

## 2. Resilience for safe stays under emergency conditions

○ Following the Great East Japan Earthquake, calls for seismic “resilience”—the ability to withstand earthquakes—have intensified. As for the Bay area, efforts are underway on the “hard” front in order to assure a degree of protection against the seismic waves, tsunamis, and other phenomena predicted/estimated within the Municipal Osaka Regional Disaster Prevention Plan.

- The height of the land comprising Yumeshima is expected to be 9.1m above O.P. (Osaka Peil; the water level in Osaka Bay at low tide) after 50 years of subsidence. The height of a tsunami at Konohana-ku at high tide is predicted/estimated O.P. +5.4m. Relative to that, we would have a leeway of 3.7m.

- Landfill partly consists of dredged materials having a high clay content. Thus, the underlying soil is thought to be resistant to liquefaction.

○ As for Osaka Bay, efforts are underway to (a) verify the seismic safety of bridges and other structures along emergency transport/evacuation routes through simulations of major earthquakes, and (b) take appropriate countermeasures based on the results.

- The seismic resistance of two Yumeshima access routes (the Yumemai Bridge and Yumesaki Tunnel) has been established against a city epicentral earthquake, a Tonankai/Nankai earthquake, and a Nankai Trough earthquake.

○ The Yumesaki Tunnel already has a high level of disaster-prevention equipment/capabilities. For one, it is monitored 24 hours a day from a central control center.

○ Infrastructure is to be put in place to maintain a continual supply of electricity in the event of a disaster.

○ So that visitors may remain in safety, to be advocated are both “soft” measures (e.g., formulation of a safety assurance plan together with a Business Continuity Plan (BCP) that covers energy independence, etc.) and “hard” measures (provision of public squares/spaces and the like as emergency evacuation sites).

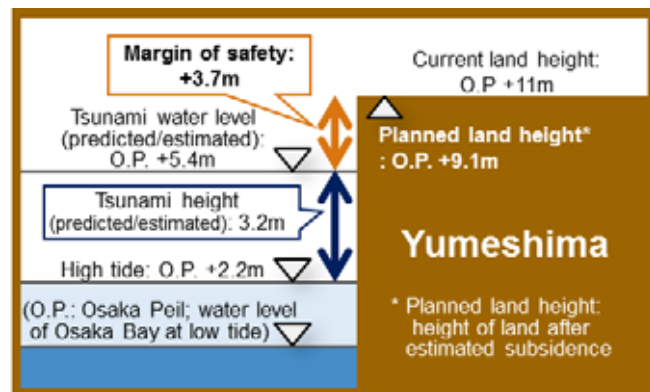
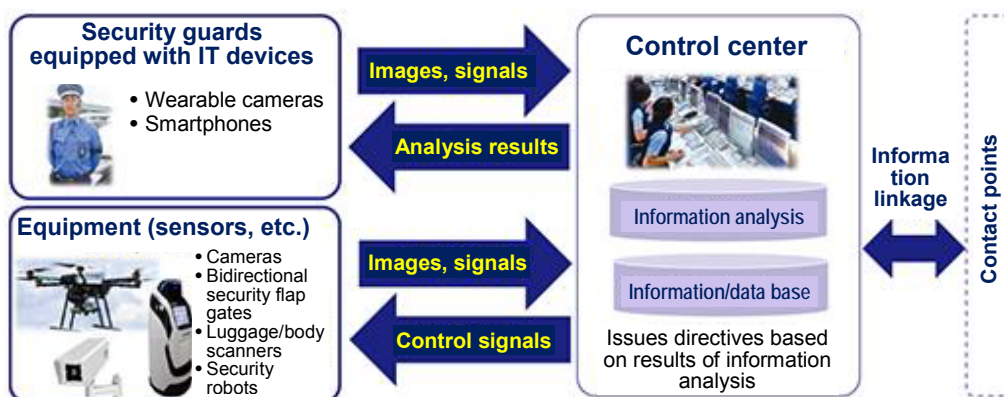


Figure: Planned land height (relation to sea level, tsunami height)<sup>85</sup>

## 3. Crisis management with ICT, IoT and other advanced technologies

○ To be actively encouraged are efforts to become able to predict and prevent a variety of incidents (accidents, crimes).

○ We also envision efficient and effective measures to fight crime through the use of advanced technologies. (Examples) Drones, security cameras, signage, etc.



