Overview of Area Management in Japan

Miki Yasui
Professor, Hosei University
Vice Chair, Japan Area Management Network
What is the Japan Area Management Network

**What?** Membership organization of Japanese place management organizations, related governments and professionals

**When?** 2016 after three years discussion

<table>
<thead>
<tr>
<th><strong>Membership</strong></th>
<th><strong>Members</strong></th>
<th>Full membership 98</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Supporting membership 22</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Government members 27</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>147 (as of January 2019)</td>
<td></td>
</tr>
</tbody>
</table>

【ENCHANGE】 Create a networking community among Area Management organizations through providing more opportunities of information exchange/discussion.

【SPREAD】 Increase Social Recognition of Area Management. Spread information about area management and its activities and increase recognition on the effects and importance of area management.

【DEEPEN】 Research and analysis on Area Management, policy discussion and proposal.
# Board Members of JAPAN Area Management Network

<table>
<thead>
<tr>
<th><strong>Chair</strong></th>
<th>Dr. Shigenori Kobayashi, Chair of Mori Memorial Foundation, Professor Emeritus of Yokohama National University.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vice Chairs</strong></td>
<td>Dr. Miki Yasui, Professor of Hosei University.</td>
</tr>
<tr>
<td></td>
<td>Otemachi-Marunouchi-Yurakucho Area Management Association.</td>
</tr>
<tr>
<td></td>
<td>Umeda Area Management Alliance.</td>
</tr>
<tr>
<td><strong>Board Members</strong></td>
<td>Mr. Taichi Goto, Executive Director, Region Works.</td>
</tr>
<tr>
<td></td>
<td>Sapporo Station Area Machidukuri Co., Ltd.</td>
</tr>
<tr>
<td></td>
<td>Nagoya Station Area Community Development Council.</td>
</tr>
<tr>
<td></td>
<td>Shibuya Station Area Management Organization.</td>
</tr>
<tr>
<td></td>
<td>Machidukuri Fukui Co., Ltd.</td>
</tr>
<tr>
<td></td>
<td>Mitsui Fudosan Co., Ltd.</td>
</tr>
<tr>
<td></td>
<td>Mori Building Co., Ltd.</td>
</tr>
<tr>
<td><strong>Auditors</strong></td>
<td>Dr. Kozo Aoyama, Professor of Ryukoku University.</td>
</tr>
<tr>
<td></td>
<td>Fukuoka Area Management Organization.</td>
</tr>
<tr>
<td><strong>Advisors</strong></td>
<td>Dr. Yasushi Yoshida, Professor of Kyoto University.</td>
</tr>
<tr>
<td></td>
<td>TCCM Co. Ltd.</td>
</tr>
<tr>
<td></td>
<td>We Love Tenjin Area Management Organization.</td>
</tr>
<tr>
<td><strong>Executive Office</strong></td>
<td>OMY Area Management Association.</td>
</tr>
<tr>
<td></td>
<td>Front Yard Co. Ltd.</td>
</tr>
<tr>
<td></td>
<td>Mori memorial foundation.</td>
</tr>
</tbody>
</table>

![Dr. Shigenori Kobayashi](image-url)
Contents

1. Background of Japanese Area Management
2. Start and Spread of Area Management
3. What is Area Management?
4. How Area Management starts, and examples
5. What’s needed for Area Management?
6. International Collaboration
How Cities have Changed
Time of Urban Renewal

Clean and beautiful but no human activities seen.

- Competition among cities and neighborhood.
- Expected for mixed use, 24 hour human community.
- Public contribution in exchange for higher floor area ratio became more popular in larger cities.

→ What should be done?
Private led revitalization of neighborhood
- Making human-centered place

Since 2000, human scale public spaces have been born everywhere especially when urban development occurs.
二子玉川エリアマネジメント提供（小林直子さん撮影）
Area Management was it.

