopping district has conducted *Tame Ten Card Nagata* project, with the concept of “committing to the area and life”. Main characteristic of the project is that customers can exchange their fractional points less than 100 yen in their point cards to cash, so that they can donate the cash to specific local NPO, women’s society, school PTA, etc. Members became over 10,000 in 4 months since the service started. The project has contributed to various local social activities and forming local group networks. The shopping district has become an indispensable core of local activities.

#### Background:

#### A pioneer of shopping district rehabilitation

The shopping district started as the district leading to Nagata Shrine around 1920. In 1995, many shops were destroyed by Hanshin Awaji Earthquake. With warm support from local people and efforts of the shopping district, the district realized relatively early restoration. There are multiple shopping districts and markets in neighborhood. It has many daily shopping customers and visitors for Nagata Shrine. After the Hanshin Awaji Earthquake, shops had decreased to 60 from over 100. Neighboring competitors also started their original point cards, and the shopping district needed differentiation.

#### Activity:

Plan - Do

#### Solved pointlessness of fractional points

The shopping district realized its unique point card system, after many discussion about system building and differentiation among representatives from the district and retail markets. Subsidies solved the cost problem. The district built locally contributive systems allowing customers to exchange their fractional points less than 100 yen in their point cards to cash, so that they can



The entrance gateway, a symbol of the district

donate the cash to specific local NPO of their choice. This system solved inefficiency of fractional points, contributed to relation building of the district with local groups and schools, and enabled collaborations in events.

#### Effect:

Check - Action

#### Committed for the area and life

*Tame Ten Card Nagata* project has been supported by customers for its system that enabled users to donate parts of points to local groups they direct. Members exceeded 10,000 in just 4 months since the service started. The district has continuously improved the systems, and at present users can donate all their points to local groups they direct. The point card project becomes indispensable for realizing commitment to the area and life, the concept of the district, contributing greatly to local revitalization.

### Implementation:

## “Guujii Kawaraban Kaigi”

In conducting the point card project, the shopping district periodically held study groups. The groups developed into *Guujii Kawaraban Kaigi*, an information exchange meeting involving various local members, such as retail market, volunteer groups, women’s society, PTA, and welfare councils in addition to the shopping district. The meeting has been held monthly. Such cooperative relationship has enabled sustainable events involving the area.



### Basic Data

Address: Nagata-cho, Nagata-ku, Kobe-shi, Hyogo

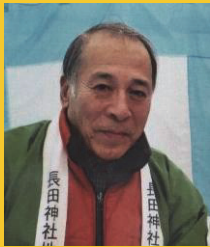
Number of members: 59

Number of shops: 98

URL: <http://tameten.jp/>



Tame Ten Card Nagata



### Key Person

Nagata-jinja Mae Shopping  
District Promotion Association

Representative  
Yasuhiro Goto

### Happy town of Nagata Shrine

We are striving to energize the town with the concept of “happy town” leading to Nagata Shrine. On the day of Nagata Shrine Otsuitachi Mairi, various events energize the shrine event. Our shopping district holds *Poppen Market*. *Poppen Laboratory Market* is held as an exhibition of various artists such as pottery, woodcraft, bamboo craft, glasswork, and textile. Local confectioners open *Nagata Manpuku Chaya* with recommended sweets at Sun Doll North Plaza. Through a group for donating fractional points of point cards, *Guujii Kawaraban Kaigi*, we share the minds for local activities.

### Locally committed shopping district

Our shopping district is a locally committed district, and is conducting various projects for covering the area. For example, we launched *Guujii Service LLP* with local commercial groups, for starting a new point card project with further detailed information exchange with customers. Further strengthening *Tame Ten Card Nagata*, we will start a new card with new functions *Manpuku Card Nagata*. We will provide further information processing for securing local people security and safety. We will provide safe products by delivery service, securing security and safety for local people. We would like to build a more comfortable neighborhood.

# Gobou-shi Shopping District

(Gobou-shi Shopping District Promotion Association)

Gobou-shi, Wakayama

## FOCUS



Collaborates with Kishu Railways, providing hospitality without depending on subsidies

### Summary

The shopping district launched a council for building an enjoyable shopping district for tourists. The prefecture intensively supported the district, and the whole area has made the project plan. As a result, the district collaborated with Kishu Railways in October 2013, and realized *Gobou Jinaimachi Fureai shopping district project*, delivering shopping district coupons to train customers. The district undertakes projects connecting sites such as Kishu Railways and shopping district, and for projects focusing on human relations such as welcoming users by hospitality with “each shop service & a guide for history of Gobou”

### Background:

#### Revitalize the shopping district

The association consists of 12 shopping district organizations located at the center of Gobou city. With *Jinaimachi*, famous for old sights, as the core, the association has developed into a shopping district as a interaction place for local people. Recently the district suffered from visitor decrease due to large store expansion, lack of successors, and increase of vacant shops. Local government and people formed a team for revitalizing the shopping district. The whole area started concrete promotion projects.

### Activity:

Plan - Do

#### Hospitality projects in collaboration with Kishu Railways

For coordinating sightseeing promotions by Gobou city and Gobou chamber of commerce and the shopping district revitalization, the district collaborated with a local rail company Kishu Railways called by the nickname of *Rinkou*. It started *Gobou Jinaimachi Fureai shopping district project*, welcoming train customers in the district. Such collaboration between a rail company and a shopping district is very rare in Japan. Users



Gobou-shi Shopping District

show positive reactions, and some shops began to increase visitors. The district will provide on the train the information about the district and life. If successful the project will further revitalize the area. The district will coordinate with the “old folk house restaurant for job support of handicapped people” by a social welfare entity utilizing a vacant shop.

### Effect:

Check - Action

#### Aiming to become an even more vibrant shopping district

Gobou Jinaimachi Fureai Shopping District Project, made under the whole area cooperation, is highly evaluated from local inhabitants in addition to tourists, but still needs improvements. For example, the collaboration with Kishu Railways secured conducive line for making customers go around the shopping district, but the district lacks “story”. The district will work on building stories in cooperation with local storytellers, so that visitors can go shopping with joy.

### Implementation:

## Wisdom rather than knowledge

The association monthly holds councils, designing concrete plans for shopping district promotion. It holds the concept of “project building without depending on subsidies”. The prefecture, the city, local chamber of commerce, and social welfare groups join the council. The council cares for designing plans through gathering *wisdom* instead of *knowledge*. The council is going to continue to design new plans, and has elected 5 young members to strengthen the organization. Shopping district promotion needs community building perspectives, and all members recognize the fact. Each member mutually collaborates and conducts projects.

### Basic Data

Address: Sono, Gobou-shi, Wakayama

Number of members: 288

Number of shops: 288

URL: <http://www.gobo-cci.or.jp/>



Coupons in Kishu Railway



### Key Person

Gobou-shi Shopping District  
Promotion Association

Representative  
Kazuo Sakai

## Building a sustainable projects without depending on subsidies

Events dependent on subsidies tend to become temporary and not sustainable. We undertake cost saving and all year operative project building, aiming at shopping district revitalization. At first we launched the council. Nowadays, it is difficult to revitalize a shopping district only by the district. That is why we made the prefecture, the city, and Kishu Railways operating in the area join the council, and considered projects. Council members agreed not to become critics and specifically considering ‘who, where, and what to do’. All members strived to provide wisdoms with high motivations. We struggled mostly in searching solution without subsidies. We begged for related organizations for operation at their costs. For example, I make coupons at my cost, and Kishu Railways lends train and station spaces for free. It was very difficult to build projects without depending on subsidies, but we were able to directly feel that

many people were cooperating for us. Especially the fact that we realized sustainable projects not under the control of subsidies was very significant and gratifying for us.