Anticrime systems (images)<sup>86</sup>

<sup>85</sup> Source : Based on calculations by the Port & Harbor Bureau, City of Osaka

<sup>86</sup> Source : *Information and Communications in Japan (White Paper 2016)*, Ministry of Internal Affairs and Communications

## Development, Management

Develop towns/communities by using the energy of the private sectors

### <Concept, objectives>

#### ● Building a framework for a Smart Resort City; developing globally capable personnel

- To promote the development of a town/community in Yumeshima, one that maintains a sense of unity and continuity into the future, one in which the private sector plays a central role in its management, its informational issuance and its emergency response system.
- To nurture highly skilled service-sector personnel to accommodate future demand in the tourism/hospitality industries.

### <Directionality, approaches>

## 1. Basic considerations for maintaining the consistency and attractiveness of the town/community

- Yumeshima is to be a place known for its variety of people and purposes. In order to maintain an overall consistency and attractiveness over time, it is necessary to establish a plan/operational policy for Yumeshima as a whole.

(Example items to be covered)

- Land utilization; urban infrastructure; environmental coexistence; space design; Safety/Security; information management

Land utilization: preparation, land utilization

Urban infrastructure: provision of “smart infrastructure” and transportation access

Environmental coexistence: introduction of state-of-the-art technologies; provision of waterside spaces

Space design: scenic design to evoke a sense of “escape from the ordinary”

Safety/Security: evacuation guidance upon a natural disaster; energy independence; crisis management

Information management: tourist information/guidance; promotional information; traffic information

Figure: Items for Yumeshima plan/operational policy (examples)

## 2. Building a framework to support continued development and renewal of the town/community

- In order to formulate/execute policies relating to town/community construction and operation, it is necessary to first build a framework within which to manage and monitor the town/community, to issue related/relevant information, and to oversee crisis management.

- This framework is also to apply to the stepwise development and renewal of the area.

(Example approaches)

- To be encouraged are efforts to build a platform that utilizes ICT (information and communication technologies) to address various topics/issues of concern to community as a whole.
- To be encouraged are efforts to utilize big data, AI (artificial intelligence) and the like to optimize construction/operation activities and create/improve various services.
- Private-sector entities are to actively advance initiatives based on administrative (government) policy directives.
- So as to bring out the full energies of the private sector, a variety of schemes may be applied as necessary.

Stage	Item	Private sector	Public sector
Planning stage	Provision (construction), operational policies: etc.	●	●
	Social infrastructure	●	●
Construction stage	Facilities (offices, commercial buildings, etc.)	●	●
	ICT, energy infrastructure	●	
Operational stage	Infrastructural and facility management/monitoring	●	●
	Energy management	●	
	Information management	●	
Renewal stage	Disaster response, crisis control, etc.	●	●
	Facility refurbishment, demolition	●	●

Figure: Public/private sector division of responsibility (images)

### 3. Development of globally capable human resources to lead the next generation

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- To be encouraged are efforts to create a forum for the development of globally proficient personnel to support the continued development and advance of Osaka and the Kansai region.
- More specifically, to be encouraged are efforts to make Yumeshima a forum where, through a combination of training and experience, men and women learn the skills necessary for providing a high level of service within the tourism and hospitality industries.



Figure: Personnel training (image)<sup>87</sup>

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<sup>87</sup> Source : The Japan Association for Global Competency Education

## Scenarios for Yumeshima visits/stays—letters to friends and family (fictional)

### Scenario 1: A summer vacation with the kids

After a long drive, we're finally here. We've never been to Yumeshima before, but the roads were in very good shape and we arrived without any traffic jams or anything like that. We all hope to take it easy over this vacation. Ah, resort life—we got a villa that overlooks the sea!



Yumeshima has a transit system that goes around the island. Very convenient. The first thing we did after checking in was walk to a central railway station and stroll around there. It was quite lively with all kinds of events. It was very exciting, especially for the kids.



That night we went out to the classical music concert. Just the two of us—we left the kids with a sitter service at the hotel. The hall had excellent acoustics—among the best in the world, we're told—and, just as advertised, the music was beautiful.



It's very easy to get around the island—no problem, even with small children. There are boats and even helicopters that come into Yumeshima, and so the next time we'd like to stay a little longer and explore other areas around here.



### Scenario 2: An overseas businessman attends a convention while his wife sees the sights

I'm in Japan to participate in a convention. My wife is with me. Kansai International Airport is close to here and operates around-the-clock, so access is very good. Our plane arrived late at night but we were still able to check in without any problems.



The first morning I went out jogging in order to get my thoughts together before the conference. There are many jogging paths here, nice ones, with waterfront views and plenty of greenery. It was a good way to greet a new morning.