### Selected Cases

<table>
<thead>
<tr>
<th>Year</th>
<th>Location</th>
<th>Organization Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1989</td>
<td>Tokyo</td>
<td>OMY PPP Discussion Council.</td>
</tr>
<tr>
<td>2001</td>
<td>Tokyo</td>
<td>Akihabara Town Management Co., Ltd.</td>
</tr>
<tr>
<td>2001</td>
<td>Tokyo</td>
<td>All Ginza Meeting.</td>
</tr>
<tr>
<td>2003</td>
<td>Tokyo</td>
<td>Roppongi Hills Town Management Team.</td>
</tr>
<tr>
<td>2004</td>
<td>Tokyo</td>
<td>AWAJI Area Management General Incorporated Association</td>
</tr>
<tr>
<td>2005</td>
<td>Fukuoka</td>
<td>We Love Tenjin Committee</td>
</tr>
<tr>
<td>2008</td>
<td>Nagoya</td>
<td>Nagoya Station Area Community Development Council</td>
</tr>
<tr>
<td>2009</td>
<td>Fukuoka</td>
<td>Hakata Community Development Council</td>
</tr>
<tr>
<td>2009</td>
<td>Osaka</td>
<td>Umeda Area Management Action Council</td>
</tr>
<tr>
<td>2010</td>
<td>Sapporo</td>
<td>Sapporo Station Street Community Co. Ltd.</td>
</tr>
<tr>
<td>2012</td>
<td>Osaka</td>
<td>GRAND FRONT OSAKA TMO General incorporated association</td>
</tr>
<tr>
<td>2013</td>
<td>Tokyo</td>
<td>Shibuya Station Area Management Association.</td>
</tr>
<tr>
<td>2014</td>
<td>Tokyo</td>
<td>Takeshiba Area Management Association.</td>
</tr>
<tr>
<td>2014</td>
<td>Tokyo</td>
<td>Nishi-Shinjuku Area Improvement Council.</td>
</tr>
<tr>
<td>2015</td>
<td>Tokyo</td>
<td>Shibuya Station Area Management Association.</td>
</tr>
<tr>
<td>2016</td>
<td>Tokyo</td>
<td>Toronomon (Shin-Tora Street) Area Management Association.</td>
</tr>
<tr>
<td>2016</td>
<td>Tokyo</td>
<td>Futako Tamagawa Area Management Organization.</td>
</tr>
</tbody>
</table>

The first challenge started in OMY in 1980s, but many organizations were born after 2000.
Spread of Area Management in Japan

Registered as Area Management Organization in the Special Committee on Area Management at CPIJ (shown on the left map) 55

Regular member (Area Management Organization Status) 36

The number grasped through research by MLIT, Kyoto Univ. and Wakayama Univ. 574

Source: www.areamanagement.info
What is Area Management?

Area Management usually start as private initiatives led by local stakeholders such as property owners, business operators or local residents to improve the specific areas where they own, do businesses or live in. It develop into various activities that area management organizations undertake in partnership with governmental agencies.
### What Area Management Organizations do?

<table>
<thead>
<tr>
<th>Visioning and Local Rule Making</th>
<th>To Develop and share future vision for the area.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To Make local rule for better townscape.</td>
</tr>
<tr>
<td></td>
<td>Maintenance and use of common spaces.</td>
</tr>
<tr>
<td>Improvement and Revitalization Activities</td>
<td>To make safer communities.</td>
</tr>
<tr>
<td></td>
<td>To Increase comfortability.</td>
</tr>
<tr>
<td></td>
<td>Promotion and marketing.</td>
</tr>
<tr>
<td></td>
<td>Revitalization of local economy.</td>
</tr>
<tr>
<td></td>
<td>To utilize vacant lands and buildings.</td>
</tr>
<tr>
<td></td>
<td>To cope with global warming.</td>
</tr>
<tr>
<td>Strengthen Community Tie.</td>
<td>To develop community rules.</td>
</tr>
<tr>
<td></td>
<td>To provide life support services.</td>
</tr>
<tr>
<td></td>
<td>To empower community groups.</td>
</tr>
</tbody>
</table>

出典：国土交通省エリアマネジメント活動推進マニュアルより抜粋
Typical Structure of Area Management Organizations

**Area Management Discussion Committee**

Governmental Agencies, Local Businesses, Merchants Associations, Residents Associations, Nonprofit Organizations, and other private organizations are invited to join.