## Aims at building local community

A shopping district is not only a place for shopping, but also the face of the town and a place where local people gather, relax and enjoy. We aim at building a shopping district where local people and tourists can enjoy shopping. We would like to provide safety and security by installing district lights and security cameras.

# Shin Tottori Ekimae Area Shopping District

(Shin Tottori Ekimae Area Shopping District Promotion Association)

Tottori-shi, Tottori

## FOCUS



Improves facilities and increases events by partnering with the government, creating energy in the district

### Summary

The shopping district has gradually rebuilt 3 arcades in the district, contributing to forming a sight as a symbolic road in front of the prefectural capital. It introduced LED lights for Ekimae Dori Arcade in 2010 and for Sun Road Arcade in 2013, considering for the environment. It operates and maintains the big roof *Bird Hat* and the grass place that Tottori city built at Taiheisen next to the district and in front of the station, creating energetic atmosphere through government-private collaboration.

### Background:

#### The many problems of the district

The shopping district is a regional shopping district covering 300,000 people, located in front of JR Tottori Station. In 1971, it became a legal entity as a promotion association. It has worked on its revitalization by environment improvement such as Melodian Road and by various events. However the traffic in the district have decreased in the past 5 years, and vacant shops have increased. In 2011, the district conducted a survey to local inhabitants and visitors, and found problems such as safety and security under arcades and in the district, lack of resting spaces and washrooms, lack in industry variety, and need for more events.

### Activity:

Plan - Do

#### Improved facilities and increased events

For safety and security, the shopping district renovated Ekimae Dori Arcade and Sun Road Arcade, maintained and operated the big roof *Bird Hat* at Taiheisen in front of the station in collaboration with Tottori city, introduced LED for all arcade lightings, and installed security cameras. For events, the district has worked on new projects such as *Inaba no Ofukuro Ichi*, Ekimae information board, garbage recycle project, and



The arcades in the shopping district

a unique map of area in front of the station. It built resting spaces and public washrooms for visitor convenience. It invited shops of the industries it lacked, utilizing vacant shops. It developed existing events utilizing arcade spaces such as *Inaba no Ofukuro Ichi*. At *Bird Hat*, the district has continuously held large events all year round.

### Effect:

Check - Action

#### Invites lacking industries, increasing visitors

By renovating 3 arcades, the shopping district secured its openness and brightness. By maintaining *Bird Hat*, it stimulated façade renovation of surrounding shops. By installing AEDs and security cameras, it secured visitor safety and security. It planned and operated Bird Hat events partnering with the local government, and the events had 69,270 visitors in 4 months from the opening. Through such activities, the district invited 4 grocery shops that had decreased in the district, and aimed at increasing visitors and their staying hours.

## Implementation:

### Built systems for supporting activities

The shopping district has built 3 systems for revitalization: 1. Monthly board meeting for organization management; 2. Promotion meetings of 5 committees; administration and planning, information and culture, commerce and interaction, community building and First Lady (female shop-owner support); 3. Project committees for each project. The district actively develops flexible activities through building project teams effectively involving professionals and advisors from Tottori Prefecture, Tottori City, Tottori chamber of commerce, Tottori SME association, Tottori center city revitalization council, and SMRJ (Organization for Small and Medium Enterprises and Regional Innovation) dispatched professionals.

## Basic Data

Address: Imamachi, Tottori-shi, Tottori

Number of members: 85

Number of shops: 69

URL: <http://www.eki.or.jp/>



“Yuru Chara Parade” in the arcades



### Key Person

Shin Tottori Ekimae Area Shopping  
District Promotion Association

Representative  
Yoshito Hanabusa

### Strengthens administration

Member motivation has been decreasing in shopping district promotion associations all over Japan, and probably in any groups and organizations in Japan. Of course it is necessary for all members to consolidate and conduct various projects. However we will not be able to catch up with tremendous business environment changes by such processes. Our association at first strengthened administration, allocating specializing staffs for each event, so that we can smoothly operate the events. Instead of saying “do as you like”, I attended all the committees related with events and revitalization for motivating other members. Though we struggled, all members made contributions beyond expectations.

### Realizing a town in front of the station

Mori family, a warlord family in the age of provincial wars, has the philosophy that “three arrows together are unbreakable”. Our shopping district consists of three districts, Ekimae Dori, Sun Road, and Taiheisen Dori. During these five years of revitalization, our district has changed a lot by constructions and renewals. With the three districts as the axes, we have the mission of realizing a town in front of the station to go around, instead of mere districts. Especially *Bird Hat* is the core project, and we have elaborated for the project by partnering with the government. Many people have used the place, in accordance with the concept, the exhibition stage for all citizens. Given special permission for road usage, we installed tables and chairs on the grass field, aiming at forming “a relaxing interaction space” for citizens to rest. All the members as a team will continue to change the district as a new area in front of the station.

# Matsue Shin Ohashi Shopping District

(Matsue Shin Ohashi Shopping District Promotion Association)

Matsue-shi, Shimane

## FOCUS



Preparing facility using subleasing methods, actively organizing events, and aims to become a shopping district where children and women gather

### Summary

Triggered by arcade renovation problem, young successors of the shopping district were activated. In 2011, they launched a community building company, working on reducing vacant shops and for event projects. The company conducts events and district safety and security activities in collaboration with NPO and volunteers. It designed a local shopping district revitalization plan by Local Shopping Mall Revitalization Act. It has realized an innovative shopping district by renovating its eco-friendly roof greenery arcade and by installing large displays for information distribution.

### Background:

#### What is expected of the district

In 1933, the district was born and developed by reclamation of Wadamigawa River and by bridging of Shin Ohashi. It is a locally committed shopping district with the area along the Shin Ohashi Dori. It became a legal entity as a promotion association in 1970. It neighbors JR Matsue Station and is located next to Isemiya, the largest amusement area in San-in area. Over 60% of shops are restaurants. Through survey to local people and visitors, the district found that most opinions want a light, safe and clean arcade district, and want a comfortable space for women and elderly people. Provision of secure and safe environment and interaction places emerged as their concern.

### Activity:

Plan - Do

#### Attracts many generations by improving facilities and holding events

In 2011 the shopping district was certified for local shopping district revitalization project. The district renovated arcades and installed security cameras, realizing a walking space that everybody can walk with safety and security. It changed the *Suzuki Matsuri*, a



Japanese "Sake" event in Isemiya area

sacred event at Mefu Shrine, into an enjoyable event for all age group. The event has taken root in the area as an interaction event. It has held couple matching events making use of the location of Isemiya and local sake. The event is popular among women as a unique event of the district. To reduce vacant shops, the district started the tenant-mix project using subleasing methods. The atmosphere of the district has changed by the opening of 5 unique shops such as a local-production local-consumption original Japanese restaurant and a café with house roasted coffee.