There is plenty to do in Yumeshima and other areas. My wife promptly signed up for the ladies' program. They went to Kyoto and Kobe while I was at the conference. And, from what I hear, they had a great time. There are plenty of places to eat and drink around here, so, when she got back, I took her out to dinner and told her all about the conference.



The next day we visited some tourist sites in central Osaka. Now we're at the airport waiting for our return flight. Our stay was short, but access from Yumeshima is very good so we were still able to visit many sites.



### Scenario 3: College students have some fun

Took a train from Shin-Osaka, got off at Yumeshima. You should see the station—really something—it's like arriving in the future!

We didn't have much in the way of plans or anything, but we did get to see a music festival at the Green Terrace. Believe it or not, some of my favorite bands were there, and we all had a pretty good time. There were lots of other events going on too, so you could just walk around and find something to do.

We took a water shuttle from Universal Studios Japan and the Kaiyukan aquarium. I didn't know they were so close—very convenient. Apparently you can even take cruises to islands in the Setouchi (Inland Sea). There's an art festival coming up out there. We should check it out, and then maybe see what's happening in West Japan.



### Scenario 4: Couple visit Yumeshima. They are on an international cruise. The wife is eager to refresh her mind and body.

Our ship arrived in Osaka. I've never been here before, but it is a beautiful harbor and it was nice to walk on solid ground again. The first thing we did was reserve a table at a traditional Japanese restaurant. The cuisine—*washoku*—it was wonderful.

Yumeshima is well known for medical tourism. That's what I heard at the club, and that's what brought me here. Sure enough, the doctors gave me a very thorough medical exam, and then a nurse lectured me on what I should and shouldn't be eating and why I should exercise more often.

There are quite a few cultural facilities here, and we learned a lot about Japanese art and history. And, speaking of Japanese culture, I decided to reward myself with a visit to a traditional hot-springs spa. Very soothing, very relaxing. I didn't know I was so tired and tense!

In the evenings we go out for some nightlife, and there is plenty of that too here. And it is good to get out again, just the two of us.

I feel much better now, both mentally and physically, and now we're getting packing up for the next leg of our cruise. I vowed to take especially good care of myself, to try and relax and not take things too seriously—and come back to Yumeshima again and again!



