

A Vision of a Vibrant and Lively City for 1000 Years and More



About the OMY Sustainability Vision

The Otemachi-Marunouchi-Yurakucho (OMY) Sustainability Vision illustrates the future that should be targeted to create a city where people, the city, and businesses are all sustainable (a "sustainable" city), and makes the declaration to society that the OMY District is to be reconstructed. Please contact the secretariat (at Ecozzeria, email: concierge@ecozzeria.jp) to find out more about the OMY Sustainability Vision or to become involved. This brochure can be downloaded as a PDF file from the following website: <http://www.ecozzeria.jp>

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The OMY Sustainability Vision
Creation Committee



1. A Sustainable Society We Envision

A Society That Lasts for 1000 Years : A society enlivened with human activities, flourishing into the future

In a sustainable society we envision, the lead actor is a diverse "people." And Linking individuals to one another, "communities" are also crucial. We aim to achieve a sustainable society by generating diversity through the involvement of a wide variety of people, increasing the creativity of individuals and communities, and fostering exchanges and innovations.

2. History of the Otemachi-Marunouchi-Yurakucho (OMY) District

Edo Period : The First Accumulation

What was once a sleepy fishing village situated on the Hibiya Inlet, transformed itself at the start of the Edo Period, some 400 years ago, into the world's largest city, both in terms of population and economic activity, surpassing even Paris and London.

With its network of waterways and a special harmony of environment and people, it is said that Tokyo — or Edo as it was known then — was a model for environmentally friendly cities.

Meiji-Taisho : Establishing a Foundation as a Business District

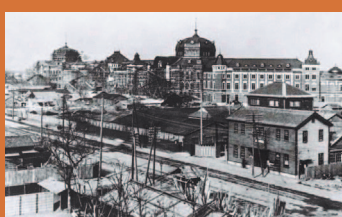
With the arrival of the Meiji Restoration in 1868, the OMY District, including the houses for leading Daimyo—the military rulers of Japan — and their retinues, was converted into a government and military center. Marunouchi became the focus of a plan to create a commercial center in Japan. Leading Japan's westernization movement, it underwent a transformation with the construction of modern-era office buildings such as the London Block—an approximately 100-meter stretch of red-brick buildings.



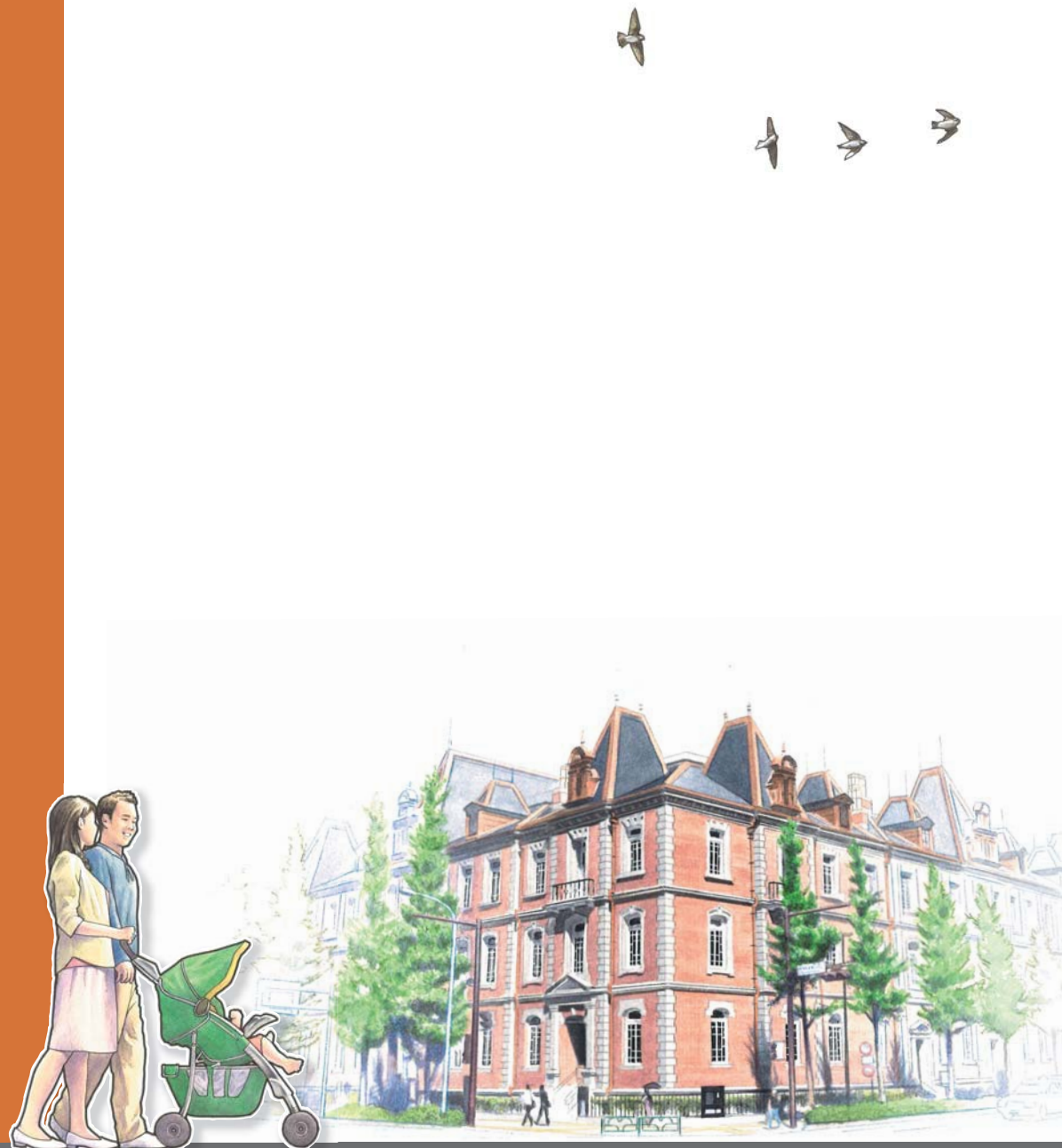
1849 Pictorial Map of Daimyo-koji Streets in Edo (Edo), Geospatial Information Authority of Japan