### Effect:

Check - Action

#### Increased women and family visitors

Newly renovated arcade has greenery over the roof, the first case in Japan. The arcade is high and open, providing light, secure and safe spaces. Synergized with original events, the traffic and female percentage has increased, according to the most recent pedestrian survey. More families visit the district than before.



#### Implementation:

### Develops projects through broad collaborations

Isemiya Kaiwai Genki Project, the community building company launched by young successors in the shopping district, becomes the core. Together with other shopping district members and young shop-owners around the area, the company develops projects such as area watching and events. As for new projects, it collaborates with NPO *Matsue Mahizukuri Juku* and a women's circle that is knowledgeable in history, as well as temples and shrines. NPO acts as a coordinator among landowners of vacant shops, the shopping district and the community building company. The meetings are smoothly conducted. The group is discussing about appropriate rent fees. As shopping district grow active, mutual communication among members deepens, leading to active cooperation.

#### Basic Data

Address: Teramachi, Matsue-shi, Shimane

Number of members: 44

Number of shops: 64

URL: <http://matsue-shinoohashi.jimdo.com/>



Tuna event in the district



#### Key Person

Matsue Shin Ohhashi Shopping  
District Promotion Association

Director  
Atsushi Sugitani

### Building system for elderly and young people to interact

The shopping district is located on the west of Isemiya area, the largest night life area in San-in area. Many restaurants exist around the area. We always collaborates with restaurant owners in such areas. The fact enabled incorporating various unique thoughts, leading to events using sake in Shimane and wedding promotion events. Around the shopping district, there are elderly people and young people who moved in for business recently. Both group inevitably have different ways of thinking, and have difficulties in mutual understanding. We restored En-nichi at *Reitaisai* of Mefu Shrine, which has been lost for dozens of years. We perform *Izumo Kagura* in the shrine, provide children playing fields, and build systems for interaction between elderly and young people.

### Aiming for shopping district revitalization

We renovated vacant shops incorporating subleasing methods, and invited industries, which we did not have previously, as tenant-mix. We aim at increasing young women and other local visitors in the daytime through this project. Matsue city has 40-50 thousand visitors for large conventions. We will visit the convention hall and make PR activities, so that the visitors will come to consume at Isemiya area including our district and other shopping districts in Matsue. We will start a homepage *Matsue restaurant hospitality guide*, so that convention visitors can easily access and use local restaurants. Through the two activities, we will explore new visitors to our district for revitalization. We aim at becoming a model case for arcade roof greenery as the first case in Japan.

# Tenjinmachi Ginza Shopping District

(Tenjinmachi Ginza Shopping District Promotion Association)

Hofu-shi, Yamaguchi

## FOCUS



Collaborated with young shop owners and local high schools and developed original events with the theme of “Shiawase Masu” (happiness increasing), realizing shopping district revitalization

### Summary

The shopping district provides “hospitality” to citizens and visitors. For example, in the nickname of *Shiawase Masu Dori* (happiness increasing district), the whole shopping district celebrates wedding couples at Hofu Tenmangu. The district develops sales trainings jointly planned by young shop owners and high school students, and *challenge shops*, public service facility and nursing, welfare and care facility, utilizing vacant shops. It aims at becoming a “compact shopping district” open to and loved by the area, through all year events and projects making use of local traditions.

#### Background:

### Struggle in difficult business environment

The district has been a locally committed shopping district, developing as the town leading to Hofu Tenmangu, one of the three most famous Tenjin Shrine in Japan. It is the only shopping district with arcade in the city. It plays a role of main hall for various events all the year. On the other hand, it had many problems, such as decreasing visitors, aging owners, and lack of successors, like other center city shopping districts in other areas. Business and event management of the shops in the district is gradually becoming difficult.

#### Activity:

Plan - Do

### Collaborated with local high school students, and young members joined

As a solution for the problems, the district started sales training for high school students who use the shopping district. Students joined shopping district activities as classes. Local people and shop-owners gradually understood more about high school circle activities and events. Shopping district members began to cooperate with students. The activity have now developed into following projects. High school student and local young shop owners jointly plan “hot shops”. The shopping



The entrance of the shopping district *Shiawasemasu-dori*

district holds high school cultural festival *Tenjin Machikado Festa*. Many citizens highly evaluate these activities. For event sustainability, plans and supports form energetic young shop owners, high school students and citizen volunteers are necessary. From these plans, a 3-parted series fun event *Owarai Taiso*, *Owarai Sansho* and *Owarai Competition* was born, referring to a unique and traditional festival of Hofu, *Warai Kou*.

#### Effect:

Check - Action

### Collaborates with welfare and care services

Through such activities, the shopping district realized creating traffics and revitalization, but vacant shops remained. For further strengthening community function of the shopping district, the district conducts following projects, aiming at “warm shopping district building for elder people, including shop owners in the shopping district”. At first, the district invited welfare and care service facilities such as small-size multi-function house care and pay nursing home, nursing salon and local comprehensive support center to vacant shops in the district. It is considering new project development through collaboration of the district and welfare and care service functions.

### Implementation:

### For further new projects

For implementation of various events, 5 parties, local companies, educational institutes, the city, Machizukuri Hofu, and young shop owners consolidate like the plum crest of Hofu Tenmangu, enabling welcoming many visitors. In addition to shopping district organization under the chairman, *Wakachiai*, formed by young shop owners of each shopping district, proposes new shopping district revitalization projects.

### Basic Data

Address: Tenjin, Hofu-shi, Yamaguchi

Number of members: 35

Number of shops: 35

URL: <http://www.h-c.or.jp/ginza/>



Free market in the arcades



### Key Person

Tenjinmachi Ginza Shopping  
District Promotion Association

Representative  
Keiji Sakamoto

### Utilizes collaborations and powers of young people for revitalization

Our shopping district has long prospered as the town leading to Hofu Tenmangu. Due to large store expansions, the district has problems such as decreased visitors, lack of successors, and increased vacant shops. Due to aging shop owners, various event operations became difficult. To revitalize our district, we considered that collaborations and power of young people were necessary. We strived for building systems where 5 parties, local companies, educational institutes, the city, Machizukuri Hofu, and young shop owners consolidate to support community building of Hofu and events in the district. We aimed at educating commercial high school student in the city, jointly developing and growing both our district and the students. We actively accepted high school students for sales training and

product development, making them understand each shopping district and their products.

### A warm shopping district building for elderly people

26% of Hofu city is elderly people, and will continue to have more and more. Our district is trying to achieve “warm shopping district building for elderly people”. Utilizing existing welfare and care facilities and Hofu Showa Kan, we would like to provide barrier free environment and community places, so that more elderly people can use our district. Also we would like to further deepen interaction with high school students, and support young people who will lead the area in the future. In addition to being a shopping place, we would like to play the roles as a place for everybody to use with security and safety, for information distribution, and for interaction of wide generations from children to elderly people. We would like to aim at becoming a “compact shopping district” accumulating active shops and talents beyond the framework of a shopping district.

# Kanonji Shopping District

(Kanonji Shopping District Federation of Societies)

Kanonji-shi, Kagawa

## FOCUS



Utilizes dead spaces of existing shops for supporting people who wants to open a new shop. Challenges incorporating new industries and developing new customers

### Summary

By jointly planning and conducting projects with local citizens in addition to shop owners, the shopping district increases active members, increases ideas, challenges innovative projects, and is beginning to revitalize.