Figures: Trip photos (image)<sup>88</sup>

<sup>88</sup> Source : <https://pixabay.com/ja/>

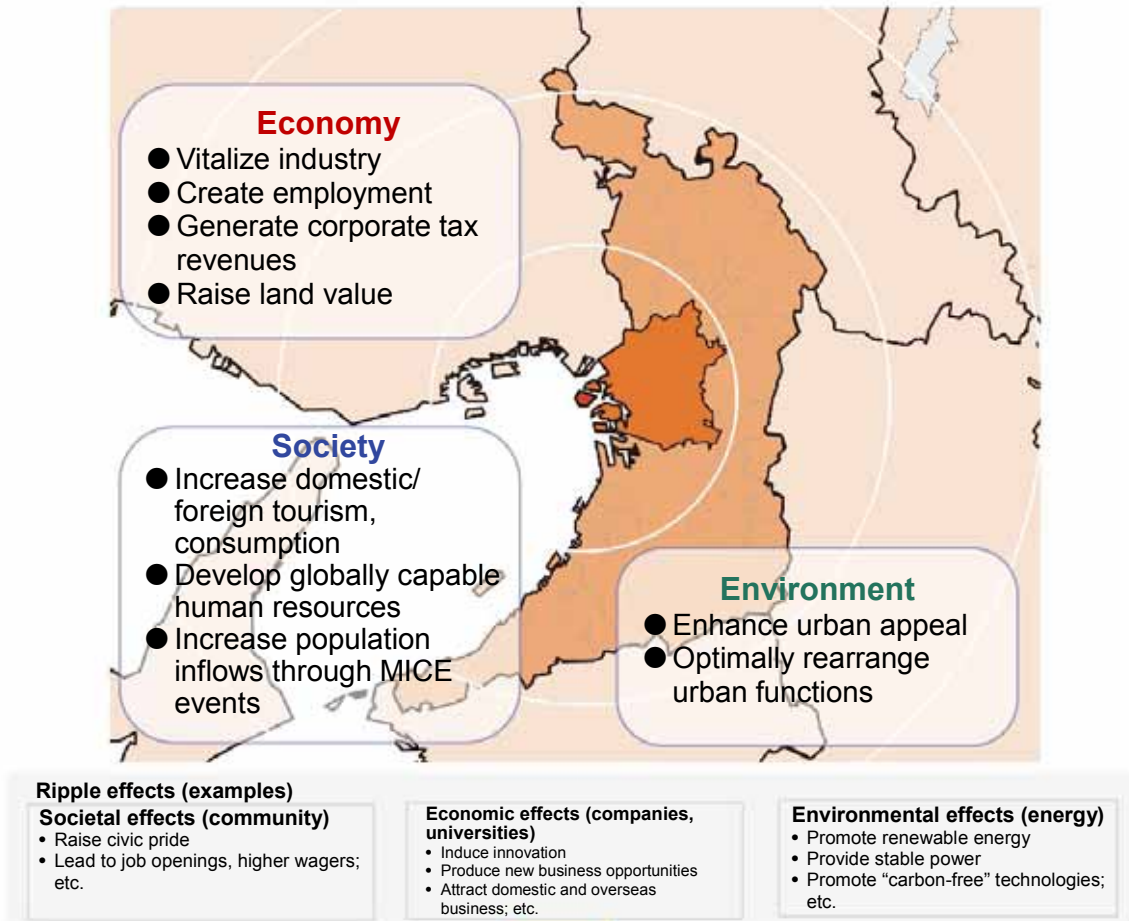


# 10

## Effects of town/community development

- The development is anticipated to have a variety of beneficial effects on the economy, society and environment of Osaka and the overall Kansai region.
- And, by enhancing the “city value” of Kansai, the project should produce ripple effects extending through West Japan onto Japan and the world at large.

### [Beneficial effects on Osaka, Kansai]



### Enhancing the “city power” of Osaka, Kansai

### [Beneficial effects through West Japan onto Japan and the world at large]

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| <ul style="list-style-type: none"> <li>● <b>Ripple effects on West Japan</b> <ul style="list-style-type: none"> <li>• Lure tourists in the Chugoku and Shikoku regions; etc.</li> </ul> </li> <li>● <b>Ripple effects on Japan</b> <ul style="list-style-type: none"> <li>• Support “industry networking” among differing regions</li> <li>• Raise consumption by encouraging inbound; etc.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>● <b>Ripple effects on the world at large</b> <ul style="list-style-type: none"> <li>• Raise the name recognition of Yumeshima, Osaka and Kansai</li> <li>• Provide investors with investment opportunities</li> <li>• Induce Japanese tourists to visit the Yumeshima area more often; etc.</li> </ul> </li> </ul> |
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**[Reference]**

Estimates (calculated predictions by the City of Osaka) of economic effects of international tourism hub construction/operation

Construction phase	Phase 1 (70 ha)	Phase 2 (130 ha)	Phase 3 (170 ha)
Visitor draw	Approx. 15mn people/y	Approx. 27mn people/y	Approx. 30mn people/y
Construction investment*1	Approx. ¥430bn	Approx. ¥735bn	Approx. ¥824bn
Economic ripple effects of construction investment*2	Approx. ¥760bn	Approx. ¥1,300bn	Approx. ¥1,460bn
New employment (construction investment)*2	51,000 people	88,000 people	98,000 people
Economic ripple effects of operation*2	¥690bn/y	¥980bn/y	¥1,100bn/y
New employment (operation)*2	83,000 people/y	118,000 people/y	132,000 people/y