The "London Block," Babasaki-dori Street circa 1909



Tokyo Station completed in 1914, restored to its original condition in 2012 after experiencing earthquakes



Showa-Heisei : Toward a Global Business Center

From the days of the red-brick buildings, the area continued to develop into the business center of Japan, both pre- and post-war, leading Japan’s explosive economic growth during this time. Eventually, with the rise of globalization, OMY became the base for multiple major corporations and a world leader on the global economic stage. As calls became stronger for a development framework for OMY that took into account both the environment and public spaces, corporations and government joined together with local citizens and the OMY community gradually took shape.



The city integrating old and new history to create new culture and economy



Marunouchi Naka-dori Street offering relaxing green shades for pedestrians

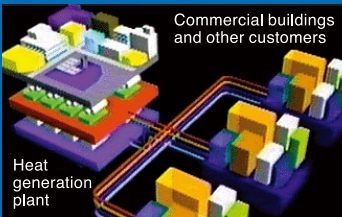


The OMY District with progressive functionality as an international business center

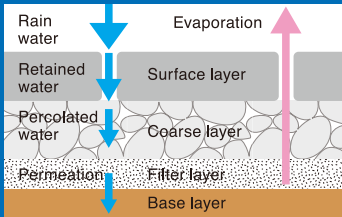
From the Environmental Vision to a Sustainability Vision

In May 2007, we released the OMY Environmental Vision, with which we were able to foster not only economic efficiency but also environmental awareness in the district. Since then, having experienced the Great East Japan earthquake, the global economic downturn, and population decline, we came to believe that it is important for urban and regional development to address various economic, social, and environmental issues from an integrated point of view rather than attacking them individually. In other words, it is important to create a model *1 that resolves the issues of urban and regional sustainability by balancing and linking the environment, economy, and society. This in turn would lead to new businesses and an increase in value of the OMY area. Thus we are now taking a new step forward by evolving from the Environmental Vision to a sustainability vision.

*1 This idea coincides with the so-called Creating Shared Value (CSV) movement of recent years, an industrial strategy to create value for both society and business by creating businesses aiming to resolve social problems.



The OMY area implementing high efficiency cooling and heating for about 30 years



Water-retentive pavement mitigating the heat island effect



Water sprinkling project, with the participation of community members, bringing a taste of summer



3. A Sustainable Community the OMY District Aims for

Accumulation of Knowledge and Networks in the OMY District

Many corporations and people representing Japan have worked in the OMY District, Japan's leading business district since the Meiji Period. As a result, memories and knowledge have accumulated in this district, and these are the important seeds (resources) that contribute to the realization of a sustainable society. Furthermore, as a major hub of Japanese transportation, the OMY District connects various regions both in Japan and the world, and has the infrastructure necessary for large numbers of people to gather. We will continue to utilize the accumulated experience and the networks of the OMY District, the largest business district in Japan, to shape a highly creative community and to contribute to the realization of a sustainable society.

The Concept of the OMY Sustainable Community

A city that continually generates society-enhancing businesses, underpinned by the most valuable form of capital : Kizuna, the bonds between people

● The Idea of a Sustainable Community Imagined by the OMY District

The OMY sustainable community is where people and community play a central role to constantly foster innovation. It is a city where area management mechanism is enhanced to create and nurture the community. It is also a dynamic city always seeking to engage large numbers of people. Furthermore, the spaces created in this city support innovations by being designed to generate activities and to involve and connect a variety of people.