**Area Management Organization (Incorporated)**

**Board:** Major decision making, Bridging to discussion committee and outside agencies.

**Staff members:** undertake area management activities and lead projects.

**Support**

- Policy and Civic Department
- Planning and Development
- Police
- Public Health

**Collaboration**

**Project Team**

- Project Partners
- Volunteers
- Outside advisors
How Area Management is funded?

- Membership fee: 40%
- Business revenue: 30%
- Contract income: 13%
- Grants, Subsidy: 7%
- Others: 10%

Examples of Business Revenue

Business revenue generated in the “Square”

- Chi-Ka-Ho is a square that stretches 520 meters long on Sapporo Ekimae-dori Underground Walkway (Chi-Ka-Ho) and the Sapporo Station AMO was designated as its formal management organization.

- Its wall is available for advertisement and has a zone for events to exhibit various artistic works in addition to the resting zone for visitors.

- Of the AMO’s 250 million annual revenue, approx. 90% come from user fee and advertisement fee generated in Chi-Ka-Ho.
How area management is assessed?

Challenges of AM assessment

Pedestrian count,
Activity scan at major public spaces,
Perception survey,
Number of new commercial establishments, and
Change in property value

In 2017-8, JAM-Net members discussed what should be included in the Annual Reports.
5 major ways of AM Initiation
### 4W1H of Area Management is initiation

<table>
<thead>
<tr>
<th>When</th>
<th>Where</th>
<th>Who and How</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New development occurs.</strong></td>
<td>Area with Serial Redevelopment projects</td>
<td>1) Area Management by businesses that locate their headquarters.</td>
</tr>
<tr>
<td></td>
<td>Area with PPP projects to build and operate public facilities – Park, Sport Facilities, Library, Civic Center.</td>
<td>2) Business partners of PPP projects or designated facility operators take AM functions.</td>
</tr>
<tr>
<td></td>
<td>Town development projects-Land readjustment, Renewal of suburban new town.</td>
<td>3) Developers undertake a role of AMO in the first several years until taking over to local managers.</td>
</tr>
</tbody>
</table>

**WHY:** In the area with new development, developers or facility management operators see AM to increase reputation and value of the area, and local governments see it to spread the economic effect to surrounding area.

<table>
<thead>
<tr>
<th>Problem was shared by stakeholders.</th>
<th>Existing commercial areas</th>
<th>4) Existing TMOs (town management Organization) start AM functions.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>5) New organization is initiated by various organizations with local residents. (ex Living Laboratory)</td>
</tr>
</tbody>
</table>

**WHY:** In the area with no development, AM is regarded as an opportunity to think about new ways of problem solving.
(1) Area Management by businesses that locate their headquarters.

Otemachi, Marunouchi and Yurakucho Area

**Point 1**
Decision making and implementation body.

**Point 2**
Floating PPP guideline

**Point 3**
Collaboration and innovation

出典: 大丸有まちづくり協議会HPより抜粋
Other examples of corporate based AMOs

- Shibuya Station AMO, General Incorporated.
- Nihonbasho Muromachi AMO, General Incorporated.
- Takeshiba AMO, General Incorporated.
- Shintora-dori AMO, General Incorporated.
- Nagoya Station AMO
- Umeda AM Alliance
- Osaka Business Park AMO, General Incorporated.
- Nakanoshima Machi-Mirai AMO
- Minami Machi-Sodate Network organization and Others.
(2) Business partners of PPP projects or designated facility operators take AMO functions.

**Sapporo Station Area Management Company, Co.Ltd.**

✓ Sapporo Station Area Management Co. Ltd. (AMC) was established by joint investment of 17 local businesses and Sapporo city government. It maintain and manage two “Squares” that Sapporo City Government created by its ordinance in order to create vibrant scenes while considering the safety of people.

✓ It is a designated management organization of 2 squares, Chi-Ka-Ho and Akapura, that Sapporo City government owns and made rule for, and deliver various activities with local businesses and residents that design the new Sapporo station area.