#### Background:

#### Needed to start projects for revitalization

The association consists of 7 shopping districts in the center of Kanonji city. It has developed as the center of western part of Kagawa prefecture. Around the district, there is the 68<sup>th</sup> *Jinnein* and the 69<sup>th</sup> *Kanonji* of *Shikoku 88 Sacred Places*. The district has a huge sand picture of *Kan-Ei-Tsu-Ho*. A lottery shop in the district is known as a fortune spot, because it made a 1.6 billion JPY prize winner. On the other hand, due to area's population decrease, lack of successors, and suburban shop expansion, the number of shops had decreased to about 150, and the total sales of the district had decreased to 1/3 of the peak. To revitalize the shopping district, it started *Kanonji Machinaka Kassei Project Re:born.K* from FY2011.

#### Activity:

Plan - Do

#### "Machinaka Kassei Project Re:born.K"

As for information distribution projects, the shopping district utilizes Twitter and Facebook and operates a local information USTREAM program *Koyoimo Hajimari Mashita*, from 20:00 of every 1<sup>st</sup> and 3<sup>rd</sup> Wednesday of the month, for PR of products and local information, leading to increase of shop sales and event visitors. In 2013, the district holds *Machizukuri Summit* gathering community building related people all over Japan, strengthening cross-regional collaborations and information distribution. As for vacant-shop utilization projects, the district renovated vacant shops as spaces for various community groups. It holds various events



Kanonji Shopping District

such as public viewing, exhibition, beer garden, and product fair. *SHOP IN SHOP* project since FY2013 makes shop space in dead spaces of existing shops, supporting people who want to open new shops. New shop-owners can reduce initial investments, connect to shop owners and customers, and take root in the shopping district. Existing shops can enhance the charm of the whole shopping district by incorporating new industries, and can invite new range of customers by the new shops, leading to new customer development. At present, there is an octopus bento shop by an octopus fisher inside a shop for spectacles and hearing aids. There is a bread making seminar inside a kimono shop. By various combination and collaboration, communication with new customer segments has increased.

#### Effect:

Check - Action

#### Making places that anyone can use freely

Through the sales increase by product PR utilizing SNS, SNS users have increased and information distribution skills of each shop has improved. USTREAM had been done in a conference room, but criticized as being closed and hard to join. The district renovated a vacant shop into the USTREAM studio, so that pedestrians can see the distribution scenes and everybody can enter freely, leading to increased

participants. *SHOP IN SHOP* makes each shop customers mutually visit, increasing visitors as a synergy effect. The district is going to enhance recognition by producing a pamphlet explaining merits for member shops and new shop-owners.

**Basic Data**  
 Address: Kan-onji-cho, Kan-onji-shi, Kagawa  
 Number of members: 154  
 Number of shops: 179  
 URL: <http://www.reborn-k.net/>

**Implementation:**  
**Realized new development through collaborations**

In addition to shop owners, government and chamber of commerce, the district jointly has held workshops with local citizens. It holds projects based on the ideas in the workshops. Members from nursing and music NPO and Kagawa University students have increased. The district has realized projects which shop owners cannot do on their own, such as preparing nursing rooms at the events and holding *Machinaka Shimin Musicals*. The district allocates young shop owners as project facilitators, building an environment that local young people can easily join. As a result, the district can develop projects with unprecedented, flexible, and innovative ideas.



USTREAM broadcasting studio using a vacant shop

**Key Person**



Kan-onji Shopping District Federation of Society  
 Representative  
 Yasuo Yokota

**Facilitated projects of young shop owners**

Because 7 shopping districts cooperate for projects, we begged young people in each shopping district to become facilitators for each project. Because the workshops included local citizens, facilitators struggled for coordination of various opinions at first. Through each facilitator accumulating knowledge by trainings and experience, facilitators became able to coordinate various opinions. They created SNS utilization well incorporating flexible ideas and new usage of *SHOP IN SHOP*. We struggled for acquiring understanding for SNS usage.

Sales increase through product PR by SNS has made more people feel the potential of SNS utilization. Motivation for SNS utilization has drastically increased. SNS users are increasing, including elderly shop owners.

**Aims to become a platform in the city**

We want to make our shopping district as an interaction platform gathering people. Through jointly planning and managing projects with various people, we would like to increase people who use and enjoy our shopping district. *SHOP IN SHOP* project provides places for people who want to open new shops. Vacant-shop utilization project provides places for various communities to hold activities in the city. We would like to continue to prepare such gathering places in the district, distribute information of projects and the city via digital and analogue media, publicize our district to more people, and increase interaction and population.

# Matsuyama Ropeway Shopping District

(3 Matsuyama Ropeway Shopping District Promotion Association)

Matsuyama-shi, Ehime

## FOCUS



3 shopping districts conclude an agreement, maintain local scenery, preserve historical facilities, and gather visitors

### Summary

3 shopping district promotion associations jointly renovated the sight of the whole shopping district about 10 years ago, with the concept of “district full of culture”. They concluded a common agreement for maintaining shopping district scenery. Each shop business is regulated by the agreement, but they have obeyed that until now and though some tenants changed, there is no vacant shop. The district has actively cooperated with local commercial high school external educational activities since 2006. It has been awarded by Matsuyama chamber of commerce as a model CSR activity.



Matsuyama Ropeway Shopping District

### Background:

#### Abundant local resources

On both sides of the 2-lane one-way road, the 500 meters long district accumulates various unique shops such as antique shops, kimono shops, art supply shops, futon shops, and Japanese musical instrument shops. Around the district, there are sightseeing spots related with a novel *Saka no Ue no Kumo*, Matsuyama Castle Ropeway Station, and receives many visitors. With the concept of “district full of culture” emphasizing cultural elements, the district renovated pavements and shop façades. Since then the district has actively held events, prospering as a locally committed shopping district. Current problems of the district are maintenance of scenery and further development of the “something” for attracting visitors.

### Activity:

#### Renovated the district into a “district full of culture”

Plan - Do

The shopping district focused on its role as the shopping district in the center zone of *Saka no Ue no Kumo Field Museum Project* by Matsuyama city, and renovated its scenery as a “district full of culture”. This

fact has changed the situation. At present, many new tenants sympathizing with the district concept has been opened. In the last 5 years, 1/3 of the tenants have changed and none left vacant. The district association instructs shop rules, like how to display labara and boards, for new opening tenants, maintaining the attractiveness of the shopping district.

### Effect:

Check - Action

#### Conducts renovations for events

Just after renovating façade of the shopping district, it started gathering events actively. These events become interaction places among shop-owners, local commercial high schools and girl’s high schools. Through renovations and events making use of local resources, youth-oriented and high-sense tenants open in the district, and the district maintains no vacant shop status. Through continuing such projects, the district is becoming a shopping district with local young couples in addition to tourists.

### Implementation:

## Collaborates with various entities

As the shopping district in the center zone of *Saka no Ue no Kumo Field Museum Project*, the district has worked on its sight renovation in collaboration with the city. It actively develops events at renovated scenery. It actively involves its women's group, local commercial high schools and girl's high schools.