● The Structure of the OMY Sustainable Community

The OMY sustainable community is a community driven by the capital of "kizuna"*2 (bonds or relationships) fostered by community activities that bring together individuals with knowledge and creativity. In order to enhance this driving force, we cherish the pillars of creating venues where people can improve their "creativity," improving the "environment" to facilitate activities, ensuring "safety" to facilitate peace of mind, and emphasizing "health" to facilitate sound participation. By improving sustainability of these pillars or areas, an increasing number of people are attracted to our community and the community is broadened. We believe that "kizuna" strengthened through these kinds of activities improves the creativity of the community as a whole, continually creates businesses that lead to a sustainable society, and resonates throughout the world.

*2 The word "kizuna"has been attracting much attention after the Great East Japan Earthquake."Kizuna" is often used in emotional sense, but we use the word as indicating connections because we believe that the connections among people and between people and the community are the capital that creates innovation.



4. Vision : Toward the Future We Picture

Capitalizing on "kizuna"being cultivated, we will form diverse communities to further increase creativity, thereby strengthening kizuna; in addition, we will undertake area management that makes kizuna more mobile, giving rise to innovation and finally engendering a positive ripple effect to spread across the globe.

(1) Creating a Diverse Community to Enhance Kizuna

-Treasuring Individuals in the Community-

- ① A city that supports those who take notice and make changes

 - The awareness, actions, and thoughts of people are of paramount importance in the move to a sustainable society. We create opportunities for people to become aware of the importance of the environment, health, and safety ;and support individuals changing their behaviors to more sustainable ones.
- ② A city where people can be active and healthy

 - When creating communities, people need to be vibrant. Being active in the community allows a variety of people to develop the power to realize a sustainable society and creates opportunities to think about one's own health. We also strive to be a city that develops services to support those who want to be healthy.

- ③ A city where everyone can live in safety and comfort

 - A safe environment is created by having redundancies in efficient energy and water infrastructures supporting urban functionality so that there are no disruptions even during various disasters, such as earthquakes. We aim for a city where daily connections between people are created and these connections continue to work even during disasters.

- Promoting the Creation of Spaces to Attract a Diversity of People -

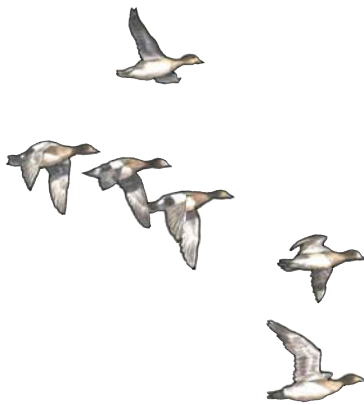
- ④ A city where comfortable public spaces *3 are connected

 - Comfortable places that engage the five senses are important to attract people. We create green spaces that take into consideration the ecosystem, and public spaces where people can relax and have a good time, such as plazas and pedestrian spaces providing equipment for activities to generate; and also network these resources. These flexible spaces can also function as safe havens during emergencies.

*3 Public spaces :Here, the term "public spaces" does not simply refer to spaces open to the public, but is a collective term referring to spaces where people are encouraged to gather, such as plazas,open spaces,and sidewalks.
- ⑤ A city with opportunities for people to connect and improve their creativity

 - We create spaces where ideas and information are exchanged by a variety of people or spaces where people can linger, ignore time, and be inspired, by offering a blend of locality and culture with functionality of this district. Such spaces foster creativity by attracting a large number of people and making connections among them.
- ⑥ A city where ideas and thoughts are realized

 - While creating spaces that facilitates innovation by providing the infrastructure and space necessary to flexibly address new social issues, such as the environment and health, we aim for a city that also provides the mechanisms that connect ideas and thoughts to innovation.