Their AMO business design

- Return to local community
- Develop Local Activities
- No dividend
- Non profit
- Profits

Photo Akapura (Credit: Sapporo Ekimae AMO)
## Process of Sapporo Station AMC Initiation

<table>
<thead>
<tr>
<th>Phase 1: Local Government Lead</th>
<th>Phase 2: PPP based Area Management started</th>
<th>Phase 3: Human resource and social capital development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Area Management Activities</strong></td>
<td>2012.9 North 3-jo Square official planning decision</td>
<td>2015.2 Snow Terrace</td>
</tr>
<tr>
<td><strong>Discussion and Organization</strong></td>
<td>2003.11 Workshop with 1,000 residents</td>
<td>2013 Koshiyama Art project</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>2007.10 AM Discussion committee established</td>
<td>2014.7 Sapporo Flower Market</td>
</tr>
<tr>
<td><strong>Governmental Plan</strong></td>
<td>2010.9 Sapporo Station AMC started.</td>
<td>2015.10 ~ Area Vision Planning started.</td>
</tr>
<tr>
<td><strong>2002 City Center Plan</strong></td>
<td>2011.3 Sapporo Station Underground Walkway open.</td>
<td>2015.10 ~ Area Vision Planning started.</td>
</tr>
<tr>
<td><strong>2003 Underground walkway official planning decision</strong></td>
<td>2012.9 North 3-jo Square activity experiment-café, Winter Square</td>
<td>2015.2 Snow Terrace</td>
</tr>
<tr>
<td><strong>2007 North 3-jo Square official planning decision</strong></td>
<td>2013 PARC Kurache (farmers market)</td>
<td>2016 Art Management Think School start.</td>
</tr>
<tr>
<td><strong>2009 North 3-jo Square official planning decision</strong></td>
<td>2014.6 Sapporo Flower Market</td>
<td>2018 ~ CoBAR Street (meanwhile development) open.</td>
</tr>
</tbody>
</table>

**How Area Management starts, and examples**

- 2001: Development of Governmental Plan
- 2003: Underground walkway official planning decision
- 2005: North 3-jo Square official planning decision
- 2007: North 3-jo Square activity experiment-café, Winter Square
- 2009: North 3-jo Square official planning decision
- 2010: Sapporo Station AMC started.
- 2011: Sapporo Station Underground Walkway open.
- 2012: North 3-jo Square activity experiment-café, Winter Square
- 2013: Koshiyama Art project
- 2014: PARC Kurache (farmers market)
- 2015: Snow Terrace
- 2016: Art Management Think School start.
- 2018: CoBAR Street (meanwhile development) open.
Other examples of AM collaboration with public facility management.

• Tenshiba-Park (AM through Park management led by the developer.)
• Minami-Ikebukuro Park and Green Boulevard AMO (AMC try to link park and street by AM activities such as regular marche events.)
• Hisayaodori Park (AM planned through park renewal)
• Yokohama Studium operator collaborates with AM, and others.
3) Developers undertake a role of AMO in the first several years until taking over to local managers.

Machino-Ne Koshien, General Incorporate Association

- **Operation of Community share space, HAMACO:LIVING (for events and lease)**
- **Community development activities (welcome party for new comers, children play groups)**
- **New initiatives based on residents voice (hobby groups or farming events)**

**Activities**

- Developers committed to support for the first phase by setting up an AMO and developing organization and partnership.
- In the first phase, the first priority is to make close relationship in the area by providing people with opportunities to share common issues and urge local people to act on their own.

Other examples of developer’s start-up support after development.

Mostly residential or mixed use neighborhoods, including;

• Futakotamagawa AMO, General Incorporated,
• Nishiki 2chome AMC,
• Jono Hitomachi Net Organization, General Incorporated,
• Doresse Wise Tama Plaza AMO, General Incorporated,

and others.
4) Existing TMOs (town management organization) start AM functions.

**TCCM, General Incorporate Association.**

- Toyota City Center Revitalization Committee
- Play Toyota Project

**Toyota City Center Revitalization Committee**

**Machidukuri**
(Planning and development)
Keep and increase area’s value
1) Promote renovation
2) Use of public spaces

**Promotion**
Create joy in the city and promote it.
1) Event and increasing accessibility
2) Information and promotion

- Monthly craft and food market in the park.
- Business operation at the atrium of private building.
- Designated operator of tourist information facility.

