

STORY BOOK

【 Ozu machitsukuri book 】 Tourism machitsukuri that utilizes historical resources
Story of castle-town revitalization

Issued December, 2022
Ozu, Ehime, Japan



Ozu City
machitsukuri
Website



Ozu City official
tourist information site
"Visit Ozu"



OZU STORY

Sustainable tourism machitsukuri from a business perspective

In rural areas, depopulation and aging are progressing, and the population decline due to the declining birthrate is further accelerating, making it difficult to maintain historic townscapes and buildings. These may be sorted out as vacant house/store issues, or they may be demolished as old vacant buildings, completely changing the town's scenery. castle-town of Ozu was no exception, and was in a critical situation where its charming townscape was disappearing all at once.

We attempted to solve this problem using a method called
"Tourism machitsukuri that utilizes historical resources."

It was also a public private partnership project. The government, financial institutions, and private businesses collaborate with the same purpose, leverage each other's strengths, and promote tourism machitsukuri by utilizing historical resources such as old townhouses and private houses that remain in castle-town.

It was an attempt to preserve the landscape. A town is a collection of people's activities. machitsukuri can be said to be about preserving and creating a collection of people's activities.

The Ozu machitsukuri introduced here is a process that utilizes the town's remaining historical resources and uses the means of tourism to create human life. What's more, they are characterized by their commercial potential.

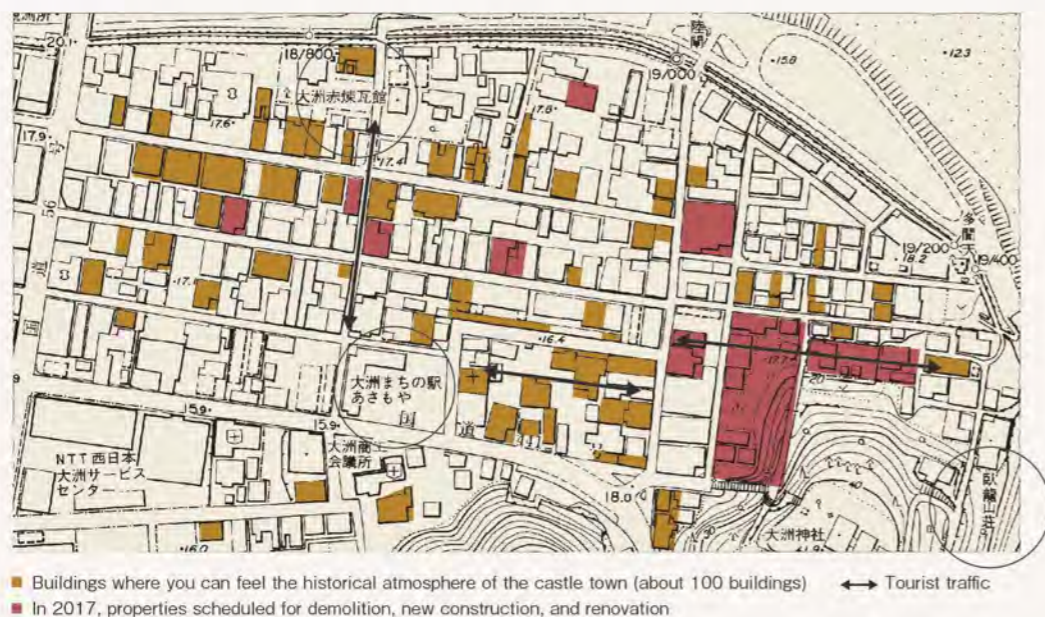
The town is managed and investments are made in the town. It also creates continuous employment. Future-oriented, sustainable projects are being carried out in the town. "Connecting local culture to the future" is the philosophy of Ozu City's tourism town machitsukuri strategic vision. We will introduce the business process and the future of the town, where the value of the historic town is reevaluated, it becomes a strength of the region, and it grows into a sustainable machitsukuri of Ozu.



It started with a sense of crisis for the town.

From 2016 to 2017, there was a time when castle-town town of Ozu was undergoing demolition, new construction, and renovation all at once. The maintenance and management of buildings has become difficult due to the aging of owners, inheritance, and increasing repair costs. Make it a vacant lot There was no end to the number of people who wanted to turn the building into a parking lot or sell it or rent it to other owners, making it difficult for historic buildings to remain. Up until now, the government has taken the lead in providing subsidies and regulations for landscape maintenance, but we are now living in an era where it is difficult for owners and the government alone to preserve the landscape. If the townscape of Ozu is lost over a wide area, the historical scenery of castle-town will be lost. Not only will there be a loss of local identity, but there will also be a risk of losing the local identity. This project was started out of a sense of crisis for the town.

[Conditions of buildings where you can feel the historical scenery of Ozu castle-town]



Movements toward "preservation" and "utilization"

- 1999 Ohanahan Street townscape preservation measures subsidy (up to 10 million yen)
- 2004 Ehime Machinami Expo 2004 held (Uchiko, Ozu, Uwa)
- Ozu Castle castle tower wooden restoration
- 2009 City landscape plan formulation,
- city landscape ordinance enforcement (Landscape Law)
- 2012 City historic landscape maintenance and improvement plan formulation/certification (Historic machitsukuri Law)
- 2016 Garyu Sanso (villa) Designated as a National Important Cultural Property
- Ehime Healing Nanyo Expo 2016 held (all areas of Nanyo)

- Starting with the townscape preservation of Ohanahan Street in 1999, a landscape ordinance was enacted in 2009, and efforts have been made to preserve the appearance of the townscape.
- On the other hand, castle-town by holding events that utilize the townscape and restoring the castle tower of Ozu Castle, but there are limits to government-led conservation measures.
- The challenge at the time was to promote measures to utilize townscapes (machiya) through public private partnership, making use of plans to maintain and improve historical scenery based on the Historic machitsukuri Act of 2012.



Building condition before renovation

Research on tourism machitsukuri utilizing historical resources



January 2019, Ozu City Symposium Excerpt from materials prepared by Yukio Kinno, Representative Director of Nooto General Incorporated Association

Where should we start in order to preserve the historical landscape of our town? The country has already enacted and enforced the Historic machitsukuri Act (2008) and the Regional Revitalization Act (2014), and it has been recognized that preserving historical scenery in regions where the population is declining is a major national challenge. I was there. Against this backdrop, in September 2016, the Cabinet Secretariat established the "Tourism machitsukuri Task Force Utilizing Historical Resources," and in January 2017, a dedicated family council had been established. In June 2017, city hall officials (Ozu City) and regional financial institution employees (Iyo Bank), who have regional revitalization as an issue, launched a study group to preserve the

city, and conducted case studies across the country. As we continued our research, we discovered that there was an extremely advanced example in Sasayama City, Hyogo Prefecture (currently Tanba Sasayama City). It was discovered that a development function called a "machitsukuri vehicle" was formed within the town and that decentralized development was being promoted and results were being achieved. We established this concept and invited experts such as Mr. Yukio Kinno (a member of the Cabinet Secretariat Expert Meeting), the representative director of Nooto, a general incorporated association that was developing the business, to Ozu, and while receiving their advice, we created a system for machitsukuri in Ozu. I was taken aback.



