

2019 Edition

Izu Peninsula Grand Design

Izu Together, To Become a Region Admired by the World



Izu Peninsula Mayors' Council

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Preface — The Creation of the 2019 Izu Peninsula Grand Design

1. The Goal of the Grand Design

An Izu Peninsula Grand Design was first agreed in 2013, to create a future in which the region could take pride in its continued presence in the world. It set out a long-term vision for the development of the region from a unified and comprehensive perspective, offered solutions for the short- and medium-term problems it faced, and established a strategy for the revitalization of the area.

This Grand Design set out concrete policies for a period of roughly five years, grounded in both long- to very long-term and short- to medium-term perspectives.

Six years have now passed since that Grand Design was launched. Evaluating the efforts made under the Grand Design and taking account of both issues arising from that evaluation and changes in the environment, we have created this 2019 Izu Peninsula Grand Design.

2. Timescale

This Grand Design, like the 2013 Grand Design, sets out a vision and strategy based on both a long- and very-long-term perspective (referred to as the “long-term perspective” below) and a medium- and short-term perspective (referred to as the “medium-term perspective” below). The long-term perspective is looking thirty to fifty years into the future, while the medium-term perspective is of the order of five years, looking at the period up to around 2025. The Grand Design sets out specific implementations of strategies for that five-year-period.

3. Structure

This Grand Design first considers the structure of Izu, and on that basis sets out a basic policy for regional development. This, in turn, is developed into a strategic plan. The design is based specifically on the four perspectives described below.

Analysis of the Problems Facing Izu and the Structure of the Peninsula

The Future Direction of Regional Development and Basic Strategic Concepts

Policies and Bodies for Implementing Each Strategy

Issues Arising in Advancing the Design

Chapter 1 — The Shape of Izu

1. The Shape of Izu

People say that Izu is the land of poetry.

A historian said that Izu is Japan's history in miniature.

I would like to add that Izu is a model of the southern lands.

We can also say that Izu is a gallery of mountain and ocean views.

The whole of the Izu Peninsula is a great park. It is a vast footpath.

In short, the Izu Peninsula is packed with the blessings of nature, and transformations of beauty.

These sentences in praise of Izu are from Yasunari Kawabata's "Introduction to Izu".

Izu has been beloved of many literati and artists in addition to Kawabata, and its beautiful scenery and situation have appeared in many works.*

Its resources cover a wide range: nature, landscapes, plants, and animals; and foods, history, literature, and hot springs. They are all attractive, and have hidden depths, so that the area's potential as a tourist destination is, even now, world class. These are Izu's strengths.

However, we cannot say that Izu has a strong presence on the national or global stage. Today, when competition between regions has become fierce, the need to establish Izu's brand value is ever greater. Further, although the number of people visiting or staying in the region is starting to recover, the tourist industry is becoming short-staffed as its employees age, and younger people are leaving the area. Izu is clearly weaker than it was in the past.

* Yasushi Inoue, "The Sea of Izu"

The beauty of a trip to Izu lies in our delight in the changes of the ocean.

Kojiro Serizawa, "The Coast of Izu"

All the time I was travelling in Brittany, my mind was full of memories of Izu. It is said to be the most beautiful coast in France, but I felt that the coast of Izu was blessed with more changes of scenery, and greater light.

(1) The Current Situation of the Region

The Izu Peninsula region developed as a popular hot spring and tourist area near the capital, but the number of overnight visitors has fallen to less than 60% of the peak, and the decline of the tourist industry, the mainstay of local employment, has become undeniable.

Further, in central and southern Izu, particularly in the Kamo region, the departure of young people has led to serious depopulation and a rapid aging of the population.