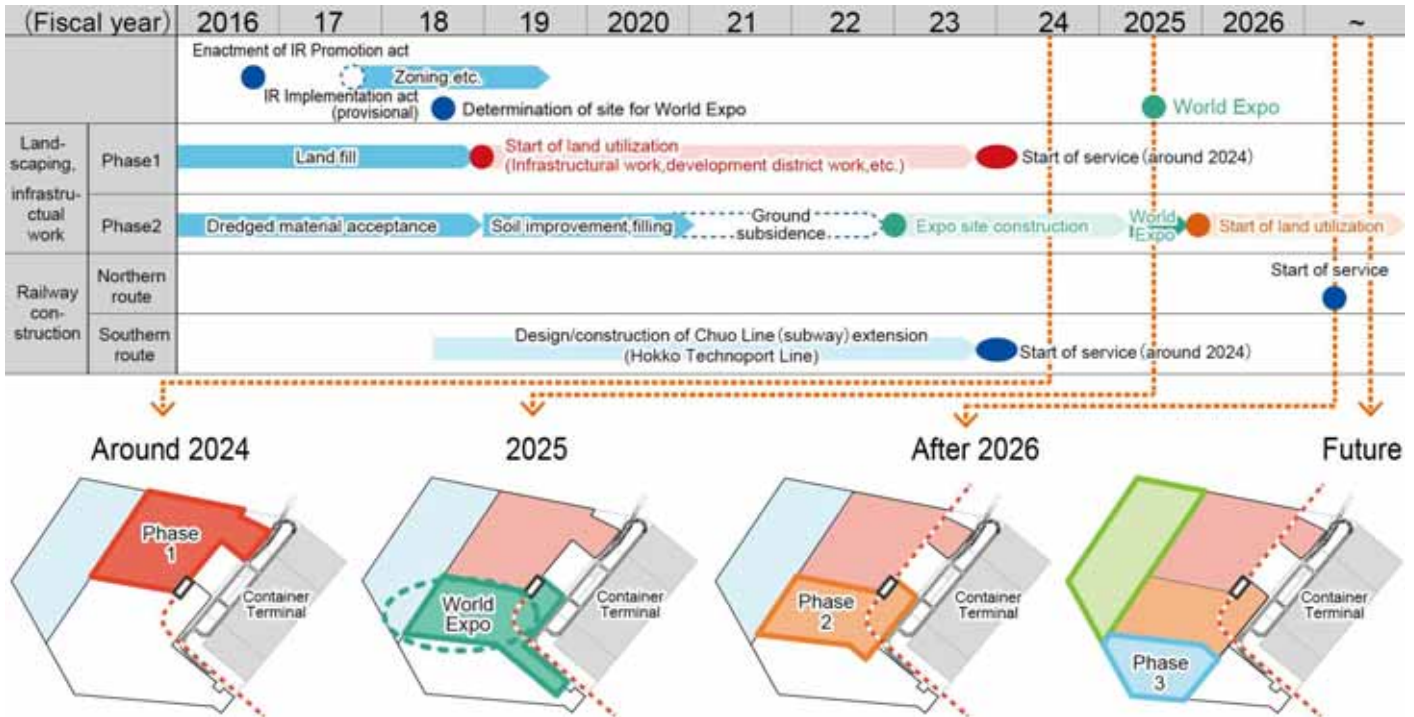
\*1 This figure covers only building construction costs. It does not include other site landscaping, exterior works/structures, design/management, consumption tax, etc. Nor does it include the construction of public facilities.

\*2 Economic ripple effects in the Kinki region (Osaka, Kyoto, Hyogo, Nara, Shiga and Wakayama prefectures). Employment creation includes self-proprietors and any family members they may employ.

# 11

## Towards the realization of a global tourism hub

### 1. Schedule (as currently envisioned) for Yumeshima town/community realization



Note: Landscaping assumptions: With regards to Phase 1, we assume an early (prompt) start to land utilization; and, with regards to Phase 2, we assume that the World Expo will be held at Yumeshima.

### 2. Towards project realization

- This project seeks to develop Yumeshima overall into an attractive global tourism hub that draws people from all over the world. Indispensable for this will be Yumeshima's ability to gather attention within the first phase of the project, and a key determinant of that will be the success of Yumeshima's core IR (integrated resort) facilities within the first phase.
- From here, and as we get a better idea of just what is contained within the Act Promoting Implementation of Specified Integrated Resort Areas, we need to advance our study/investigation of a construction scheme, one that covers the resort together with railways and other major access routes necessary for its construction and operation.
- The development of Yumeshima, with its vast tracts of land, must necessarily be advanced in a stepwise manner over time. And, as such work progresses, it is also important to maintain the consistency/integrity of Yumeshima as a whole. Here, concrete discussions must be advanced on such issues as, for one, the formulation of a business plan that comprehensively addresses such aspects as infrastructural placement, space design and town management.
- We are also called upon to consider such matters as the creation of a framework within which the public sector and the private sector can work together to turn the Yumeshima concept into a reality.