1/July 2017, expert Yukio Kinno provided guidance and advice in Ozu. 2/Study session between city officials and financial institutions. 3/September 2017, inspection of Sasayama City, Hyogo Prefecture. NOTE Guidance and advice from representative Takeshi Fujiwara. 4/November 2017, guidance and advice from expert Jun Tarikino in Ozu.

machitsukuri activities by local youth

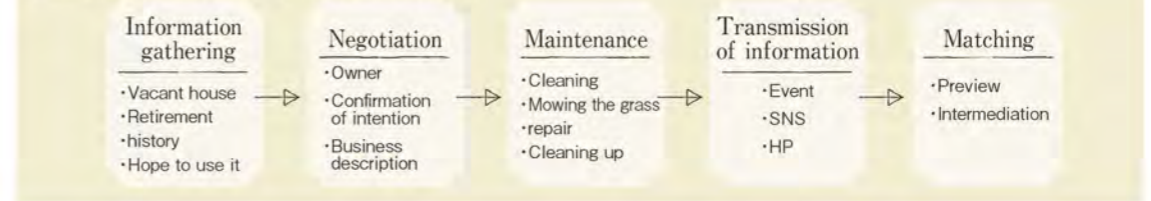
Since 2017
— THE —
YATSUGI
Keep to the future




Ozu's machitsukuri began with the creative activities of local young people.



Conceptual diagram of machiya utilization



As an extension of YATSUGI, a full-scale event was also held using a townhouse in castle-town. This is "MACHIBITO in the castle town". Machibito is a person in the town. There were many machibito in the former castle-town, and they used their townhouses to conduct business. Machibito will play an active role in the revitalization of castle-town, just like in the past. In other words, there was a need for an environment in which businesses utilizing machiya could thrive. and, We recreated it as an event on a trial basis. The concept is to recreate the bustle of 100 years ago. 100 years ago, 1917 was Taisho 6. Many buildings from the Meiji and Taisho eras remain in castle-town of

Ozu. The dress code was also set 100 years ago, and castle-town has been brought back to life. It was held for two days once a year for three years in 2017, 2018, and 2019. In the third year, 18 townhouses and 123 booths were in use. The results of this event were that locals / residents and citizens once again realized the charm of the historical resources of castle-town, that customers from outside the city and prefecture were able to convey the charm of Ozu, and that businesses We were able to realize the compatibility between our business and townhouses, and for us, we were able to reaffirm the potential of castle-town's historical resources.



In parallel with research into the theory of tourism machitsukuri that utilizes historical resources, the town has begun efforts to clean up vacant houses and carry out simple maintenance and repairs. In April 2017, "YATSUGI" was formed mainly by local youth (certified as an NPO in September of the same year). While talking with owners of buildings who are having trouble managing or disposing of them, I learned that although the owners want to preserve their historic buildings, they find it difficult to maintain and manage them, and are unsure how to utilize them. That I don't know. In addition, they were considering dismissal because there was no intermediary organization and

they did not know who to turn to for advice. At YATSUGI, we started with simple repairs that can be done right away, such as cleaning, replacing air, and replacing shoji. We were also able to slow down the progress of damage to the vacant house by keeping people in and out and using it even a little. However, unless the building is ultimately connected to residents and businesses who will utilize it, the lifespan of the building will only be slightly extended. Therefore, activities were carried out to disseminate information by attending previews when inquiries were made, and by using the facility at events.



Investing in the future of the region

In December 2017, a basic plan based on the Regional Future Investment Promotion Act was formulated by Ozu City and Ehime Prefecture, and the agreement was obtained from six ministers (general affairs, finance, health, labor and welfare, agriculture, forestry and fisheries, economy, industry, and land, infrastructure, and transportation). became. This basic plan aims to maintain and improve the historical beauty of castle-town area by utilizing historical resources and creating a virtuous economic cycle within the region through measures such as increasing employee salaries. Based on the results of the study sessions to date, the YATSUGI activities, and the results of MACHIBITO in the castle town, we are creating a system environment that will enable tourism machitsukuri through public private partnership while receiving support from the government so that it can be tackled as a full-fledged "project." It was arranged. By gaining the backing of such a national system, private businesses can gain public support, making it easier for them to expand into castle-town. It has also become clear that the region values its historical resources and invests in its future.

地域未来投資促進法に基づく基本計画 (2017年12月・6大臣同意)

愛媛県大洲市における基本計画の概要

計画のポイント

愛媛県大洲市を訪れる観光客は、年間193万人であり、訪日外国人旅行者もH27:2200人、H28:4100人と倍増しており、今後も入込客数の増加が期待できる。特に大洲市の観光の玄関口である肱南地区は、藩政時代大洲藩六万石の城下町エリアであり、明治以降、製糖や製糸業で繁栄した歴史を持ち、いたるところに明治大正期の町家、古民家、蔵などの歴史的資源が存する。これらの重要な歴史的資源を保全していくためには、歴史的背景や建物のストーリー性など、その価値を最大限に生かしつつ、所有者の意向をくみながら民間事業者等により活用を進めていくことが最も効果的である。そこで、町家・古民家等の歴史的観光資源を活用し、訪日外国人旅行者や国内観光客等をターゲットにした観光まちづくりを展開することにより高付加価値な地域経済牽引事業の促進を図り、雇用者の給与増等を通じて地域内の経済の好循環を目指す。

促進区域
愛媛県大洲市

経済的効果の目標
付加価値額1.6億円地域経済牽引事業を創出し、当該事業が促進区域で1.3倍の波及効果を与え、促進区域で2.08億円の付加価値を創出することを目指す。

地域経済牽引事業の承認要件

- 【要件1：地域の特性を活用すること】
・大洲市の町家・古民家等の歴史的観光資源を活用した観光まちづくり分野
- 【要件2：高い付加価値を創出すること】
・付加価値増加分：3,793万円超
- 【要件3：いずれかの経済的効果が見込まれること】
●取引額：2%増加 ●雇用者数：5%増加
●売上げ：2%増加 ●雇用者給与等支給額：5%増加

制度・事業環境の整備

- ・地方創生推進交付金を活用し、町家活用に関するイニシャルコストの軽減策（補助金）、創業支援、エリア計画の策定、プロモーション等を実施する予定。
- ・大洲市観光まちづくり戦略マーケティング計画に基づいて収集した統計データ等の市公式ホームページ等の公開、相談窓口の設置、町家等の歴史的資源活用のための中間事業者法人を設立し、連携。

地域経済牽引支援機関
おおず旅DMO（予定）、大洲市観光まちづくり戦略会議、ピークル（中間事業者）法人（予定）、地域の金融機関等

計画期間
計画同意の日から2022年度末日まで




[Aiming for ripple effects on the local economy]

When machitsukuri, it is extremely important to aim for the ripple effect that guests bring to the local economy. Overnight guests stay several times longer than day-trippers, and their spending on food and other items is correspondingly larger. As a result, this will have a ripple effect on various industries within the region, contributing to the economic development of the town. To this end, it is important to take measures to increase consumption within the region by increasing the added value of lodging, as well as increasing the local procurement rate.



Develop a strategy for tourism machitsukuri

Once the direction of future investment in a region is determined, a specific tourism town machitsukuri strategy is needed. The Ozu City Tourism machitsukuri Strategy Council (launched in July 2017, chaired by the Mayor of Ozu) spent approximately one year studying the strategic vision, and compiled its draft plan in February 2019. The strategic vision defines the philosophy and SWOT analysis for Ozu City's tourism machitsukuri, and clarifies the targets and main businesses. In addition, regarding the utilization of historical resources such as townhouses and old folk houses, a basic plan for the townhouse utilization area and its implementation plan were compiled, and a substantial business plan was established at the strategic meeting, including the formation of a DMO as a machitsukuri vehicle.