Central and southern Izu (3 cities, 5 towns): Shimoda City, Izu City, part of Numazu City (the region of the old Toda Village), Higashiizu Town, Kawazu Town, Minamiizu Town, Matsuzaki Town, Nishiizu Town

Kamo region (1 city, 5 towns): Shimoda City, Higashiizu Town, Kawazu Town, Minamiizu Town, Matsuzaki Town, Nishiizu Town

Population Over Time

(Unit: Person)

Area	1995	2000	2005	2010	2015	2019	2005—2019	
Whole Prefecture	3,737,689	3,767,393	3,792,377	3,765,007	3,700,305	3,640,443	△151,934	(△4.0%)
Izu Peninsula	655,815	646,385	637,834	620,945	595,136	573,561	△64,273	(△10.1%)
Kamo region (for reference)	86,429	82,397	78,504	73,713	66,438	61,023	△17,481	(△22.3%)

Source: National Census (as of October 1st each year)

Prefectural Statistics Office “Population Forecasts for Shizuoka Prefecture” (October 2019)

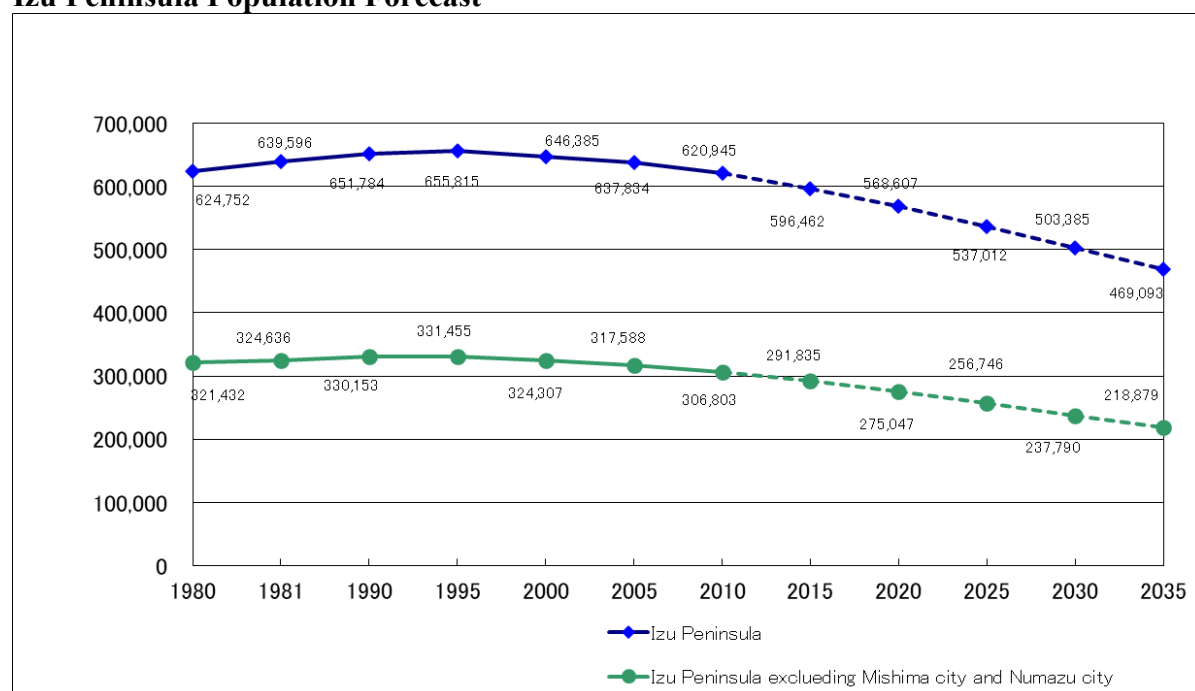
Population Changes in 2018

(Units: Person/Percentage)

Area	Population	Change	Proportional Change	Natural Change	Natural Proportional Change	Social Change	Social Proportional Change
Whole Prefecture	3,726,537	△16,478	△0.44	△16,244	△0.43	△234	△0.01
Izu Peninsula	594,450	△5,663	△0.94	△5,137	△0.86	△526	△0.09
Kamo Region (for reference)	30,833	△1,349	△2.06	△1,031	△1.57	△318	△0.48

Source: “Population, Population Changes, and Household Numbers on Basic Register of Residents”, 1st January 2019, Ministry of Internal Affairs and Communications