## Committee for Yumeshima Development Concept: Members

Senior Managing Director, Kansai Economic Federation (Kankeiren)	Kawabe, Tatsuya (up through 2nd group) Matsumura, Takao (from 3rd group)
Managing Director, Secretary General, Kansai Association of Corporate Executives	Saito, Michihiro
President, Osaka Chamber of Commerce and Industry	Miyagi, Tsutomu
Vice Governor, Osaka Prefectural Government	Arai, Jun (from 3rd group)
Director General, Department of Civic and Cultural Affairs, Osaka Prefectural Government	Oe, Keiko (up through 2nd group) Okamoto, Keiji (from 3rd group)
Director General, Department of Commerce, Industry and Labor; Osaka Prefectural Government	Tsugumi, Osamu
Director General, Department of Policy and Planning, Osaka Prefectural Government	Yamaguchi, Nobuhiko (from 3rd group)
Director General, Department of Urban and Public Works, Osaka Prefectural Government	Yoshimura, Shohei (from 3rd group)
Director General, Department of Housing and City Development, Osaka Prefectural Government	Tsutsumi, Yuji (from 3rd group)
Vice Mayor, City of Osaka	Tanaka, Seigo (from 3rd group)
Director General, Economic Strategy Bureau, City of Osaka	Inoue, Masayuki
Director General, City Planning Bureau, City of Osaka	Kawata, Hitoshi
Director General, Port & Harbor Bureau, City of Osaka	Tokuhira, Takayuki (up through 2nd group) Yabuuchi, Hiromu (from 3rd group)
Director General, Public Works Bureau, City of Osaka	Nagai, Fumihiko (from 3rd group)

## Committee for Yumeshima Development Concept: History

Assembly	Date
1st Committee for Yumeshima Development Concept	October 30, 2014
1st Working Session	December 4, 2014
2nd Working Session	December 12, 2014
3rd Working Session	January 28, 2015
2nd Committee for Yumeshima Development Concept	February 9, 2015
4th Working Session	October 19, 2016
5th Working Session	December 14, 2016
6th Working Session	January 5, 2017
3rd Committee for Yumeshima Development Concept	January 10, 2017
7th Working Session	January 30, 2017
4th Committee for Yumeshima Development Concept	February 6, 2017

## Bylaws of the Committee for Yumeshima Development Concept

### (Name)

Article 1: This organization shall be referred to as the “Committee for Yumeshima Development Concept.”

### (Purpose)

Article 2: The Committee for Yumeshima Development Concept (hereinafter referred to as the Group) is to have as its purposes: the collection of knowledge/wisdom from members of the Osaka Prefectural Government, the Osaka City Government and the Kansai economic/business community pertaining to town/community development policy, land utilization policy and the like for the Yumeshima district as a whole, including the formation of a global tourism hub within said district; the study/deliberation of related issues over a broad range and with an eye toward the future; and the formulation of a conceptual plan for Yumeshima development.

### (Activities)

Article 3: The Group is to conduct the following studies/deliberations so as to satisfy the above purposes:

- (1) The role(s) to be played by the Yumeshima district;
- (2) Basic policy for the Yumeshima district (e.g., the balance of such functions as broad-ranging tourism, port & harbor operations, etc.)
- (3) Debate/discussion over land utilization within the Yumeshima district, selection of urban functions to be introduced to the district, etc.
- (4) Activities relating to important matters pertaining to any of the above items.

### (Organization)

Article 4: The Group is to take the form of a committee comprised of members compiled on a separate list.

### (Meeting conduction)

Article 5: Meetings held by the Group are to be conducted as follows.

- (1) The Group is to institute working groups.
- (2) If deemed necessary to advance the activities of the Group, people other than committee members may be invited to attend to Group meetings to present their views/opinions.
- (3) The Group is to prepare and disclose minutes of each meeting, which said minutes to contain the following:
  - Date, time and location of the meeting
  - Names of participants
  - Agenda
  - Contents of discussions
  - Other items deemed necessary by the Group
- (4) The Osaka City Government Economic Strategy Bureau is to serve as an administrative organ for the Group.

### (Dissolution)

Article 6: The Group is to be dissolved upon the formulation of a Yumeshima Development Concept.

### (Particulars)

Article 7: Matters necessary for the conduction, dissolution or other treatment of the Group are to be determined in accordance with these Bylaws and with deliberations/determinations by committee members.

### (Supplementary provision)

These Bylaws are to take effect on October 30, 2014.

### (Supplementary provision)

These Bylaws are to take effect on January 10, 2017.

Group members (list of committee members per Article 4)

Vice Mayor, City of Osaka	Tanaka, Seigo
Director General, Economic Strategy Bureau, City of Osaka	Inoue, Masayuki
Director General, City Planning Bureau, City of Osaka	Kawata, Hitoshi
Director General, Port & Harbor Bureau, City of Osaka	Yabuuchi, Hiromu
Director General, Public Works Bureau, City of Osaka	Nagai, Fumihiko
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Committee for Yumeshima Development Concept  
February, 2017

(Administrative office: Economic Strategy Bureau, Osaka City Government)