[Ozu City Tourism machitsukuri Strategy Meeting]



July 3, 2017 Ozu City Tourism and Town machitsukuri Strategy Council launched



February 13, 2019 Strategic vision (draft) compiled

大洲市観光まちづくり戦略ビジョン（案）の概要
2019年2月 大洲市観光まちづくり戦略会議

1 戦略ビジョンについて

(1) 目的
将来目指すべき方向性を多様な関係者が共有し、一貫性・一体性のある観光まちづくりを推進していくこととする。

(2) 多様な関係者
地域住民をはじめ、行政、DMO、民間事業者、関係団体・機関など多様な関係者で戦略ビジョンを共有していくことが重要。

(3) 戦略ビジョンの構成
戦略ビジョンは、多様な関係者が共有するための、シンプルで分かりやすい構成が重要。

構成

①理念やあるべき姿を策定 → ②現状分析（強みや弱み）を抽出 → ③ターゲットを設定 → ④戦略的施策を策定 → ⑤効果測定・拡大

2 理念・あるべき姿

(1) 理念
「地域の文化を継承しつづける」
歴史、文化、自然、風土など本市の地域固有の資源を保全し、かつ民間事業者との協働により新たな価値を創造し、また価値を高め、地域経済を促進して観光まちづくりに生かすことで、地域に産業を創出し、地域経済の発展に寄与していく。

(2) あるべき姿
多様な関係者が互いに連携し、理念に基づいた戦略ビジョンを実行していくことで「住む人も訪れる人も、働く人も心が豊かになる地域づくり」をめざす。

3 現状分析（SWOT分析）
SWOT分析により、機会を生かして強みを伸ばし、弱みや脅威を克服、回避する戦略をとる。

強み (Strengths)	弱み (Weaknesses)
「自地域で積極的に活用できる強みは何か？」 ・観光まちづくりの歴史 ・観光まちづくりの歴史 ・観光まちづくりの歴史 ・観光まちづくりの歴史	「自地域で改善を必要とする弱みは何か？」 ・観光まちづくりの歴史 ・観光まちづくりの歴史 ・観光まちづくりの歴史 ・観光まちづくりの歴史
機会 (Opportunity)	脅威 (Threats)
「自地域にとって高い成長となる要素は何か？」 ・安定政権、好景気、観光立国の推進 ・インバウンドの増加 ・観光まちづくりの歴史 ・観光まちづくりの歴史	「自地域にとって逆風となる要素は何か？」 ・観光まちづくりの歴史 ・観光まちづくりの歴史 ・観光まちづくりの歴史 ・観光まちづくりの歴史

4 ターゲットの選定、マーケティング・プロモーション

- 観光まちづくりの歴史
- 観光まちづくりの歴史
- 観光まちづくりの歴史
- 観光まちづくりの歴史

5 主要事業（戦略プログラム）

(1) 地域DMOの形成・確立

- ・観光まちづくりの歴史
- ・観光まちづくりの歴史
- ・観光まちづくりの歴史

(2) 地域固有の歴史・文化の活用

- ・観光まちづくりの歴史
- ・観光まちづくりの歴史
- ・観光まちづくりの歴史

(3) 観光まちづくりの歴史

- ・観光まちづくりの歴史
- ・観光まちづくりの歴史
- ・観光まちづくりの歴史

6 スケジュール（5年）

主要事業（戦略プログラム）のスケジュール

1年目	2年目	3年目	4年目	5年目	目標
2019年度	2020年度	2021年度	2022年度	2023年度	2024年度～
観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史
観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史
観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史
観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史	観光まちづくりの歴史

Strategic vision as of February 2019 (summary version)

Signed a public-private partnership agreement



Based on the example of Sasayama City, Hyogo Prefecture, the most important thing in creating Ozu unique machitsukuri system was a partnership agreement between the public and private sectors. In April 2018, a collaboration agreement was signed between Value Management Co., Ltd., NOOT General Incorporated Association/NOTE Co., Ltd., Iyo Bank, and Ozu City. Value Management Co., Ltd. is developing accommodation and restaurant businesses such as NIPPONIA HOTEL that makes use of historical buildings, NOTE Co., Ltd. will

provide the know-how it has cultivated over the years, Iyo Bank will provide funding, and Ozu City will develop a regional DMO (DMO that will become an urban machitsukuri vehicle. We decided to establish a tourism regional development corporation (currently Kita Management). By determining the division of roles from the initial stage of the project, subsequent projects will proceed smoothly. In public private partnership projects, it is important to take advantage of each other's strengths and simply define the division of roles without omissions or duplication.



[Set up of cooperation agreement]



Regional DMO
(Tourism area development corporation) established

Ozu City will establish a DMO that will be responsible for projects that utilize historical resources and promote tourism machitsukuri strategies, and will promote projects and tourism. In addition, various types of support will be provided as stipulated in the basic plan based on the Regional Future Investment Promotion Act.



Developing accommodation business etc. and driving local economy through tourism

Value Management Co., Ltd. utilizes historical resources to develop accommodation businesses.



Provision of planning support and utilization know-how

NOOT General Incorporated Association and NOTE Co., Ltd. will promote the project by providing human and intellectual resources in the formulation of plans for the utilization of historical resources.



Contribute to the growth and development of the local economy by providing support through funding, etc.

The Iyo Bank, Ltd. provides support to businesses that are actively engaged in business (limited to operations permitted by the Banking Act and other laws and regulations) and contributes to the growth and development of the local economy.

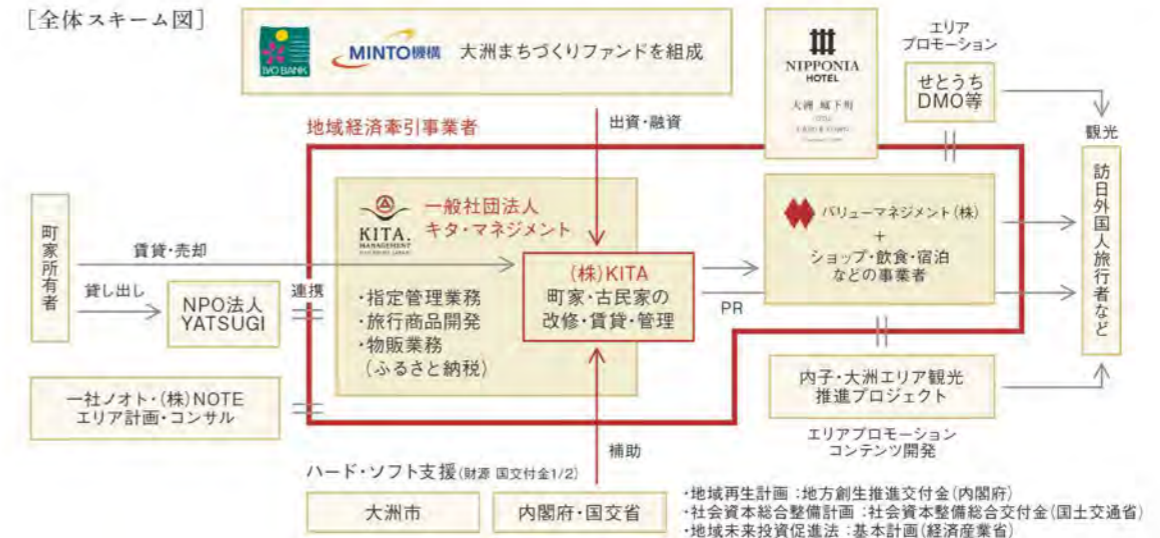
Create a system for machitsukuri



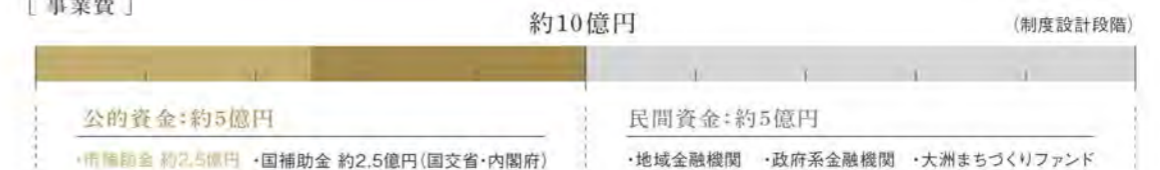
The overall scheme (mechanism) diagram was created after determining the division of roles that leveraged each other's strengths through a collaboration agreement. This involves applying the division of roles to the framework of system design. In this case, we decided to apply the basic plan based on the Regional Future Investment Promotion Act to the system design of the regional revitalization plan (related to regional revitalization) and the comprehensive social capital development plan (related to historic scenery). In this scheme diagram, the left side represents the local community such as townhouse owners, and the right side represents visitors and consumers such as tourists. In the meantime, various businesses have joined the network, representing the seamless delivery of the town's value to consumers. The red frame labeled as a regional economic driver is a particularly important engine part. This engine will be funded by