### Basic Data

Address: Okaido, Matsuyama-shi, Ehime

Number of members: 200

Number of shops: 150

URL: <http://www.sakakumo.net/>



Events for tourists in the district



### Key Person

Matsuyama Ropeway Central Shopping  
District Promotion Association

Representative  
Yoshitaka Matsuura

## Involves every member for projects and events

After renovating façades, our images have clearly improved. However, consumption activities and visitors have not increased. This is what we want to concentrate on most, and we had explored for solution for a long time. Fortunately there is no vacant shop at present. New shops are more youth oriented. We thought of holding events by making use of such new sense and attractiveness, and by utilizing characteristics of the shopping district. All of us discussed, shared burdens, and conducted about various agendas such as collaboration among board members and each owners, attractive event contents, tourist approach methods, collaboration with Matsuyama Castle, and traffic regulations.

## Aims at becoming a “handmade” shopping district

Though we are located at a sightseeing spot, most tourists stay the night at Dogo. That is why we need systems to make people stay and consume. In addition to information distribution of the shopping district, we will try to distribute attractiveness of each shop. We would like to build systems that each owner and board member strengthens collaborations and make various opinions for plans and renovations, and that our association support such projects. With “handmade”, the basic concept of *Shiroyama Monzen Matsuri*, as the keyword, we, the whole district, will continue to conduct various activities. We will recheck social problems such as safety and security, for realizing a district that is more than about beautiful scenery. We would like to build a district that everybody, including local companies and schools in addition to our district, each shop and visitors, can join and enjoy.

# Tenjinbashi Shopping District

(Tenjinbashi Shopping District Promotion Association)

Shimanto-shi, Kochi

## FOCUS



Providing vacant retail premises to would-be entrepreneurs, promoting local revitalization

### Summary

The shopping district actively makes use of *challenge shops* subsidized by Kochi prefecture. The district actively educates would-be entrepreneurs and decreases empty shops. 2 of 3 graduates opened their shops in the district. It actively develops events for securing visitors and creating energy all year round, such as one-coin shopping district project. It conducts projects with hospitality and local originality such as delivering location site map of a TV show *late blooming sunflowers* and guiding visitors. It has become a role model for shopping districts in the prefecture.

### Background:

#### Treasures human relations

The shopping district has the only arcades in the Shimanto city in Kochi prefecture. The city is called as *Small Kyoto Nakamura* with rich green nature viewing Shimanto River. The district is loved by the citizens, called *Ichijoko-san*. It is located next to Ichijo Shrine with tens of thousands of visitors every year. While carefully maintaining sophisticated history and culture, and human relations that is being lost in large cities, the district has been prospering by developing various locally committed events as the core shopping district in the city. At present, the district and local government is discussing about effective use of a former bank in the center of the shopping district. On the other hand, survey results included “lack of parking lots”, “lack of shops”, “large suburban shops are attractive”, and “product variety is not enough”. The district needed to come up with a solution.

### Activity:

Plan - Do

#### Educated challengers

The *challenge shop project* gathered would-be entrepreneurs from wide area of western part of the prefecture, and



The only arcades in Shimanto-shi

educates the challengers in detail. The district provide vacant shop data in the center shopping district with pictures. The district contacts with landlords and negotiates about the rent, contributing to vacant shop elimination. One-coin shopping district project is a project only in the western part of the prefecture. The project leads to visitor gathering from wide area, as well as *Okami-san Matsuri* and Sunday Market under the arcade. As for TV related projects, the district collaborates with neighboring shopping districts, and provides information about filming sites to visitors in detail, with hospitality and local originality.

### Effect:

Check - Action

#### Shops by *challenge shop* graduates

2 of 3 graduates from the *challenge shop* project opened their shops in the district, reducing vacant shops. In addition to gathering challengers, the district advertises shops for the whole area, improving recognition for the shops and the district. It works on gathering more people by collaboration such as events with local festivals and new plans based on reviews of past events. As for TV related projects, in addition to showing hospitality to visitors, the district requests production companies to make additional episodes and



to re-broadcast, in cooperation with the prefecture and the city.

#### Implementation:

### Collaborates with various entities

As for challenge shops and TV related projects, the district closely collaborates with prefecture, the city, local chamber of commerce, and strives for effective and efficient operation, gathering challengers and advertisement. Vacant shops drastically decreases by challenge shop graduates and other new shops. As for events, *Okami-san Matsuri* by women group shared roles so that no specific board member had all the burdens. The district cooperated in holding *Yosakoi* event by the youth group of chamber of commerce, for the first time in the western part of the prefecture. The district utilizes subsidies from the prefecture and the city, so that the association burden will not increase.

#### Basic Data

Address: Nakamuratenjinbashi, Shimanto-shi, Kochi

Number of members: 35

Number of shops: 36

URL: <http://tenjinbashi.web.fc2.com/>



Signatures on petition for next episodes reached the goal



#### Key Person

Tenjinbashi Shopping District  
Promotion Association

Representative  
Yasuo Kuniyoshi

### Conducting projects as a team

FY2013, we had many revitalization plans on the menu, but we made activities a bit too much. Since massive sales stores opened in 1998 and 2001, traffic had drastically decreased, because major tenants moved into suburbs. We needed to fill the vacant shops before all else. Then the TV show *Late Blooming Sunflowers* came to us, and we gained attractive revitalization tools such as *Nigiwai* Subsidies and *Machizukuri* Subsidies. Because we applied for everything, burden sharing was complicated. We suddenly had to start addressing the many tasks created by the show. We had too many things such as making location site maps and gathering signatures for petitioning for next episodes (40,010 was the goal), and holding sunflower products exhibition.

### Aims to become a comfortable space

In this fiscal year, in addition to challenge shops and sunflower events, we conducted arcade interaction space building projects utilizing *Machizukuri* subsidies, such as introducing LED lights, all night lightings using solar panels, and security cameras. Utilizing *Nigiwai* Subsidies, we conducted a shopping district tour project *Eimon project* for people living and working in the neighborhood. Through such many new projects, we think we improved our images and made the first step for revitalization. We are considering how to create a space of spending time for tourists in addition to local people, so that people will think of coming to Tenjinbashi not necessarily with shopping purposes. Our shop owners are aging. We would like to prepare beforehand and respond instantly, even if some shops closed, so that the space does not remain vacant for long. To maintain our shopping district, we need variety, changes, and comfortableness.

## FOCUS



**Renovated empty building and secured well-known tenants, increasing visitors by improving convenience, revitalizing the community**

### Summary

The shopping district and a community building company jointly renovated a long-empty 4-storied building into a tenant building. The community building company rented the whole building, and developed subleasing business with tenant gathering and management service. With famous commercial tenants in the building, visitors increased and the community building company secured sustainable rent fees. An NPO on the 2nd floor runs a temporary nursing room *Mamatomo Uomachi*, supplementing nursing function that shopping district lacked.

### Background:

**Needed to solve “decreased attractiveness of district walking” in the city center**

The shopping district is a main district running from south to north, at the city center of Kokura district, the center of Kitakyushu city. It has long prospered as a regional shopping district for commercial accumulation of the area. The district undertakes innovative projects such as *joint arcade* connecting with Uomachi Ichhome shopping district on the other side of the national road above the pedestrian pass on the road. Traffic and sales had been decreasing on the other hand. The district needed to make visitors consume, and stop local people shift to suburban shopping.