Izu Peninsula Population Forecast



Source: “Population, Population Changes, and Household Numbers on Basic Register of Residents”, 1st January 2019, Ministry of Internal Affairs and Communications

Total Fertility Rate

Area	2014	2015	2016	2017	2018
Whole Prefecture	1.50	1.54	1.55	1.52	1.50
Izu Peninsula	1.42	1.42	1.41	1.34	1.34

Source: Changes in Population Statistics for Shizuoka Prefecture, Ministry of Health, Labor, and Welfare

Proportion of Elderly

Area	2014	2015	2016	2017	2018	2019
Whole Prefecture	25.9%	26.8%	27.6%	28.2%	28.7%	29.1%
Izu Peninsula	30.7%	31.8%	32.8%	33.6%	34.2%	34.8%
Kamo Region (for reference)	37.2%	38.7%	40.1%	42.4%	43.2%	44.0%

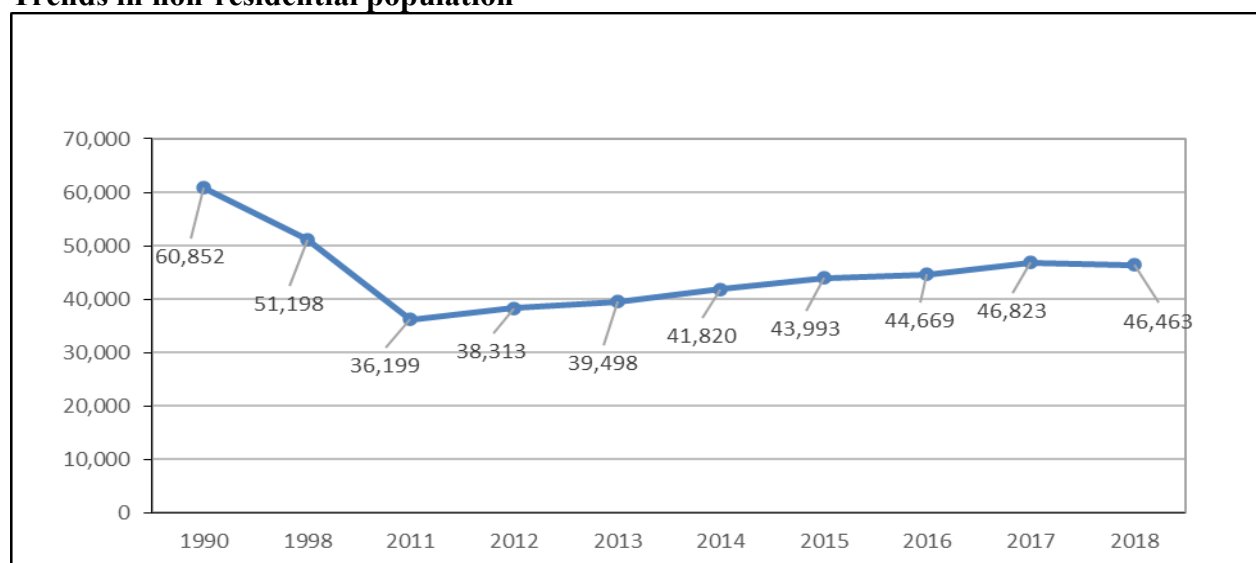
Source: Prefectural Long Lifespan Policy Office (As of April 1st each year)

Population Movement to and from Large Urban Areas (2018)

(Unit: Person)

Area	Tokyo Region	Nagoya Region	Osaka Region	Other	Total
Whole Prefecture	△6,484	△784	△287	901	△6,654
Izu Peninsula	△1,093	△13	28	△137	△1,215
Kamo Region (for reference)	△87	△26	△2	△249	△364

Source: 2018 Report on Population Movements on Basic Register of Residents, Ministry of Internal Affairs and Communications

Trends in non-residential population

Unit: Thousand People

Source: Trends in Tourist Visits, Shizuoka Prefecture

(2) Issues

Although people say that Izu is one region, its diversity has made it difficult to bring everyone together. This has been the region's greatest weakness, and the tendency continues today.