private funds from the top (500 million yen) and public funds from the bottom (national government 250 million yen + city 250 million yen) will be injected into the town, which will help drive the town's economy. Another point is that investment has been concentrated over a short period of four years from 2019 to 2022. One of the reasons was that the buildings were severely damaged, but the momentum of machitsukuri is creating an environment that is easier for private businesses to expand into, which in turn will lead to sustainable town management. Kita Management (Ozu DMO) that is a tourism and regional development organization (DMO), has established KITA Co., Ltd. as a machitsukuri vehicle. We make it easier to raise funds by conducting businesses that specialize in the renovation, rental, and management of historic buildings. Here, too, we have clarified the division of roles.

[全体スキーム図]



[事業費]



Results of town revitalization

Before



SADA棟 (浦岡邸) 外観 改修前

After



SADA棟 (浦岡邸) 外観 改修後
NIPPONIA SADA棟
2020年7月OPEN

Before



MUNE棟 (村上邸中庭) 改修前

After



MUNE棟 (村上邸中庭) 改修後
NIPPONIA MUNE棟
2021年8月OPEN

Before



MUNE棟 (村上邸土蔵) 改修前

After



MUNE棟 (村上邸土蔵) 内観 改修後
NIPPONIA MUNE棟
2021年8月OPEN

Before



OKI棟 (村上邸) 外観 改修前

After



OKI棟 (村上邸) 外観 改修後
NIPPONIA OKI棟
2020年7月OPEN

Before



OKI棟 (村上邸) 内観 改修前

After



OKI棟 (村上邸) 内観 改修後
NIPPONIA OKI棟
2020年7月OPEN

Before



臥龍醸造 (旧井関邸煉瓦蔵) 外観 改修前

After



臥龍醸造 (旧井関邸煉瓦蔵) 外観 改修後
2021年9月OPEN



A hometown that young people
01 can be proud of.

Mayor Ozu

Mr. Takahisa
Ninomiya

Born in Ozu City. After graduating from Ritsumeikan University Faculty of Law, joined Ozu City Hall. Served as Superintendent of Ozu City Board of Education for 5 years. Became the mayor Ozu in 2018. We will work on tourism machitsukuri through public private partnership, with flood control measures for Hiji River and population decline as important issues.

When I was the superintendent of education, I created a supplementary reader on the history of Ozu. We wanted the children of Ozu to learn about nature, culture, history, and food culture, and to foster civic pride. This feeling is still the same today. There are many challenges in tourism machitsukuri, such as population decline and vacant house countermeasures, but what I hope most is that by communicating the charms of Ozu to the world, people will realize the goodness of the town that lies beneath their feet, and we will create a town that young people can be proud of. I will continue to do so. The town of Ozu is

currently attracting a lot of attention, but I would like people to go deeper and learn about the wonders of nature, culture, and people. Particularly noteworthy is Hiji River. Hiji River, which collects 474 tributaries and flows from the Ozu Basin to the Iyonada Sea, has brought various blessings to this area. In the future, we would like to focus on not only historical resources such as Ozu Castle, Garyu Sanso (villa) Sanso, and castle-town, but also the natural and cultural resources of Hiji River basin, and make our tourism machitsukuri project even more profound.

Tominaga (confectionery)

Mr. Akiyoshi
Tominaga

Born in Ozu City. After graduating from university, he trained at Suetomi, a confectionery priest in Kyoto, and worked in the family business. As the fifth generation of a long-established confectionery shop, he has been supporting the machitsukuri of Ozu for two generations, including working hard to restore Ozu Castle the shop, following in the footsteps of his predecessor, who also served as president of Ozu the city's tourism association.



02 Fall in love with the town
and create a story

Ozu, I think Ozu is slowly becoming what my father once envisioned, or even better. Although Garyu Sanso (villa) has many buildings, when I was a child it was in a really desolate and dilapidated state. Dilapidated buildings have been brought back to life, and the streets of Shiho-cho have been brought back to life. Yahamachitsukuri requires an outside perspective. On the other hand, there are some things that can only be conveyed to people from the area.

For people like us who have been in business for generations, we feel that it is our mission to weave the story of the town through our business. The most important thing in machitsukuri is for the people living there to like their town. If more people take pride in their town and gather together people with the same mindset, I believe that the town will become even better.

The revitalization of residence MURAKAMI began with the activities of "YATSUGI," which cleans old folk houses. Before thinking that a good building is a waste, we must first take action to see what we can do, and this will be the driving force behind machitsukuri. Carrying on that idea, I am currently in charge of residence MURAKAMI. These days, I feel that Murakami's ancestors have called him here. He loves history and has a

background in the banking industry, which makes him perfect as a storyteller. I believe that messages from residence MURAKAMI are linked to the charm of the town. That's why we want to handle items with a high level of sensibility, both in our stores and in our galleries. It also has an outstanding sensibility. Our goal is "OZU, JAPAN". We would like to send a message to the world that "Japan has Ozu."



Our goal is
"OZU, JAPAN"

Murakami-tei
(shop&garden)

Mr. Hyakue
Isono

Born in Kirishima City, Kagoshima Prefecture. Previous job was a financial planner. After coming to Ehime for work, he gradually developed a deeper connection with Ozu, and moved from Fukuoka in 2020. He runs a cafe and gallery in the Teizaburo Murakami House, a 170-year-old old private house in Konari district.

Kanno
Construction
Co., Ltd.

Mr.
Takatsugu
Sugano

Born in Ozu City. After graduating from university, he worked at a design office in Tokyo, but returned home to take over the family business. In addition to housing and school construction, he is also involved in the renovation of many ancient buildings, including shrines and temples. Member of the Ozu City Landscape Review Committee, Cultural Properties Protection Deliberation Committee, and Chairman of the Council for the Promotion of the Historic Landscape Maintenance and Improvement Plan.

The challenge of this project in Ozu is that it does not involve rebuilding or restoring old buildings, but rather leaving them in their current state. What's more, it is necessary to preserve the dynamic state while using it. I had some experience in renovating old buildings, such as restoring the castle tower of Ozu Castle and renovating Garyu Sanso (villa), but the method for preserving and renovating old folk houses is completely different from that. It's a job that takes more effort and time than you might imagine. However, the reason I am still involved is because I love the building itself. In order to preserve the townscape of Hijiminami, which is dotted with buildings from the Edo, Meiji, Taisho, and Showa eras, someone has to do the work, and I think it should be done by local people. We believe that our important role in preserving the landscape for the future is not only passing on skills, but also "passing on the sensibilities" that make use of resources and enrich the town.



Use it
and leave it for the future.