### Activity:

**Sought to restore long-empty building “that can only be used as a whole” in the city center**

### Plan - Do

In FY2012, the association and *Kitakyushu Machizukuri Ouendan* jointly utilized the Local Commerce Revitalization Project Subsidies of the Ministry of Economy, Trade and Industry, and started tenant business for renovation of an empty building. The building gained an import food shop on the ground floor,



A renovated building in Uomachi Gintengai

a multi-generation interaction facility on 1<sup>st</sup> floor, a multi-purpose hall on 2<sup>nd</sup> floor, and *Kitakyushu Machizukuri Ouendan* on 3<sup>rd</sup> floor. With a famous shop on the ground floor, the district received new visitors, and the company gained stable rent income.

### Effect:

**Transformed the building into Uomachi Shopping District Multi-Generation Interaction Facility, reflecting local demands**

### Check - Action

The project installed multi-purpose washrooms and breastfeeding spaces, solving previous lack of facilities and enhancing customer convenience. An NPO on the 2nd floor runs a temporary nursing room *Mamatomo Uomachi*. The project built a community space for local circle activities and interaction, increasing visitors other than shopping customers. Specifically there were 1,286 *Mamatomo Uomachi* users in September 2013, 4 times more than when it opened in September 2012.

### Implementation:

#### Collaborating with the local area to energize the district, and fosters the community

As for supporting systems of the district, there are Kitakyushu city, Kitakyushu chamber of commerce, NPO and universities in addition to the community building company *Kitakyushu Machizukuri Ouendan*. Specifically member groups mutually collaborated to organize *Kokura Shoku Ichi Shoku Za*, a food event by Kokura Chuo commerce association, with the shopping district, neighboring shopping district and large stores as members. In FY2013, the district utilized the Local Commerce Revitalization Project Subsidies of the Ministry of Economy, Trade and Industry, and held *Uomachi Kodomo Matsuri* and *Machi Zemi* in collaboration with *Kitakyushu Mathizukuri Ouendan*. The district closely collaborates with various related organizations for revitalization projects.

### Basic Data

Address: Uomachi, Kokurakita-ku, Kitakyushu-shi, Fukuoka

Number of members: 93

Number of shops: 78

URL: <http://www.uomachi.or.jp/>



Mamatomo Uomachi



### Key Person

Uomachi Shopping District  
Promotion Association

Representative  
Terumoto Kakehashi

### Increased visitor convenience by pioneering projects

Uomachi shopping district decided its nickname as *Uomachi Gintengai* based on public opinions. We are the origin of many *Gintengai* all over Japan. We were the first in Japan to build arcades on a public road in 1951. In this empty building renovation project, we took a long time for coordination such as long-term renting of the building and leasing tenants. By succeeding in finding the core tenant and *Mamatomo Uomachi*, we gained new visitors. For further convenience for visitors, we are conducting various pioneering projects such as joint arcade *Uomachi Eco Roof*, introducing IC point card *UOCA*, wireless LAN network in the district, and district information distribution by 100 inch large vision.

### Renovated the district

Kitakyushu city designs a city renovation vision *Kokura Iemori Kousou* at Kokura central district where our shopping district is locate, making analogy to *Iemori*, work of landowners in Edo period. Since 2011, the city has held *renovation schools* every half a year. Renovation means repairing idle real estates, adding new function and value-added and renewing land and building. The renovation schools gather students from all over Japan, and hold 4-day workshops using real vacant real estate as the material. Students make presentations to real estate owners at the final day. If the owners like the plan, the plan will become a business. This empty building revitalization project became the 1<sup>st</sup> project as business. In collaboration with local people and related organizations, we would like to contribute to Kokura development as a regional shopping district, through matching real estate owners and business owners, and holding attractive events.

## FOCUS



Created membership projects for health promotion and collaborating with shopping districts for community building

### Summary

The association supports healthcare promotion and network building of citizens by making use of local features such as history, culture and medical institute accumulation. Notably, *Tekuteku Arukou Shopping District*, aiming at local revitalization by supporting healthcare promotion of citizens, is a pioneering project, gathering attention to the shopping district. Rate of vacant retail premises decreased from over 25% to 18%. Continuous community building begins to show result.

#### Background:

### Surrounding environment

The association consists of Honmachi 1, 2, 3-chome, Toricho shopping district. These shopping districts are located at the center of Yatsushiro in Kumamoto. They have long developed as the castle town of Yatsushiro. Recently 2 large shopping centers opened, and changed business environment for the shopping districts. The association strives for continuous community building based on certification of Yatsushiro city center revitalization basic plan and project plan by local shopping mall revitalization law, and for organizing event projects. They are befriended as local conscious shopping districts.

#### Activity:

Plan - Do

### Revitalizing shopping districts through health

When the districts began to consider the project of healthcare promotion using pedometers, no other shopping district had ever made such project. During discussions, they found temporary project cases, but they thought temporary projects would not lead to real healthcare promotion and decided to focus on a year round project. For the main purpose of visitor and sales increase, the districts made systems for shopping district revitalization such as a system that only allowed users



The arcades in the shopping district

to input data at the districts, a system that users can win coupons by pedometer rankings, and gathering and introduction of shops that users can get gifts just by becoming a member and that users can have discounts every time they come to measure. In the half year of project period, the district made a good start, gaining 130 members.

#### Effect:

Check - Action

### Enjoying health and supporting making groups

The healthcare promotion support project named *Tekuteku Arukou shopping district* took a bit time to be understood. By having pedometers, members became conscious about walking, and they really reduced their weights. Some members made “stair climbing” groups. This project began to gain attention in various scenes. In this fiscal year, the association actively developed projects for increasing members, such as holding health seminars, displaying the distance from the end of the district for the use of walking courses, making walking maps and guidebooks, and gathering members to join walking competitions.

## Implementation:

### Building networks through projects

The association meetings include observers from chamber of commerce and Yatsushiro city. They have coordinated from the planning stage of projects. As for *Tekuteku Arukou shopping district*, the association collaborates with *health fair execution committee* that has held health fairs, a project for preventive medicine, at Yatsushiro for over 30 years. The committee advises about projects, and dispatches lecturers for health seminars. Many shop owners become board members from their 30s, acting as the core of the shopping districts. The districts widely open project participation in collaboration with educational organization and students. Each shopping district has *Okami-san Kai*, and these female organizations coordinating with one another. As for other projects, the association widely interacts with various NPO and volunteer groups related with community building.

## Basic Data

Address: Honmachi / Torimachi, Yatsushiroshi, Kumamoto

Number of members: 205

Number of shops: 154

URL: <http://8246yurutto.net/>



“Tekuteku Aruko shopping district”

### Key Person



Machinaka Revitalization Association

Town Manager  
Hiromi Ezaki

### Revitalized the shopping districts by healthcare promotion

While healthcare-commerce collaboration is gaining attention, our shopping districts had planned of using healthcare promotion for shopping district revitalization, but the plans were never realized. Our chairman asked us if there was anything we can do using pedometers, and together with town chairmen and city office staffs, we came up with *Tekuteku Arukou Shopping District*. It was planned in no time, but acquiring the understandings and cooperation from over 150 shops became rather difficult. We struggled most on building consensus. In the first year, some shop owners could not fully understand and criticized. We have gradually improved the plan reflecting member voices and claims. At first, the media did not pay attention to our project because it was not worth the look. After a year, they began to be interested, and now our project is broadcasted nationwide. We believe the project is still growing and has many more potentials.