(2) Advancing Area Management

⑦ A city that watches over the condition of the city and its people

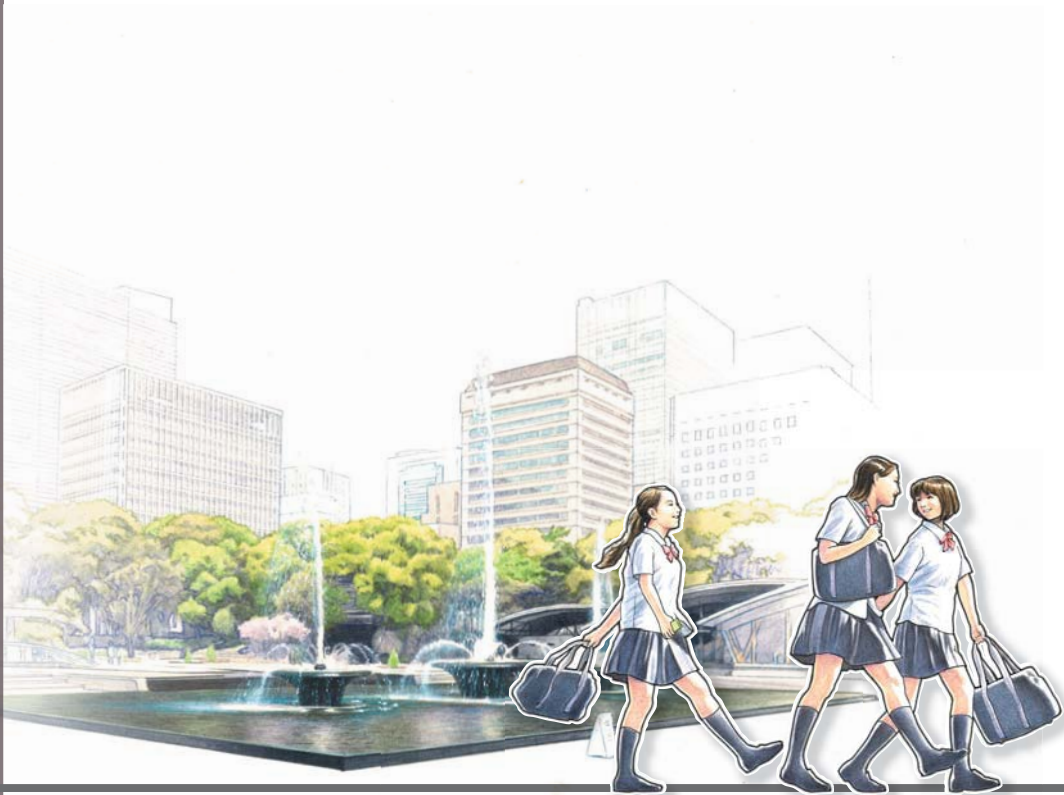
- The condition of the city and its people must be understood and managed in order for the city and the people to be healthier and work more efficiently. We support behavior change of individuals and corporations by utilizing advanced ICT and properly managing water and energy operations as well as understanding the condition of the city and the people and providing information according to individual needs.

⑧ A city that generates diverse activities

- In order to put into practice district-wide initiatives aimed at creating a sustainable society, conscious planning and production towards the goal of greater sustainability are necessary. By providing the framework and opportunities for anyone involved in the district to be able to participate in discussions, we can create a shared awareness and aim to have various activities occurring in the district to contribute to realizing a sustainable society.

⑨ A city that is managed by connected individuals

- In order to create and foster a sustainable community, it is important for everyone to be connected, to have passion, and to become involved in community development. We shall become comrades as members of the community by utilizing places where people interact daily. We advance discussions on fund raising and clarifying responsibilities and promote creating the mechanisms to manage the community.



(3) Creating and Dispersing a Variety of Innovations

⑩ A city that improves diversity and shares a variety of issues

- This district connects many regions as a transportation hub. Taking advantage of this network and involving people from other regions further advance the diversity in the district and the accumulation of information. We aim for a city where national and global issues are shared by a large number of people and necessary areas of innovation are discovered.

⑪ A city that creates new solutions by joining forces with other regions

- Our city depends on the support of other regions for energy and food but people working in the city are also being supported by such regions. We shall join forces with people in other regions to create solutions leading to improved sustainability, and also give support to those that leave the city to become leaders in other regions working toward a sustainable society.

⑫ A city that solves social issues and engenders a ripple effect across the world

- By developing and dispersing the innovation born from the resources of this district and the connections to other regions as businesses to improve society, we aim to engender a ripple effect to the world, establish our community as a brand that creates sustainable society, and continue contributing to the world.





5. Action : Our Path to the Future

Toward Realization of Our Vision

What actions should we take to translate our vision into reality? Joining forces with all the people concerned with the OMY area, we shall carry out and support the efforts and activities below. Here, we outline the details of the undertakings needed in this district. During the process of project planning, it may be necessary to resolve conflicts of interest due to differences in position or to seek out completely different viewpoints. We should have diverse possibilities and flexible discussion regarding the methods, actors, and time frame for implementation. Furthermore, these initiatives are not to be done independently but, at times, by implementing them laterally in a linked manner exceeding the business fields and organizational frameworks. By doing so, a more synergistic effect can be expected. While bearing in mind the four pillars of our sustainability vision, namely "creativity," "health," "safety," and the "environment," we have set the following nine key project areas in which we expect these pillars to interact to create a synergistic problem resolution. To bring these project areas to realization, collaboration and cooperation between various stakeholders are required. We believe that the vision is realized through repeated discussions and collaboration among landowners and building owners, tenants, workers, visitors, the national government, Tokyo metropolitan government, Chiyoda city, the energy suppliers, and us, the area management organization.