The foundational infrastructure for the growth of the region is being established, for example through the construction of vital roads: the Amagi Kita Road has opened, and it is now ten years since the Izu Jukan Expressway-Higashi Suruga Kanjo Road became operational. Further, the high value of the resources of the Izu Peninsula has been recognized on a global level. The Izu Peninsula Geopark has been designated as a UNESCO Global Geopark, Izu wasabi (Shizuoka Wasabi Cultivating Region) has been recognized as a Globally Important Agricultural Heritage System, and Suruga Bay joined the Most Beautiful Bays in the World Club.

Our ongoing efforts to further increase the number of visitors to the area involve publicizing the resources of the region, such as its distinctive natural environment, landscapes, hot springs, history and literature, and wide range of local foods, and increasing their appeal. In addition, we hope to build on the legacy of the 2020 Tokyo Olympics and Paralympics to create new tourist demand.

Further, the recent increase in strength and frequency of natural disasters calls on us to cooperate across the whole area to secure the safety and peace of mind of tourists

Izu Peninsula SWOT Analysis

	Internal Environment	External Environment
Favorable Influences	Strengths <ul style="list-style-type: none"> Proximity to Capital Region Warm and clement climate Rich and distinctive natural environment Treasury of history and literature Brand created over a long history Extension of Izu Jukan Expressway, opening of New Tomei Expressway Designation as UNESCO Global Geopark World Heritage designation (Mt Fuji, Reverberatory Furnace) Recognition of regional cooperation DMO (The Izu Peninsula Tourist Bureau) 	Opportunities <ul style="list-style-type: none"> International flights to Haneda Airport, expansion of Fujisan Shizuoka Airport Concentration of businesses in “Pharma Valley” and the inland frontier Growth in numbers of active seniors and increase in wealth of Asia Increasing numbers of foreign tourists in Japan Cycling stadium for Tokyo Olympics & Paralympics Establishment of large-scale shopping centers and other retail facilities Licensing of The Izu Peninsula Tourist Bureau as a travel agency (type 2)
Unfavorable Influences	Weaknesses <ul style="list-style-type: none"> Insufficient cooperation within the region Vulnerability of transportation network, such as branch roads Vulnerability to natural disasters Falling working population, ageing population Low development of high-order urban functions Insufficient development of communications infrastructure Cashless payments facilities Decline of hot spring towns, loss of energy Inadequate facilities for foreign tourists 	Threats <ul style="list-style-type: none"> Earthquakes such as the Nankai Trough or Sagami Trough, volcanic activity in the Izutobu Volcano Cluster Increase in typhoons and rain-caused floods Risk of a large-scale natural disaster and reputational damage Decline in proportional spending on travel, price competition Increase of similar competing regions (domestically and internationally) Large scale facilities in capital region Decline in population, insufficient workers to support tourism industry

2. The Structure of the Izu Region

(1) Current Situation

As the Izu Peninsula is surrounded by the sea on three sides and has mountains running through its length, urban areas have developed only in the flat areas of the north, while small towns and villages dot the coasts. The areas within which people conduct their lives and business are structured in the same way, and the center of population gravity is found in Izunokuni City, near the Juntendo Medical University Shizuoka Hospital.

Although the whole region shares the “Izu” tourist brand, the links between different tourist and hot spring areas are weak, and their individuality is strong. Further, due to the rugged terrain, the various railways and roads heading south from the national transport axis in the north (the Tomei Expressway, Shinkansen Super Express railway line, and Tokaido railway line) are weak for trunk routes, making it hard to link the regions together, and giving the area a scattered form.

(2) Changes in Regional Structure

At present, the construction of the Izu Jukan Expressway, which will become a trunk route through the whole peninsula, is progressing, and the structure of the region will change significantly in the future.