### Seeks to build a community that allows easy citizen participation

With *Tekuteku Arukou Shopping District* as the starting point, our association aims to become an organization with income, not dependent on subsidies. At present we cannot operate without subsidies from the city and chamber of commerce. But we made the first profitable project, and will move to the next stages. Shop-owners have also began to realize the necessity of an organization for continuous community building, and we are gradually realizing bottom-up community building. Though we have many traditional shops and appear to be exclusive to outsiders, we believe that building a community that allows easy citizen participation is the first step of shopping district revitalization.

# Taketamachi Shopping District

(Taketamachi Shopping District Promotion Association)

Taketa-shi, Oita

## FOCUS



Utilizing vacant shops for various purposes to create places for activities and interaction, revitalizing the district

### Summary

The shopping district sets the theme as “district building with mood”, aiming at becoming a next generation shopping district. It defines its role as “a place for interacting with consumers”, and launches local community place utilizing a vacant shop. The place has over 10,000 visitors a year. It is used as a place for local circle activities and interaction, in addition to being a resting place for shoppers. 9 young artists are also utilizing vacant shops as their atelier. 12 shops including restaurants have newly opened and are successfully reducing vacant shops in the district.

#### Background:

**Wanted to transform event visitors into shoppers**

The association was formed by *Furumachi shopping district promotion association* and *Takada city Chuo shopping district promotion association* merging in 2006. It is located in a historically rich quarter at the center of Taketa city. It has actively conducted events, popular among local people as the locally committed shopping district. Despite having held massive events such that gathered 100,000 people in 3 days, the district was not awarded a lasting economic effect. It was left with challenges such as coming up with a clear vision of its future, elaborating the attractiveness of individual shops, and filling vacant premises.

#### Activity:

**Promoted interactions to make shopping district an enjoyable place to walkabout**

There was no shopping district community facility in the area. The shopping district launched *Seiwa Kan* and *Shoei Kai* with health consultation and resting functions, utilizing vacant shops. It built *Yoroue* facility for local people interaction, removing disparities between local people and shoppers. As a result, the facilities secure over 10,000 visitors a year. They are used for local circle



Taketamachi Shopping District

activities, events, and interactions, in addition to resting place for shopping. The district invited 9 artists and 12 restaurants, utilizing vacant shops. It has established a shopping district that is enjoyable for a simple walk as an emotion arousing castletown.

#### Effect:

**Increased new young shop-owners and promoted interactions**

Check - Action

By launching community facilities such as *Seiwa Kan* in the district, many local people joined local circle activities and events, contributing to revitalizing the shopping district. Recently young owners open shops such as café galleries incorporating art, bread factory, and bamboo craft shops. Vacant shops decreased from 31 in 183 five years ago to 20 in 142. Government responded to the movement and launched a community hall and a new library, and started to invite artists.

#### Implementation:

### Collaborating with youth group, young new workers, and landowners

Several youth group members of the shopping district periodically holds study groups. Their collaboration and interaction with young new workers result in producing able successors. The district plays a center role of designing central quarter revitalization vision and community vision. As it had been concerned in reducing the unoccupied shops, the association felt the necessity to discuss with landowners, filling the gaps between their thoughts and ideas, to work hand in hand on revitalization. As a result, they hold symposiums discussing how to go about interacting with young owners and artists and building the future of shopping district.

#### Basic Data

Address: Taketamachi, Taketa-shi, Oita

Number of members: 122

Number of shops: 122

URL: <http://www.taketan.jp/spots/detail/469>



“Take-Hotaru”



#### Key Person

Taketamachi Shopping District  
Promotion Association

Representative  
Kazumori Tsuzuki

### Community effort for *Take-Hotaru*, the light of hope

Tanabata Yoichi had its peak in Showa period with crowded shops. We reused parts of Take Kusudama, ornament of the festival, no longer used, and made *Take-Hotaru* in cooperation with Oita Prefectural College of Arts and Culture in 2012. *Take-Hotaru*, which brightly lights river banks of Inaba River in front of Bungo Taketa Station, is supported by many things. One of which is a project with over 50 years of history, called the *Friendship Hotaru Sending*, for which we conducted river cleaning activities and through growing and protecting Hotaru, interacted with people from large cities. Also, the citizens who took part in protecting mountains by *Takeraku* and bamboo utilization activities were essential. By the flood of that July, Taketa city and neighboring Hita city and Nakatsu city were heavily damaged. By the East Japan Earthquake in 2011, Sendai city, a sister city of Taketa city, and many surrounding

areas in Tohoku were unprecedentedly damaged. So we opened *Ganbarou Kan* for supporting the stricken areas, utilizing a vacant shop. We faced many problems in procuring goods from Tohoku, such as transportation costs and product life, but we worked to energize these stricken areas.

### For a more popular district with *Aizen-do*

We are considering next steps. *Aizen-do* in Hachiman-yama at the center of the town for generations has been the praying spot for Nakagawa family, lord of Oka Domain. It is the oldest temple in Taketa. Because there are many Buddha statues, the “power of prayer” is outstanding. It has protected the peace of the town. Recently it is gaining attention as a “power spot” by citizens and tourists. We would like to have people visit the town to pray for finding partners, prospering in business, passing the entrance exam, maintaining health and safety for family. We believe that our district will develop together with the wishes of the people.

# Takanabe-cho Shopping District

(Takanabe-cho Machinaka Revitalization Association)

Takanabe-cho, Miyazaki

## FOCUS



Generation shift to young owners, revitalizing shopping district management, and contributing to area development through new projects

### Summary

The shopping district renovated Machiya style buildings such as Takanabe Machiya Honten, the shopping district's activity site. This *Machiya project* along with *Noren project*, making of original store curtains, and *Akari project*, installation of lanterns, give the district a uniform look and help bring about the historical and cultural feature of the district. As a result more shops are being opened, leaving limited vacancies. Other projects to enliven the district such as periodical markets and *Machi-Zemi* and development of local product using the specialty cabbage also gather much attention from across the prefecture.

#### Background:

### Building a community with deep ties to the local area

The area once had developed as the castletown of Takanabe domain. The four shopping districts of the association located around Komaru region, which long prospered as a shopping town, in 2007 were down to 96 shops. Through activities to renovate appearance of the shopping district, it has now recovered to 103 shops. In continuing collaboration with local people, the association aims to build a more locally committed shopping district.

#### Activity:

Plan - Do

### Four projects to a modern castletown

The association launched four projects in FY2009 to realize a district "enjoyable simply walking around" and filled with "new energy". *Noren project* unified the townscape of the shopping districts spreading in all direction with use of shop curtains. *Akari project* installed lanterns that act as art display in the daytime and actual light illuminating the district at night. *Machiya project* renovated old houses and vacant shops in the district to awe-inspiring Machiya style buildings.



"Takanabe Machiya Honten"

*Independence Event project* held periodical markets and developed new products for revitalization.