04

When I say that I am from Ozu, I think of him as a U-turn representative, but at that time I had no plans to return to my hometown, and when I visited to sell IKEUCHI ORGANIC towels to be used in my hometown, I learned about the machiya revitalization project and opened this store the following year. I have always loved the Ozu of Ozu, so I would like to convey the charm and products of this town to those in the know. I think Ozu has only so much potential right now. I would like people who are thinking of making a U-turn or relocating from now on to propose ways to create their own place to work and stay, rather than being passive. Personally, I would like to make more use of Hiji River boats from the perspective of Sustainable travel. I would be happy if Ozu becomes a city where you can experience Sustainable when you visit.

OZU+ (Ozu Plus)

Ms. Ikuko Yamaki

Born in Ozu City. After graduating from university, she worked at a travel agency and a foreign hotel before joining IKEUCHI ORGANIC. Responsible for overseas sales at the Tokyo office. Opened in MUNE building in 2021. We are promoting the appeal of IKEUCHIORGANIC towels and products made Ozu.

05



Mr.

NIPPONIA HOTEL
Ozu castle-town

Ms. Yuriko Otake

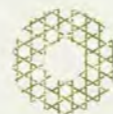
Born in Fukushima Prefecture. After graduating from university, she joined Value Management. She has been involved in the operation of the hotel business since its launch, and in 2020, he took up his post at NIPPONIA HOTEL Ozu castle-town. She is involved in the planning and operation of all scattered hotel, including Castle Stay.



06

Many people are involved in machitsukuri. People with different thoughts and values work toward the same goal while integrating each other's values. The process is very difficult, but I learned from the Ozu machitsukuri project that this is the essence of Ozu machitsukuri. We, the hotel staff, are the black sheep, so to speak, but there are some charms that only we, as outsiders,

can notice. We believe that our work is at the starting point of this cycle of sharing this sensibility with the local community, and ultimately allowing the local community to express their own values with pride. I believe that the future of Ozu will become even brighter if young people become more aware that such jobs are available here.



Machitsukuri Daigaku /
Machitsukuri Symposium held

UNIVERSITY & SYMPOSIUM

OZU STORY

Constantly disseminate information on machitsukuri initiatives and thoughts.

As the renovation of historic buildings in castle-town progresses and private businesses move into the area, community machitsukuri together with businesses and residents becomes increasingly important. We hold "Ozu machitsukuri, in an effort to realize an ever-evolving machitsukuri. At machitsukuri examples from other regions, conduct research on the theme of Sustainable, and learn how to welcome and enjoy visitors as a town through the town's CRM (customer

management system). We share a variety of information with those involved, by creating projects and reporting on the current status of each business operator. The purpose of holding the event once a month is "co-education, co-creation, and sharing," where we learn together, create together, and share information while thinking about the town. In addition, we invite experts to machitsukuri and present our thoughts on machitsukuri.



1/September 2022, Machitsukuri Daigaku. 2/3/November 2022, Machitsukuri Daigaku. 4/December 2021, at Garyu Sanso (villa) Cultural Experience Symposium panel discussion. 5/December 2022, Ozu City Tourism Machitsukuri Symposium.



NIPPONIA HOTEL Ozu castle-town (scattered hotel)

NIPPONIA HOTEL OZU CASTLE TOWN

OZU STORY

The most important function in Ozu 's machitsukuri is scattered hotel "NIPPONIA HOTEL Ozu castle-town". It is operated by Value Management Co., Ltd., a regional economy driving business (a business that itself drives the local economy). The expansion of hotels, which form the core of castle-town, has made it easier for many businesses to participate in town machitsukuri. Historical buildings such as townhouses in castle-town usually had shops on the first floor and residences on

the second floor. For this reason, many buildings have shops on the first floor and hotel rooms on the second floor. By recreating this type of past usage, it is possible to minimize alterations to the building and reduce the burden of renovations on the building. In this way, we decided to revitalize it while also taking advantage of its value as a cultural property. As a result, this has led to movements such as registration as a national tangible cultural property.



大洲 城下町
OZU
CASTLE TOWN
Operated by VMG

2020-2022 ラインナップ



浦岡邸(大正期)
NIPPONIA SADA棟
2020年7月OPEN



村上邸(江戸期)
NIPPONIA OKI棟
2020年7月OPEN



いづみや別館(昭和期)
NIPPONIA TUNE棟
2020年7月OPEN



旧加藤家住宅(国登録・大正期)
NIPPONIA MITI棟
2021年4月OPEN



村上邸長屋蔵群(江戸期)
NIPPONIA MUNE棟
2021年8月OPEN



山下邸・中川邸(昭和期)
NIPPONIA ATU棟
2022年4月OPEN



村田邸(江戸期)・伊東邸(明治期)
NIPPONIA TAKE棟
2022年4月OPEN



今岡邸(大正期)
NIPPONIA YUKI棟
2022年4月OPEN

NIPPONIA HOTEL's machitsukuri spirit through food

Voices from Chef

Enjoying local food in historic buildings is the real thrill of traveling, and local industries are organically linked through cuisine, creating a positive economic environment. To achieve this, it is important to have a chef who can bring out the full potential of local ingredients and serve them as special dishes. We asked two chefs from NIPPONIA HOTEL about the spirit of machitsukuri through food.



Grand chef

Mr. Shu Ishii (top)

Born in Kobe City, Hyogo Prefecture. After working at Grand Maison in Switzerland, he opened a business in Kobe. Ranked 1st in the restaurant guide Zagat Survey in the Kobe area cuisine category for 4 consecutive years. In 2012, he was appointed Grand Chef of Value Management. In addition to supervising 25 stores nationwide and producing food, he also works on machitsukuri uses food as a tourism resource.

Chef

Kazuya Sugimoto (bottom)

Born in Akashi City, Hyogo Prefecture. After graduating from vocational school, joined Kobe Kitano Hotel. After that, Izu Peninsula's auberge "arcana"izu", joined Value Management in 2020. Upon opening, he was appointed as the chef of NIPPONIA HOTEL Ozu castle-town.

— What is the value of food in machitsukuri?

Ishii: The theme is "Taste local production for local consumption." We wanted to provide local production for local consumption, including not only the ingredients, but also the air, soil, and water. Based on this concept, Tobe ware is used here for the vessels. It is because the vegetables are grown in the same soil and the vessels are made from the same soil that a story is born.

Sugimoto: Our role is to deliver that story to our customers through our food. Chef Ishii says that cooking is about understanding the principles of cooking, and that it is the chef's mission to evaluate the potential of ingredients and provide what the customer wants as something of value. I learned from.



— Thoughts on tourism machitsukuri in Ozu

Ishii: The attraction is the special food content that can only be experienced here, such as staying overnight at Ozu Castle castle stay and dining out, but the area is a little far away, so getting around is an issue. I think it would be even more powerful if we could create a food hub near Ohanahan Street, where many townhouses are gathered.

Sugimoto: I think the people are also attractive about Ozu. We often receive suggestions for ingredients from everyone, and for example, we heard that the fish called sardines is a problem because it causes rock formations, so we incorporated it into the menu. I would like to explore the possibilities of new ingredients like this together with the people of the town.

— The Future of machitsukuri through Food

Sugimoto: First, I would like to win the Gault & Millau* restaurant guide. Now that Ozu has been selected as Green Destinations Millau award, it will attract even more attention. I would like to make this a reality as we move toward the second phase of tourism machitsukuri. Ishii: In the Basque region of Spain, there is one of the world's best gastronomic cities called San Sebastian. Supporting this gourmet culture are salon-like study groups where cooking enthusiasts gather. I would like to do this in Ozu. That's what Ozu is aiming for: passing on our know-how to young people who are serious about starting their own businesses, and working with them to create a world-class gourmet town.