Toyota city government designated 7 squares in the central area for lease to people who want use or relax at the city center, thus promote and raise identity of the city.
Other examples of TMO based AM

• Kashiwa Urban Design Center (UDC2)
• Machidukuri Fuchu, General Incorporated, and others.
5) New organization is initiated by various organizations with local residents.

Kosugi Station Area Management, incorporated non-profit organization

Kawasaki city government lead introducing nonprofit AMO when the first conversion (from factory to residential building) occurred. Thereafter 9 new residential building joined this AMO.

Membership fee for condominium = 3,600JPyen × number of household (will change in 2019). Individual membership offered to other residents.

AMO is a platform that residents in the member condominiums can make relationship and share something in the local community.
http://musashikosugi.blog.shinobi.jp/Entry/1716/
毎年恒例となった10万人規模の来場者を集める武蔵小杉最大のお祭り。マンション住民と地域のつながりによって、武蔵小杉の活性化、地域価値向上を図っています。

2015年復活のお祭り（益踊り）を直結して行うことで、マンション住民と地域住民の交流を図るだけでなく、武蔵小杉の伝統と文化を継承しています。

中京区が計画していたコスギオープンカフェにおけるオープンカフェをエリアネが実行しました。中京区のまちづくりの実証事業の一つとして継続する予定です。

エリアネコミュニティスペースを利用し、３歳までの子どもを持つ武蔵小杉駅周辺地区住民を対象に、子育て情報の交換や交流の場を提供しています。また親子パークは、0歳から未就学児までの子どもを対象としています。

“Open book, Open heart”をコンセプトに、毎日課題設定を話んで集まり自由に広く楽しくつながる活動のコミュニティです。本の感想を振り合うに加えて、本の内容を実践する様々な企画も開催しています。

エリアネコミュニティスペースを利用し、小杉駅周辺地区住民を対象に、対人関係や生き方の悩みなどについて話せる場を提供しています。

出典：NPO法人小杉駅周辺エリアマネジメントより提供
防災ワーキンググループ

この地域における防災上の課題を検討し、関係機関への働きかけを行う活動。제공：「災害発生後24時間以内、何が起こるのであるか」をテーマとして、生活インフラ・介護・子育て等の観点で地域からの情報収集と課題および対策の分析を行っています。

早朝清掃

開設時より続く小杉駅周辺の清掃活動により、良好な住環境の維持に努めています。

ちょっと小さな交流会

小杉駅周辺住民皆さんがつどい、交流をとおしてコミュニティづくりを推進し、「住んでよかった街」「住み続けたい街」「思い出さと暮らせる街」「人と人との繋がりのある街」づくりの形成に取り組んでいます。

会員マンション共育検討会

会員マンション内でのコスト削減などの情報交換を行い、共通する問題点を共通で解決していく活動。また、共育に資するイベント等を企画、実施しています。

プラスケアプロジェクト

地球住民の健康に関する質問、生活にかかわる様々な相談に応じることのできる場所（ワンストップサービス）暮らしの保健室開設をめざして活動中です。
Other examples of residents based AMO

• Imaizumidai, Kamakura-City (collaboration among local government, corporations, university and residents.)

• Yokohama Seaside AMO (collaboration platform among local government, corporations and university.),

and others.
What’s needed for Area Management?

- AM supporting policy and program
  - help sustainability of AM business model

- Government and Private organizations looking for the same direction
  - critical point for successful PPP