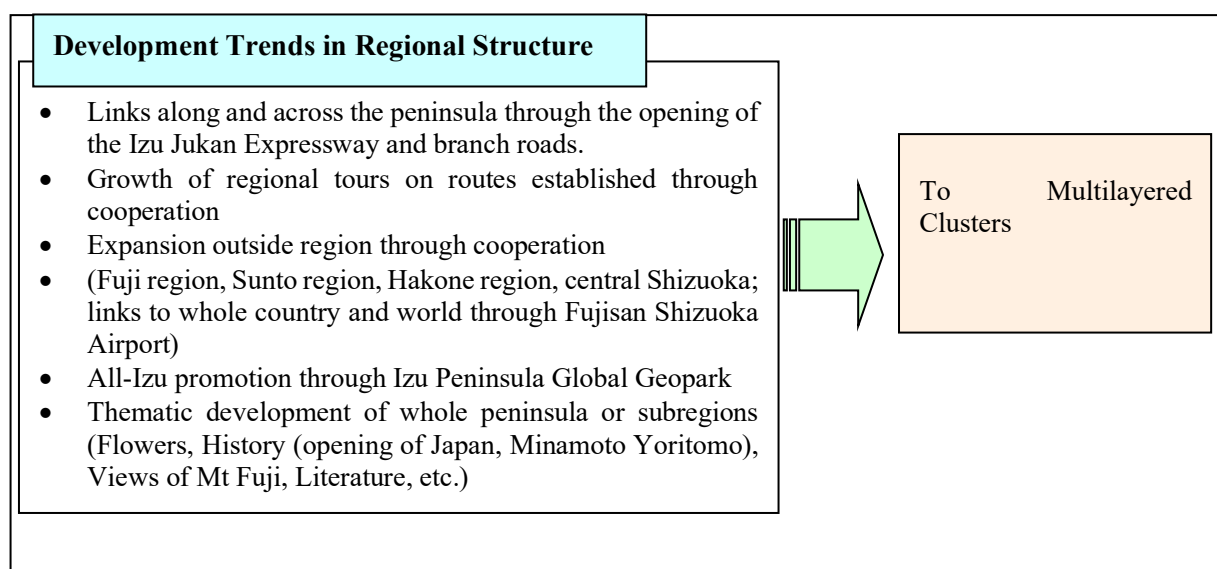
The completion of a central axis will transform the regional structure from scattered localities to a set of clusters, like a bunch of grapes. As travel and contact within the region becomes more active, there is the possibility that areas that have, until now, been isolated will also come to participate in this exchange. Further, as the time required to travel to the Hakone and Mt Fuji regions will be reduced, the regional structure will start to extend beyond the peninsula itself.