(1) Enhance Creativity : Creating Diverse Communities that Encourage Creativity

In the process of connecting social and business issues with solutions, we shall clarify the roles that this district and the variety of stakeholders play, enrich the social capital of the

entire district, and create diverse communities involved in problem solving. Objectives to pursue include:

- ① Providing a third place *4 that is not the home nor the office, where awareness is raised and where new ideas and people can be encountered.
- ② Providing venues where people whose orientation and direction towards which they utilize their strength are the same can share a sense of accomplishment as a result of collaboration (e.g., sports, cultural or artistic activities).
- ③ Providing venues that are a showcase for sustainability, where the results and effects of initiatives carried out can be announced and accumulated information can be found.
- ④ Utilizing the Ecozzeria as one of the venues for the above activities.
- ⑤ Providing venues and opportunities to promote and take advantage of history and culture of the district (e.g., Mitsubishi Ichigokan Museum and LA FOLLE JOURNÉE).
- ⑥ Enriching off-time activities and providing a venue for casual meetings (e.g. Marunouchi House).

*4 Third place: A third location that is neither the workplace nor the home and that is particularly necessary for urbanites. Refers to a place where one can access easily, shift from formal to informal, freely express one's self, and be self-realized.

(2) Public Space : Systematic Use of External and Public Spaces that People Gather

We shall examine and develop new sophisticated uses and operational methods for making systematic use of external and public spaces, such as rooftops, walls, road surfaces and open public areas, as multi-purpose venues and spaces where workers and visitors can be refreshed and be comfortable in all seasons. Objectives to pursue include:

- ① Providing venues that make forming creative relationships easy between people, such as periodic markets or field museum tours using the entire district as their venue *5.
- ② Creating activity venues for various communities and area management organizations, such as information kiosks *6 or outdoor meeting spaces.
- ③ Creating comfortable venues with improved amenities through providing effective tree shade or street furniture or allowing a suitable breeze.



- ④ Maintaining the urban country-side atmosphere by protecting the biota in the area surrounding the Imperial Palace, by providing an edible landscape with the introduction of plant factories or agricultural crops and fruit trees, and by developing community gardens.
- ⑤ Maintaining facilities to control the heat island effect by greening roofs and walls, and using highly reflective paint, water-retentive pavement, and dry mist *⁷.
- ⑥ Maintaining expansive spaces that have improved functionality for normal times by achieving the above items, and that are effective also for activities at the time of disaster.
- ⑦ Examining and creating spaces and bases that are points of contact with surrounding areas (e.g., Kanda, Hibiya, Kasumigaseki, Ginza and Nihonbashi)

*5 Unlike tours of buildings, field museum tours see the entire region, including the history, climate, and culture, as a history museum or art museum, and are a mechanism whereby participants discover value through hands-on activities.

*6 Simple stands on roadsides or in parks used as information booths or newspaper stands where information about the city can be obtained.

*7 Equipment that generates an artificial mist of minuscule water drops to lower the surrounding temperatures through evaporation.

(3) Innovation Management : Supporting Innovation concerning New Problem Areas

We shall continue to promote initiatives supporting innovations of highly creative people and businesses. Specifically, by targeting health and food areas in the immediate term, which are new problem areas but are also rapidly growing industries, and developing new services in these areas, we improve the intellectual productivity of workers within the district and maximize human and organizational performance. This can be supported by the following :