- People who have close identity to the area
  - need for human resource development
<table>
<thead>
<tr>
<th>Year</th>
<th>Name of Program</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>PFI Act</td>
<td>Government can use private finance and know-how for developing or operating public owned facilities.</td>
</tr>
<tr>
<td>2002</td>
<td>Act on Special Measures concerning Urban Reconstruction (ASMcUR)</td>
<td>It enable private entities to make urban renewal proposal, make private led development smooth.</td>
</tr>
<tr>
<td>2003</td>
<td>Designated Management</td>
<td>It enable private entities to manage public facilities as designated management organization.</td>
</tr>
<tr>
<td>2004</td>
<td>Special permit for river occupancy (River Act)</td>
<td>It expand the scope of occupiers and facilities that can occupy river zone such as restaurants.</td>
</tr>
<tr>
<td>2011</td>
<td>special permit for road occupancy (Revised ASMcUR)</td>
<td>It allow occupiers to put advertisement, food serving facilities and parking facilities on the road area.</td>
</tr>
<tr>
<td>2015</td>
<td>Special permit for road occupancy and public park (Act for National Special Strategic Zone)</td>
<td>It enable road be open for community use and park be occupied for nursery.</td>
</tr>
<tr>
<td>2016</td>
<td>Agreement to promote using low and unused land (Revised ASMcUR)</td>
<td>It enable AMOs to manage low or unused land or properties based on the agreement with owners.</td>
</tr>
<tr>
<td>2016</td>
<td>Special Permit for urban park occupancy (Revised ASMcUR)</td>
<td>It enable AMO to set up and manage tourist information, parking facilities in the park.</td>
</tr>
<tr>
<td>2018</td>
<td>Park-PFI (Urban Park Act)</td>
<td>It expand the scope of private for-profit businesses that can operate in the park and urge them to manage it.</td>
</tr>
</tbody>
</table>
## Supporting Programs – Authorization and Financial Support

<table>
<thead>
<tr>
<th>Certification as official AM Organizations</th>
<th>What is it?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban Revitalization Promotion Organization (ASMcUR)</td>
<td>It authorize private organization as local Machidukuri partner and enable them to submit urban planning proposal, use public spaces and etc.</td>
</tr>
<tr>
<td>Local Revitalization Promotion Organization</td>
<td>It authorize private organizations as local revitalization partner, receive grant to implement their plan. Mainly applied to rural areas.</td>
</tr>
<tr>
<td>Nominated Destination Management Organization (DMO)</td>
<td>It certify the possible destination management organization.</td>
</tr>
<tr>
<td>River Cooperation Organization (River Act)</td>
<td>It certify and support voluntary organization to maintain natural environment around river.</td>
</tr>
<tr>
<td>Road Cooperation Organization (Road Act)</td>
<td>It certify voluntary organization that deal with road issues and enable them to make profit on roads.</td>
</tr>
</tbody>
</table>

### Local agreement
- Building Agreement
- Green Agreement
- Urban convenience promotion agreement
- Agreement for pedestrian path
- Agreement to use low and unused lands

### Levy
- **Area Management Levy (Japanese BIDs)**: Enacted in Feb. 2018.
- **Local BID (Osaka)**: Osaka city introduced local BID act in 2015, applied
An example of using the special permit introduced in the 2004 River Act.
Structure for Special Permit of River Area in Hiroshima (2012~)

River Management (National and Prefecture government)

Permission for Occupancy

Occupancy Fee

Establishment permit

Activities to vitalize river area.

Vendor Selection Committee

Contract (up to 10 years)

Water City HIROSHIMA Promotion Committee

User Fee

Sponsorship payment for River City Hiroshima

Vendors

Source: Reporting material for Japan Area Management Network Seminar in Fukuoka 2016.
People in Area Management

Not many, but area management professional and place making & management consultants are increasing.

Takeshi Shiratori, CEO, Sapporo Station AMC used to be a city official.

Aki Uchikawa, Manager, Sapporo Station AMC used to be a planner.

Ryozo Hasegawa and his firm is a champion of place management.

Mr. Taichi Goto is a leader of Japanese City & Place management.

The planning firm of place making has helped beautiful riverscape in Osaka.
1. Seminars
Japan Area Management Network, supported by MLIT, Cabinet Office and local governments, hold seminars at major cities.

2. Mutual learning
The theme groups of JAM-Net, special committee on AM at City Planning Institute of Japan, and others offer capacity building opportunities.
Capacity Building - Learning Materials

3. Reference books and reports. Comprehensive AM books are published by the Chair and members of Japan AM-Net.

4. Online learning
5 hours learning on AM is available on the Local Revitalization College that the Cabinet office offer online.
International Collaborations

• US – Relationship with IDA
• Germany- Hamburg BIDs delegation, special lecture
• UK – Special lecture
• South Korea – mutual information exchange

The most important point is human relationship.
World Town Leadership Summit will come to Asia for the first time!

May 13-15 in Tokyo, 15-16 Excursion to Osaka, Kyoto
We look forward to deepen the relationship between Singapore and Japan on Place & Area Management!