*A restaurant guide originating from France that has a strong influence comparable to Michelin. The event will be held in 15 countries, and there will be various awards such as "Chef of the Year Award" and "Terroir Award."



Discover the value of the town

— Japan's first castle stay business "Ozu Castle Castle Stay"—

OZU CASTLE STAY

OZU STORY



Ozu Castle Castle Stay is Japan's first castle stay project in a wooden castle tower. This business, which allows you to stay not only at castle-town hotel but also at the castle itself, is attracting attention both domestically and internationally. Started in July 2020, we have already accepted 14 groups of customers as of November 2022. The significance of Ozu Castle Castle Stay is not only to promote the town, but also to discover the value of the town and the region through castle stay at the castle, which will lead to sustainable tourism machitsukuri and the preservation of cultural assets.

[Three Significances of Ozu Castle Castle Stay]

Regional Cooperation and Challenges

Customer support for Castle Stay is handled by Value Management Co., Ltd. (hereinafter referred to as VM), which is in charge of operating NIPPONIA HOTEL. On the other hand, local support is handled by Kita Management (hereinafter referred to as KitaM), a tourism regional development corporation (regional DMO). Tourism machitsukuri has value in communicating the charm of a region to customers. There are many things that businesses cannot do alone, and that the local community cannot do alone. KitaM, a tourism community development corporation, is in charge of mediating between the two. KitaM staff coordinates with local governments, traditional performing arts, various organizations, etc., and VM staff provides professional services to customers, making it possible to increase the added value of tourism. It's also a challenge we didn't have before.

Inheritance of traditional culture and return to culture

At the Castle Stay, local traditional performing arts and traditional culture such as Kawabe (Yamatorizaka) Chinnawa Kagura, Fujinawa Kagura, Hachiman Shrine Gagaku/Onagara Procession, and Ozu Clan Gun Corps. This is also the stage for the unveiling. Particularly during the coronavirus pandemic, opportunities for demonstrations have decreased and the inheritance of traditional performing arts and culture has been at risk,

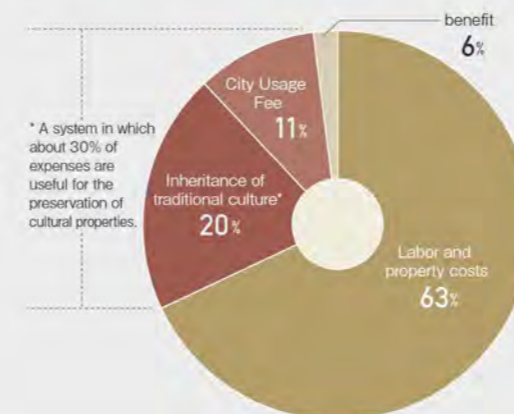


but by creating opportunities like this, it is leading to the sustainable culture & tradition. Approximately 20% of the total cost is allocated to these costs, and an additional 10% is returned to Ozu City as fees for the use of cultural properties, etc.

Historical experiences of yesteryear

Although there is a movement across the country from preserving cultural properties to utilizing them, the reality is that we still have not found a clear answer on how to utilize them. We define the most valuable way to utilize cultural properties as "living history," and we aim to recreate the past as much as possible. As an example, the entrance to Ozu Castle is recreated from the record of the Ozu feudal lord, Sadayasu Kato, who was transferred from Yonago to Ozu in 1617, and the meal is said to have been presented to the feudal lord during the Edo period. Using local ingredients, VM's Grand Chef offers dishes with a modern twist. This castle stay accommodation project was launched in May 2019, as it was necessary to take into account the feelings of citizens when it came to staying at Ozu Castle, which is a symbol of the region, and it was necessary to consider safety. A review committee was set up in the city to proceed with project design. In addition, a demonstration experiment was conducted in November of the same year to verify the safety of implementation and the impact on cultural properties. Furthermore, over 30 local information sessions have been held during that time. In this way, the castle stay business at Ozu Castle has now become a model case across the country, and castle stay is now being promoted at many castles. The shift from cultural properties to be viewed to cultural properties to be utilized is one way of "experiencing the history of yesteryear," and it offers the possibility of sustainable preservation of cultural properties in the future when local economies and financial strength weaken due to population decline. They are discovering.

[Ozu Castle Castle Stay % of expense distribution]





Cultural Experience Project

– Discover the value of the town Garyu Sanso (villa) –

GARYU SANSO OZU STORY



Garyu Sanso (villa), which is designated as a national important cultural property and a national scenic spot, is a sukiya style building built in the Meiji period. It was believed to be the villa of Torajiro Kawachi, who made a fortune in Wax production trade, but until now it was unclear what purpose Torajiro intended to use it for and how he intended to use it. In 2021, with support from the Agency for Cultural Affairs, we worked with experts to verify how Garyu Sanso (villa) was used in the past. It was then discovered that Torajiro had built Garyu Sanso (villa) as a reception facility for entertaining

guests, and he actually attempted to recreate the way it was used in the past as a "Suki Banquet." We would like to continue to recreate this as a "historical experience" to the extent possible. Additionally, the Meiji period, when Garyu Sanso (villa) was built, was a time when Ozu was at its most prosperous, and buildings from that time still remain in the current townscape. For this reason, we held a symposium to learn about the culture and aesthetics of the time and utilize them in machitsukuri, and shared the direction with local businesses and residents.



[Expert meeting]



Expert
Professor Emeritus
of Hosei University

Mr. Hidenobu Jinnai



Expert
Professor, Osaka Electro-
Communication University

Mr. Zentaro Yagasaki



Expert
President of the Hoshinkai and director
of the Environmental Design Academy

Mr. Soshin Kimura



Expert
Value Management Co., Ltd.
CEO

Mr. Jun Tarikino



Expert
Member of Ozu City Cultural Properties
Protection Deliberation Committee

Mr. Takatsugu Sugano



Advisor Architect
Distinguished Professor/
Professor Emeritus, The University of Tokyo

Mr. Kengo Kuma



Discover the value of the town

– Preservation and utilization of castle-town –

CASTLE TOWN OZU STORY

Discover the historical value and cultural value of the historical resources of Ozu castle town and preserve it while converting it into economic value by utilizing it for tourism etc.

Sustainable machitsukuri in anticipation of future population decline We are now entering a phase in which it is important to move forward. In addition, by establishing this machitsukuri model within the region, it is expected that the know-how will spread to the surrounding area as well as have an economic impact. We are taking the approach of connecting historical resources to the future through Sustainable machitsukuri, and at the same time preserving them through administrative regulations. The historic buildings in castle-town that were renovated in this series of projects are structures that form a historical landscape that the region would like to preserve for future generations as much as possible. Additionally, some

properties are cultural properties that reflect the local culture. It is hoped that this project will lead to a re-evaluation of the value of the buildings that form the historical landscape of castle-town, that residents and citizens will recognize their importance, and that many properties will be conserved in the future. I am.

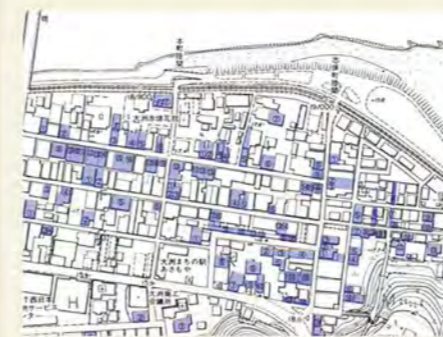


July 2020 Preview after renovation for owners and residents

[castle-town revitalization and regulation]

Extraction of properties

63 Candidate Properties
for Historic Buildings



Candidate properties in the Konan area

Designation of Historic Buildings

13 properties
that have been developed among
the historic landmark formations

* Limited to the plan period (2nd period: Reiwa 4'13)

Regulations
(Ordinances, etc.)