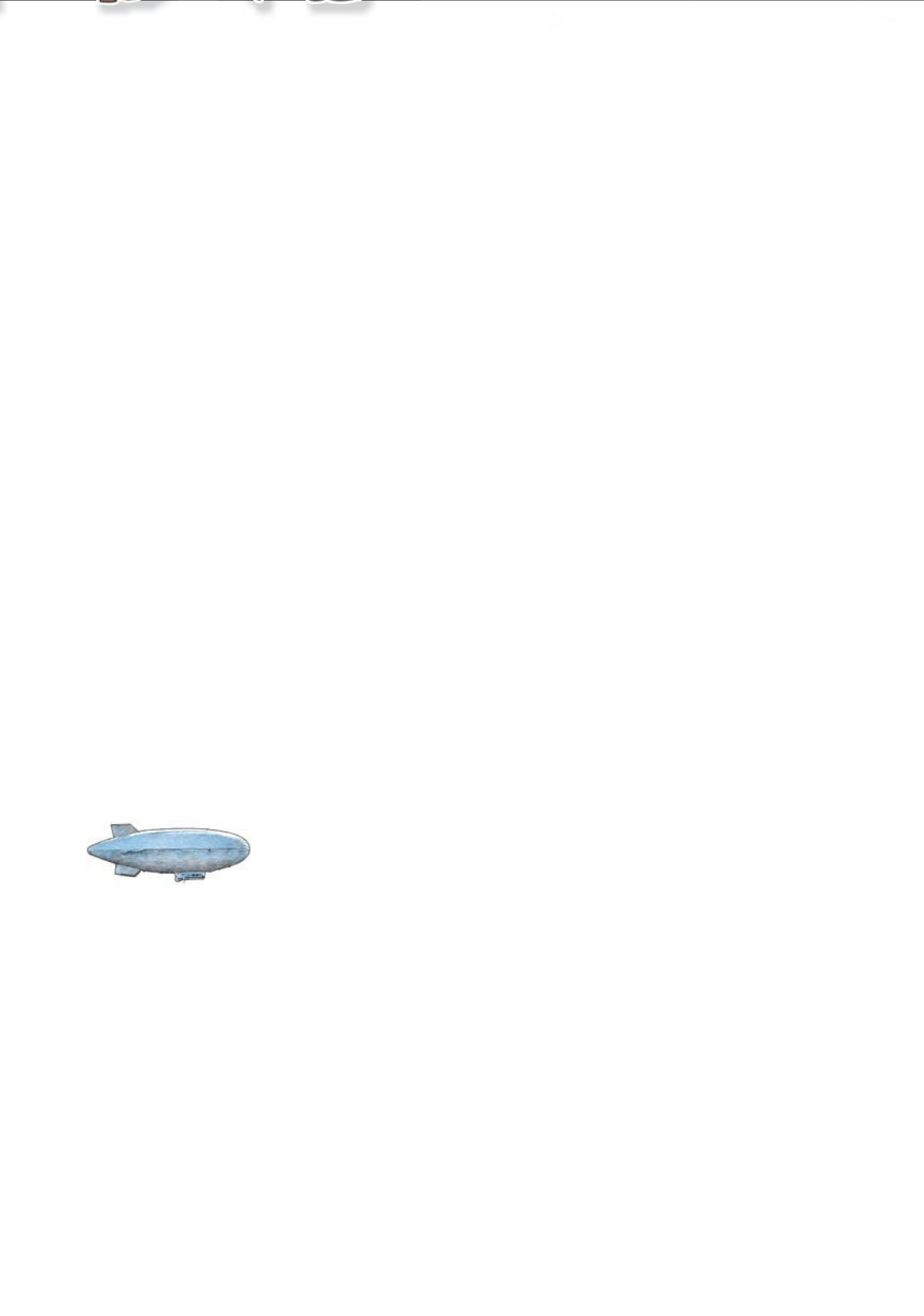
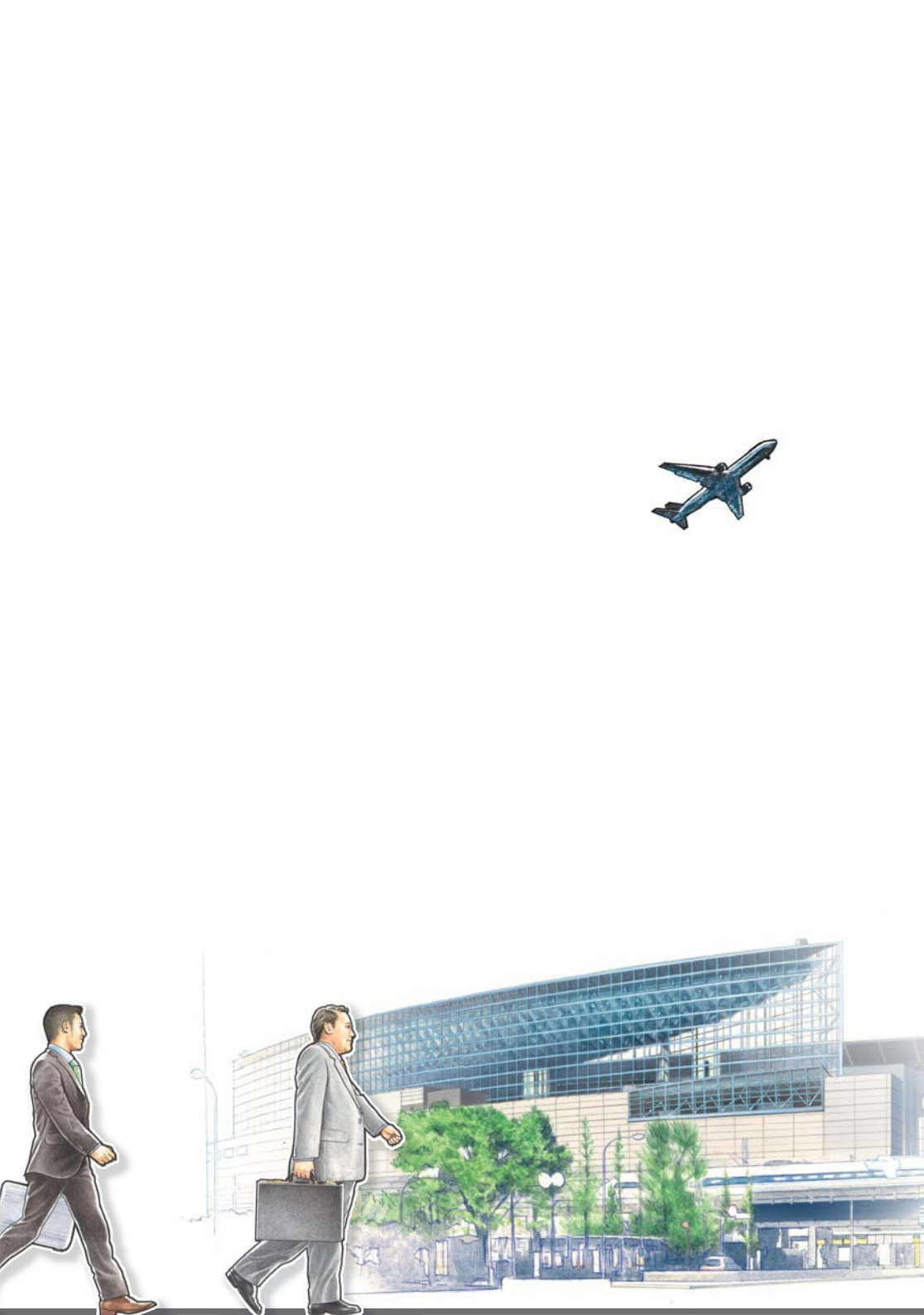
- ① Providing venues for corporations with advanced technologies and know-how to collaborate so that new shared values are developed.
- ② Developing and providing services corresponding to a variety of work styles and life stages that make work comfortable so that worker turnover risk due to childcare or nursing care concerns is prevented.
- ③ Providing information to support worker health maintenance, and developing and providing safe and secure food services, utilizing the business accumulation in the district, and easily accessed bases where people can freely get advice from experts in a cafe-like atmosphere.