#### Effect:

Check - Action

### More shops joining the *Machiya* style shopping districts

Takanabe Machiya Honten, a Machiya style product shop renovated from a vacant shop in the center of the district, is operated by the association. It became a relaxing space which the districts did not have before. Since FY2012, the town began to subsidize for shops renovated to Machiya style. So far 5 shops have used the subsidies and renovated the shops into Machiya style. The association actively continues to develop new products. New product development focusing on cabbage, the town specialty, has received much publicity via newspapers and TV. *Noren* and *Akari* projects also gained attention of the media, and has motivated shop owners to join. 4 new shops were opened in FY2012.



### Implementation:

#### Cooperation built by younger members

The association mainly consists of young members in the 2<sup>nd</sup> or 3<sup>rd</sup> generations who have been members from the start. Still in their 30s and 40s, they will continue to lead the association. All these members are also in organizations such as local fire brigade and chamber of commerce youth group and have broad network. Many owners in the districts have also been members of such organizations. They meet almost every day, and are quick to respond to anything. At present the association positions Takanabe Machiya Honten as its core business. It has had close relation with the town government. In FY2013, it held *Akari project* inviting 5 domestic artists for public production subsidized by the town, and erected 5 new lanterns in the districts.

### Basic Data

Address: Kitatakabe, Takanabe-cho, Koyu-gun, Miyazaki

Number of members: 103

Number of shops: 103

URL:

<http://www.puraccho.jp/modules/myalbum1/photo.php?lid=26>



A lantern installed at “Akari Project”



### Key Person

Takanabe-cho Machinaka  
Revitalization Association

Representative  
Masataka Ozawa

### Young chairman’s days of trial and error

I have been the chairman since October 2009. We started this association because the chairman of chamber of commerce said to me, “How about using the Machizukuri subsidies?” I had been committed to local commercial groups, public hall, and fire brigade prior to the offer, and I had fondness for the town than most. Because I felt anxious about the declining town and the shopping district, I decided to challenge the community developing project. I was and still am the youngest member in the shopping district. I was fully motivated and enthusiastic, but I struggled to find where and how to start. I began by *talking*. Although I had had built a certain level of relationship with other members of the district through work and local activities, I concentrated on building further trust and gaining cooperation. We all gathered to discuss and report things not limited to district activities. I met daily with the three core members.

That was how we built the basis of conducting various projects. Looking back, I believe this is why this association was able to continue to operate even after subsidy ended.

### Becoming a *Neo-Jokamachi*

We turned the shopping district itself into a device to gather people by focusing on its townscape. Takanabe-cho prospered as castletown of Takanabe domain from Edo period, but there remains very few old buildings to be called a *Jokamachi*. So we came up with the theme, *Neo-Jokamachi*. We made full use of anything remaining of the past and created the missing components with a modern touch. We did various things, such as making original shop curtains, installing highly artistic stone lanterns, and making townscape guidelines. In April 2012, we opened a product shop Takanabe Machiya Honten renovated from an old folk house in the center of the district. With assistance from the government, more shops have been renovating their shops to Machiya style. We will continue to further energize the shopping district.

# Sakaemachi Ichiba Shopping District

(Sakaemachi Ichiba Shopping District Promotion Association)

Naha-shi, Okinawa

## FOCUS



Conducting various events with participation of women and young people, securing unwavering robustness in the shopping district

### Summary

The shopping district has a theme to be the market place “friendly to both people and environment”, aiming for a sustainable management. It has held “Sakaemachi Ichiba Yatai Matsuri” on last Saturday of the month from June to October every year since 2007. The event has 500 to 700 visitors each day, and the number has been increasing each year. The event has become a place for local visitors and tourists to interact. “Obaa (grandma) Rappers”, formed by women working at the market, and other musicians gather to support the festival, gathering visitors to and revitalizing the market. Consequently succeeding to stop the waning of the district.

### Background:

#### Town with nostalgic feel of Showa

The market was built during restoration after World War II, and appears to this day unchanged. It became a legal entity in 1985. It has developed as a locally committed shopping district with many small shops in a small area of 4,400 Tsubos. Although the district has been on the decline and faced redevelopment plan due to the introduction of large supermarkets, efforts for revitalization through music and other activities brought back the liveliness.

### Activity:

Plan - Do

#### Revitalization by emphasizing its attractiveness

The district holds stages for music and dance events, “Sakae Ichiba Yatai Matsuri”, on every last Saturday from June to October every year, launching special stages on the district, with help from many volunteers. The “Obaa” trio, who operates shops in the district, performs the shopping district songs with rap rhythm. The district has become famous for this unique performance. Also, various artists and designers related with the district voluntarily produced an omnibus CD.



Sakaemachi Ichiba Shopping District

The CD reinforced the recognition of the market, and many visitors come to the town from other parts of the prefecture and beyond. In 2006, with national subsidies, the district launched an eco-station, which the association pays the rent for and operates, serving as a resting spot for local people and shopping customers.

### Effect:

Check - Action

#### Creating liveliness for daytime use

Through continuous events and unique attractive music projects, number of visitors, not only during these events, but to the district in general is increasing. Even so, compared with the festive energy during nights with events like Yatai Matsuri, the district has fewer visitors in the daytime. The association is considering about new projects for revitalization in the daytime, such as utilizing eco-station space that is used for interaction purpose for customers and holding daytime events. On the other hand, the district cares about sustainable activities for a small market.

### Implementation:

## Projects as an “entire market”

The district conducts Yatai Matsuri with the entire market, including the association office, shop-owners, and volunteers. Mainly about 10 young members manage the events. Young members periodically hold study groups, discussing market problem solutions in addition to Yatai Matsuri. The district launched a women firefighting club with 39 members. The union joins the redevelopment council, and works on shopping district revitalization with restarting discussion with landowners.

### Basic Data

Address: Asato, Naha-shi, Okinawa

Number of members: 87

Number of shops: 125

URL: <http://sakaemachi-ichiba.net/>



“Obaa Rappers”

### Key Person

Sakaemachi Ichiba Shopping  
District Promotion Association

Vice-representative  
Tetsuji Yamada

### Drawn by the “atmosphere” of the market

I became a member of the market since opening my shop in December 2006. I frequently shopped at the market, being in the vicinity of my home. If I mention what I plan to cook, the shops provide the vegetables suited for the dish. Above all else, I found the district attractive because it is a place of communication while shopping. When I considered starting a coffee shop, I wanted to talk to each customer as I served the coffee, and this place was just right for the image. The market has unique warm atmosphere, while fully functioning as the local market. The association has held Yatai Matsuri for 6 years. At first we started from a small scale. Afterwards, Obaa Rappers was formed. We produced CDs and movies with strategic minds. As a result, we gradually increased attractive shops, leading to current energy of the district. Sustainability is the most important thing.

### Voices of younger generation for the future of the market

The attractiveness of the market is the atmosphere that allows communication without partitions. It is a result of the history of Sakaecho. I believe that this crowded and old district is even better than European cities. With the image of “energetic both in the daytime and at nights,” we aim at becoming a market with many repeating visitors not only locals but tourists and fans through differentiation, while maintaining the market atmosphere.

Because in 20-30 years, we the younger generation will be leading the district, I believe that it is important to make our opinions heard now. Without such spirit, our market will have no future.

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**Small and Medium Enterprise Agency**

1-3-1 Kasumigaseki, Chiyoda-ku,

Tokyo, Japan 100-8912

TEL: +81-3-3501-1511

<http://www.chusho.meti.go.jp>









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