Administration

Designing a system to sustainably maintain
landscapes and cultural properties



- Designation of Buildings of Landscape Importance
- Registration as a National Tangible Cultural Property

再生整備(税金)



Tourism area development corporation Establishment of Kita Management (Ozu DMO)



KITA MANAGEMENT OZU STORY

Aiming for sustainable regional management

Based on the public private partnership Agreement (P9) concluded in April 2018, Kita Management (Ozu DMO) (hereinafter referred to as "Kita M") was established by Ozu City on July 2, 2018. Kita M is registered with the Japan Tourism Agency as Ozu City's local DMO. Additionally, in 2021, we were selected as a priority support DMO by the Japan Tourism Agency. Furthermore, in 2022, machitsukuri efforts to date were recognized and we received the 14th Japan Tourism Agency Commissioner's Award. The corporate philosophy, similar to Ozu City tourism and machitsukuri strategic vision, is to "connect local culture to the future," and to this end, we are engaged in projects such as preserving and utilizing

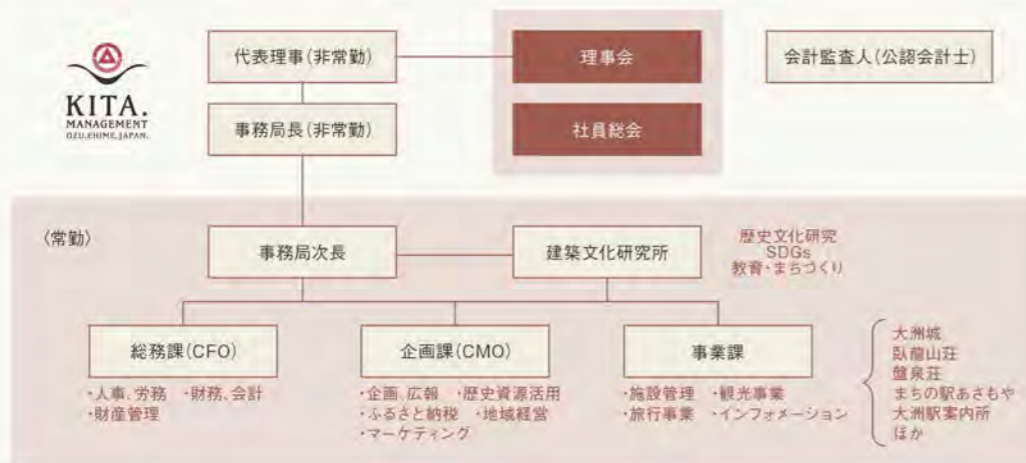
historical resources, designated management projects, travel businesses, and hometown tax payment agency businesses. Masu. Centering around castle-town area, we are trying to create an environment where young people can continue working in Ozu while preserving the cultural values of this area. We call this "regional management" or "area management." From now on, Japan will enter an era of population decline, and it is expected that the economy and finances will weaken, especially in rural areas. In order to reduce this impact as much as possible and maintain the cultural richness of the region, it is necessary to carry out machitsukuri that leverages the strengths of the region with a regional management approach.

[Organization overview]

As of October 1, 2022

N a m e Kita Management (Ozu DMO)	Main projects
Representative Representative Director Kozo Takaoka (Iyo Bank Sales Headquarters Advisor)	<ul style="list-style-type: none"> Preservation and utilization of historical resources such as townscapes Designated management business for tourist facilities (7 facilities) Land-based travel business · Product sales business such as souvenirs machitsukuri human resources development project Hometown tax payment agency business
Basic Fund 20 million yen	Number of employees: 51 (including part-time workers)
Total Revenue 218 million yen (year ending March 2022)	
Registration of Incorporation July 2, 2018	
Date of Inauguration August 9, 2018	
D M O Tourism regional development corporation registration (regional DMO): Registered on March 31, 2021	
Japan Tourism Agency Priority Support DMO (Comprehensive Support Type): Selected on September 13, 2021	
Good Design Award 2021: Selected on October 20, 2021	
TOP100 Sustainable Tourism Destinations in the World 2022: Selected on September 28, 2022	
14th Japan Tourism Agency Commissioner's Award: Awarded on October 1, 2022	

[組織図]



[Ozu machitsukuri results in numbers (project effectiveness verification)]

Kita Management (Ozu DMO), was commissioned by the Japan Tourism Agency to conduct a tourism town machitsukuri research project that utilizes historical resources, and verified the effectiveness of the project.

item	成果	備考
Number of Businesses Expanding into the Market	20 operators	As of the end of FY2022
Number of new employees (18 companies)	71	November 2022, 27 regular employees, 44 non-regular employees,
Annual personnel expenses (13 businesses)	65,694 thousand yen/year	2021 financial results basis: regular 44,190 thousand yen, non-regular 21,504 thousand yen
Annual sales (13 businesses)	160,452 thousand yen/year	Based on 2021 financial results
Intra-regional procurement rate (13 target businesses)	43.8% in the city 82.5% in the prefecture	Based on 2021 financial results
Revitalized Historic Buildings	31 buildings	End of FY2022
NIPPONIA HOTEL ROOMS	32 rooms	End of FY2022
Residents' awareness of support for the project	90.3% (including 41.9% active support) Previous survey (February 2019) 80.0% (including 31.4% active support)	Residents of Zhaonan istrict November 2022 Survey
Youth Intention Survey: Current Interest in Urban Development	Interested: 72% (including active interest: 17%)	Ozu High School 3rd year November 2022 Survey
Youth Intention Survey: Intention to Participate in Future Community Development	Intention to participate: 64% (including active participation intend to participate: 3%)	Ozu High School 3rd year student November 2022 survey

2022年11月時点



Sustainable tourism destinations around the world

Selected as top 100

GREEN DESTINATIONS

In September 2022, in recognition of machitsukuri efforts to date, we were selected as one of the 2022 "Top 100 Sustainable Tourism Destinations in the World" by the Dutch international certification organization "Green Destinations." Ozu 's machitsukuri aims to utilize and conserve local resources in order to pass them on to the future. The next generation is trying to inherit the efforts

of their predecessors and pass them on to the future. To this end, we have reached an important time to take steps to pass on the skills to the next generation. At Kita Management, we are promoting initiatives to connect to the future through collaborative projects with locals / residents, university students, and high school students.



2022年10月1日愛媛新聞記事 (愛媛新聞社提供)

'Preservation and revitalization of patrimony in a Japanese castle town'

◎ What is the "Green Destinations TOP 100"?

Every year, the Dutch non-profit Green Destinations, an official international certification body, selects regions that have adopted international standards for sustainable tourism and are striving to create better regions. It is a selection of regions that are striving to achieve this every year. Entries include 100 international standards for sustainable tourism, including landscape conservation and in addition to meeting 15 particularly important indicators, such as the protection of cultural properties and the reduction of energy consumption, the company has also been recognized as an excellent example of local initiatives, "Good Plaque" The existence of a "Tis Story" is required. In fiscal 2022, 10 regions were selected in Japan.

◎ What is the International Official Certification Body Green Destinations?

Green Destinations is one of the international certification bodies for sustainable tourism developed by the World Council for Sustainable Tourism (GSTC).

◎ What is sustainable tourism?

It is a form of tourism that takes full consideration of the future of the "people who live there" by making use of local resources such as "nature," "culture," "traditions," and "the people who live there," accepting tourists and developing the local economy, while at the same time protecting the natural environment, culture, and traditions.