- ④ Supporting the development of a performance index for the health status of the people and the city as well as the introduction of health management and health accounting that treat worker health as a component of corporate value.
- ⑤ Developing multi-generational communities where home and work are near each other, and organizing activities for active seniors, in collaboration with surrounding areas.

(4) Business Continuity District : Enhancing Functionality of a Sustainable City through Ensuring Business Continuity

We shall improve communication through various collaborative community development activities in normal times among landowners, tenants, government offices, community disaster relief associations and others; and construct an urban infrastructure and human network that function reasonably well even during emergencies so that business continuity is ensured. This activity includes:

- ① Establishing a management organization that keeps loose connections during normal times but enhances response capabilities during emergencies.
- ② Appointing a coordinator who is the unifying force for the human network supporting BCD *⁸.
- ③ Taking advantage of a secure communication network that does not break down even during major emergencies to monitor the operational status of the buildings and infrastructure in the district, and providing information collected to building owners and businesses during emergencies.
- ④ Delivering information to workers and visitors during emergencies, such as disaster details and traffic infrastructure recovery information.
- ⑤ Carrying out renewal and reuse of infrastructure stocks and creating buildings and facilities with solid structures capable of withstanding major disasters, and minimizing loss and environmental impact accompanying emergency response, recovery, and reconstruction.
- ⑥ Constructing autonomous decentralized energy and water use systems under buildings so that a necessary minimum standard of living and business activities are secured even during disasters.
- ⑦ Improving the economic rationality of each building by introducing infrastructure capable of being used for multiple purposes, such as normal use and emergency use. This way of building use can contribute to the entire district, making the area a model for safe centers in business districts.



*8 Abbreviation for Business Continuity District: a district promoting infrastructure improvement for business continuity.

(5) Energy Management : Establishing an Integrated Energy Management System

We aim to build an integrated energy management system capable of stable, optimum management of energy supply and demand in the district, and to realize carbon neutrality *⁹ in the future. Our goals include:

- ① In collaboration with landowners, tenants and others, obtaining and visualizing energy consumption data.
- ② In collaboration with electricity and heat suppliers, introducing and renewing the latest high efficiency facilities such as water/ice thermal storage and co-generation systems.
- ③ Procuring renewable energies, such as solar light, solar heat, wind power, hydraulic power and biomass.
- ④ Constructing autonomous decentralized power generation facilities that provide emergency power in addition to stabilizing the power supply and providing auxiliary power during peak times.
- ⑤ In addition to improving building energy management systems (BEMS) *¹⁰, building a regional energy management system (District-EMS) capable of demand response *¹¹ for consumers to suppress demand, and optimizing supply by interchanging electric power and heat flexibly.
- ⑥ Studying business schemes for integrated management of energy supply and demand in the district using the above items.

*9 Situation in which activities in the district do not increase atmospheric CO₂.

*10 Abbreviation for Building Energy Management System: a system to reduce energy consumption by managing the operation of building machinery and facilities.

*11 A mechanism whereby consumers cooperate to suppress demand at the time of potential power shortage.

(6) Bioregion : Utilizing Water Resources and Restoring Urban Water Networks

In the Edo Period, the city of Edo had such infrastructure that earned it the moniker "city of water networks" for its abundant water resources. We shall think about water resources in this

district as bioregion*¹², including their past and future, deepen understanding of the various blessings water gives to people and communities, and promote their efficient use. Through this, we aim to recreate a new "city of water networks" appropriate for our time. These efforts include :

- ① Carrying out a field survey of the water systems and ecosystems around OMY, and implementing integrated management of these water resources based on the findings.
- ② In collaboration with sewage managers and river managers, building an infrastructure that makes it possible to use black water and river water, and promoting use of grey water, black water, rainwater and spring water.
- ③ Installing water reclamation treatment facilities to improve the waterfront spaces around the district, such as rivers and the Imperial Palace moat.
- ④ Examining the use of by-products, such as algae or sludge from water processing, as biomass.
- ⑤ Inhibiting the heat island effect, by inviting building and facility managers and tenants to the seasonal water sprinkling events and establishing a method for implementing water sprinkling to the public spaces by automatic sprinkling equipment or mobile bodies (sprinkling cars, etc.)
- ⑥ In collaboration with river maintenance plans of Tokyo Metropolitan Government, promoting maintenance of water-friendly spaces making use of the scenery, such as the Tokiwa Hashikado trace (Tokiwa Bridge), and utilizing water transportation to improve disaster prevention functionality and urban tourism functionality.

*12 Bioregion is an area defined by its climate, topography, or watershed as one biosphere.

(7) Eco Mobility : Building a New Transportation and Distribution System Comfortable with Minimal Environmental Impact

We shall provide a transportation system with low environmental impact that networks a variety of venues for workers and visitors to move about while enjoying the urban landscape unique to this area in comfort and safety, and shall optimize distribution in the district. Our goals include :



- ① Constructing infrastructure and facilities promoting walking and biking for workers and visitors, such as transit malls *13 or bike and run stations.
- ② Expanding comfortable in-district transportation means such as the Marunouchi shuttle, and establishing infrastructure and facilities promoting the use of transportation means with low environmental impact, such as eco-car and car-sharing.
- ③ Promoting a shift to an in-district distribution means that is reasonable and has low environmental impact by maintaining priority cargo handling facilities for eco-trucks or joint distribution.
- ④ Making transportation and distribution means attractive (such as velotaxi *14 , beer bike *15 , and milk run *16) so that they blend into the urban landscape and collaborate with urban tourism.

*13 Dedicated streets for pedestrians, bicycles, and public transportation.

*14 High performance bicycle taxi and its operation system developed in Germany. There are velotaxis operating in Marunouchi area.

*15 Mobile beer counter: Customers can ride on it while drinking beer and touring around the city.

*16 An itinerant collection distribution system, suitable for small lot shipment, that is often compared to milk delivery operators collecting milk by visiting local dairy farmers. Small trucks and rickshaws are often used in this operation.

(8) Reuse Reduce Recycle : Multistage Waste Use

In collaboration with workers, landowners, tenants, government offices, disposal companies, and others, we shall deepen the shared understanding about how to use and dispose of goods, reduce waste by optimizing the waste flow, from reducing generation to proper disposal, improve reuse rates, and also decrease the energy needed for waste management.

Our efforts toward this include:

- ① Introducing facilities and educational activities aimed at improving separation and collection methods that increase waste recycling rates.
- ② Examining the construction of a compact, efficient biomass processing system plant.
- ③ Appropriately reusing or recycling construction waste resulting from dismantling buildings or facilities.
- ④ Reducing the amount of construction waste material in the future by increasing the longevity of new construction buildings and facilities.

(9) Area Management : Promoting Sustainable Area Management Activities and Developing Human Resources

We shall promote vision sharing among actors with different viewpoints, such as urban development organizations, landowners, tenants, government offices, workers, visitors, and corporations or universities having the technology or know-how necessary for sustainable urban development in and outside the district, and area management activities that encourage voluntary participation and consensus building. Our goals include:

- ① Developing organizations and systems responsible for resolving the variety of issues for urban development, strengthening public/private partnership, and securing financial resources for management to stabilize activities, using BID system *17 as reference.
- ② Securing human resources, including managers to integrate organizational management, facilitators to activate communities, planners with ideas and presentation skills, and producers with good judgment, and a training facility for next-generation human resources development.
- ③ Collecting, analyzing, and evaluating data related to sustainable urban development in the district, utilizing the results in area management to increase the awareness of those involved and encourage action.
- ④ Carrying out PR activities and providing information on the district-wide efforts unique to this area, through publishing the OMY CSR Report, brochures, and books, and utilizing Web and SNS so that feelings are shared and the philosophy and achievements of the sustainable urban development in the OMY District are communicated.
- ⑤ Creating an activity base in the district for the above, and turning that into a studio that provides functionality to gather, edit, and publish information.
- ⑥ Studying the need and methodology for stock management that promotes restoration and use of existing infrastructure stocks, and promoting effective use of stocks in the district.

*17 Abbreviation for "Business Improvement District" being systematically implemented in the US and Europe. It is also known as an urban environmental improvement district. Mechanism for area management organization activities based on funds collected as taxes from asset owners in the district(beneficiaries).