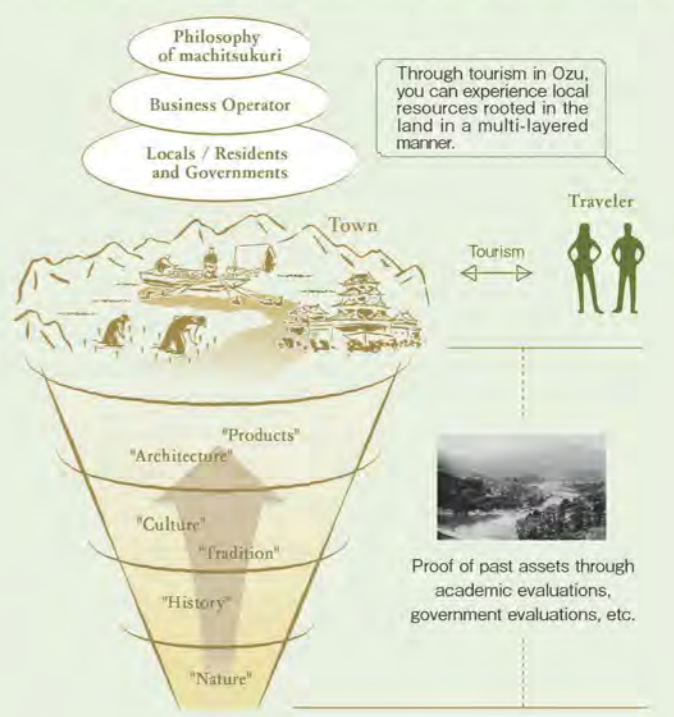
Workshop for locals / residents @ Diego Academia

Providing Sustainable Tourism

SUSTAINABLE TOURISM

Sustainable tourism refers to tourism that not only involves visiting tourist attractions in the area, but also learning about and experiencing machitsukuri of the town and sustainable urban development. A digital pamphlet summarizing 50 domestic Sustainable tourism projects published by JNTO (Japan National Tourism Organization) in April 2022 includes Ozu Castle Castle Stay "Enjoy a regal stay in Japan's first guest-ready woodencastle" is featured. Additionally, as Ozu gains recognition from overseas as a sustainable tourist destination, the need for tourism that allows students to learn about Ozu 's machitsukuri is increasing. At Kita Management, we offer tailor-made, high-value-added travel plans as part of Sustainable tourism so that people can learn about our past sustainable machitsukuri efforts.

◎ Conceptual diagram of Sustainable tourism machitsukuri



◎ Tailor-made Sustainable tourism in Ozu

TAILOR MADE EXPERIENCES in OZU

Create your ideal visit to this centuries-old Castle-Town

4 MAIN COURSES

In Advance - Urban regeneration, City history activities

SUSTAINABLE CHOICES

4 KM LENGTH COURSE MIDNIGHT BICYCLES RIDE (In 2 hours)

TAILOR MADE EXPERIENCES with our course Bikes & Helmets are available to rent for you, and our equipment. We are here to assist you and make your trip more enjoyable.

10,000 JPY

AND YOUR CHOICES:

- MEMPHIS IDEA as SICHIMANISHI SHIRAZI (2-3 hours)
- KEEPER (WOODING & LEARNING) (2-3 hours)
- DEEPER (HANDING & LEARNING) (2-3 hours)
- CREATING JAPANESE PAPER (HANDMADE) (2-3 hours)

PERSONALIZE/CUSTOMIZE YOUR VISIT IN 2 STEPS:

A CHOICE OF CORE VALUES
Choose from our architectural, landscape, regional, landscape or urban regeneration, or other. These personal may be revealed and tailored with diverse options, but they each offer a different experience on this history, environment and lifestyle. Look for your preferred needs in the following pages and give it up with your preferred choice.

AND RELATED OPTIONS:
Reading from early morning activities to traditional visit lessons, a wide range of options have been considered to enhance your visit and bring you closer to the daily life of Ozu.

EX.1 (7 hours, approx) MORNING IDEA + COURSE A-1

EX.2 (8 hours, approx) COURSE B + DEEPER LEARNING

Ozu's machitsukuri ideal form

Ozu's urban machitsukuri, which aims to utilize and conserve local resources in order to pass them on to the future, has gained recognition both domestically and internationally as a model for regional management through public private partnership. However, these series of initiatives have only just begun and must grow into something sustainable in the future. A hint to this is the concept of "territorios," which is advancing in regional cities in Italy. By organically linking nature, history, culture, tourism, etc. within a region, a flow of people and goods occurs within the region, leading to economic circulation and regional development. It is connected to Originally, Ozu area had a prosperous history due to water transportation on Hiji River and trade on the Seto Inland Sea, and was a place where people and goods were transported. The local economy was also developing due to this trend. Additionally, many of the resources that remain in the region today reflect its history. It will remain. We believe it is important to establish a Sustainable machitsukuri system that utilizes local resources and lead us into a new era.

[Ozu's core value (stay value)]

Sustainable machitsukuri system that utilizes the history and culture of Setouchi

— castle-town nurtured by the Hiji River River and the people who create it (revitalization of Hiji River Region) —



"Territorio" is an Italian word meaning region, and the concept is very different from the English word territory, which is generally translated as territory. In addition to natural conditions such as land, soil, and water circulation, various aspects such as landscapes, villages and buildings, history, culture, traditions, and local communities that have been nurtured by human activities such as agriculture, fishing, forestry, and other industries are considered. Something that has both.

Machitsukuri chronology | HISTORY

2017	June	Study session launched between Ozu City and Iyo Bank
	July	Ozu City Tourism Town machitsukuri Strategy Council launched
	November	Event "Castle Town MACHIBITO" utilizing castle-town was held (1st event)
	December	Regional Future Investment Basic Plan 6 ministers agree
2018	April	Collaboration agreement concluded with Value Management Co., Ltd., NOTE, Iyo Bank, and Ozu City.
	July	Established Kita Management (Ozu DMO)
	July	Western Japan heavy rain disaster occurs
	August	Selected as a model project to promote regional future investment growth fields (Ministry of Economy, Trade and Industry)
	December	Japanese version DMO candidate corporation registration (Kita Management)
2019	February	Formulation of city tourism machitsukuri strategy vision (draft)
	March	Selected for Regional Revitalization Plan Formulation/Regional Revitalization Promotion Grant (Pioneer Type) (Cabinet Office)
	June	Holding an information session for locals / residents
	July	DMO collaboration agreement concluded with Setouchi DMO, Uchiko Town Tourism Association, Kita M, Uchiko Town, and Ozu City
	November	Ozu Castle Castle Stay Demonstration Experiment
2020	February	Establishment of Ozu machitsukuri fund (Iyo Bank/MINTO)
	April	First phase of machiya renovation project completed
	April	Declaration of state of emergency due to new coronavirus (nationwide)
	July	NIPPONIA HOTEL Ozu castle-town / Ozu Castle Castle Stay Grand Opening
2021	March	Tourism regional development corporation registration (regional DMO)
	April	Completed construction work on the former Matsui family home (tourist facility) and Kato family home construction work completed
	April	Selected as a model area for the 2021 Japanese Sustainable Tourism Guidelines (JSTS-D)
	August	Second phase of townhouse renovation project completed
	September	Selected as Priority Support DMO (Comprehensive Support Type) by the Japan Tourism Agency
	October	2021 Good Design Award Winner "Tourist machitsukuri using historical buildings"
2022	April	Third phase of townhouse renovation project completed
	September	International organization GREEN DESTINATIONS selected as "Top 100 Sustainable Tourism Destinations in the World in 2022"
	October	Received the 14th Japan Tourism Agency Commissioner's Award
2023	April	Completion of 4th phase of townhouse renovation project (planned)