(3) Issues

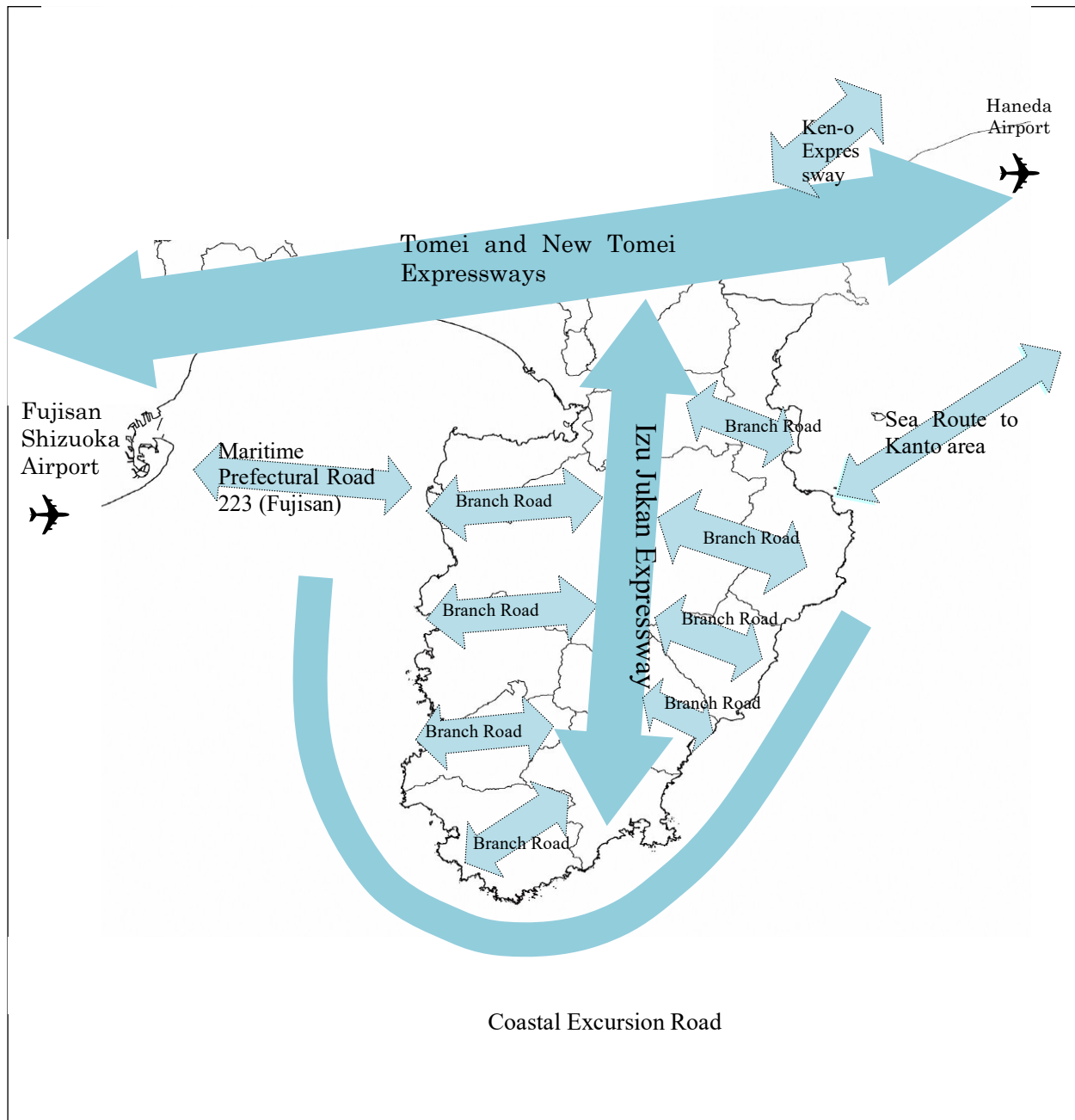
We have an ideal opportunity to link the changes in regional structure to the development of the peninsula. In addition to publicizing the individual grapes (towns and tourist attractions) as we have in the past, we should actively advertise the whole bunch (the Izu peninsula as a whole).

The globally designated Izu Geopark is itself a proposal for a new regional structure. Beyond this, many other proposals for regional alliances to transform the appeal of Izu, whether across the whole peninsula or for slightly smaller areas or themes, are possible.

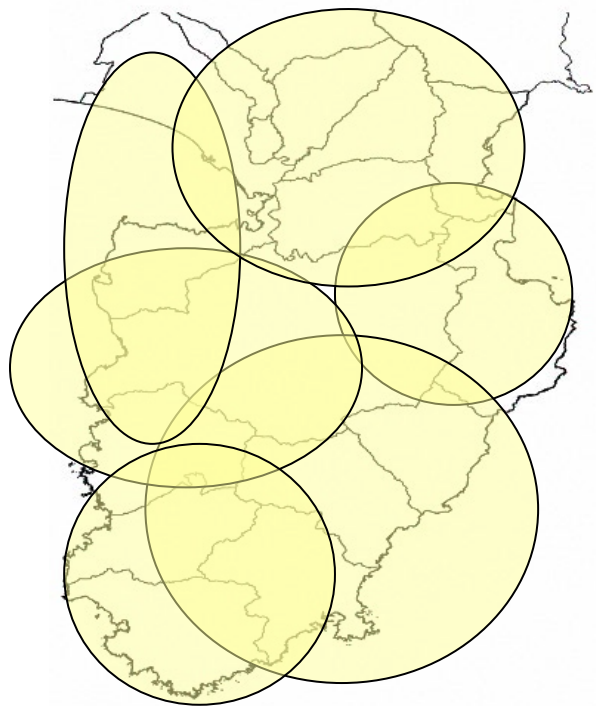
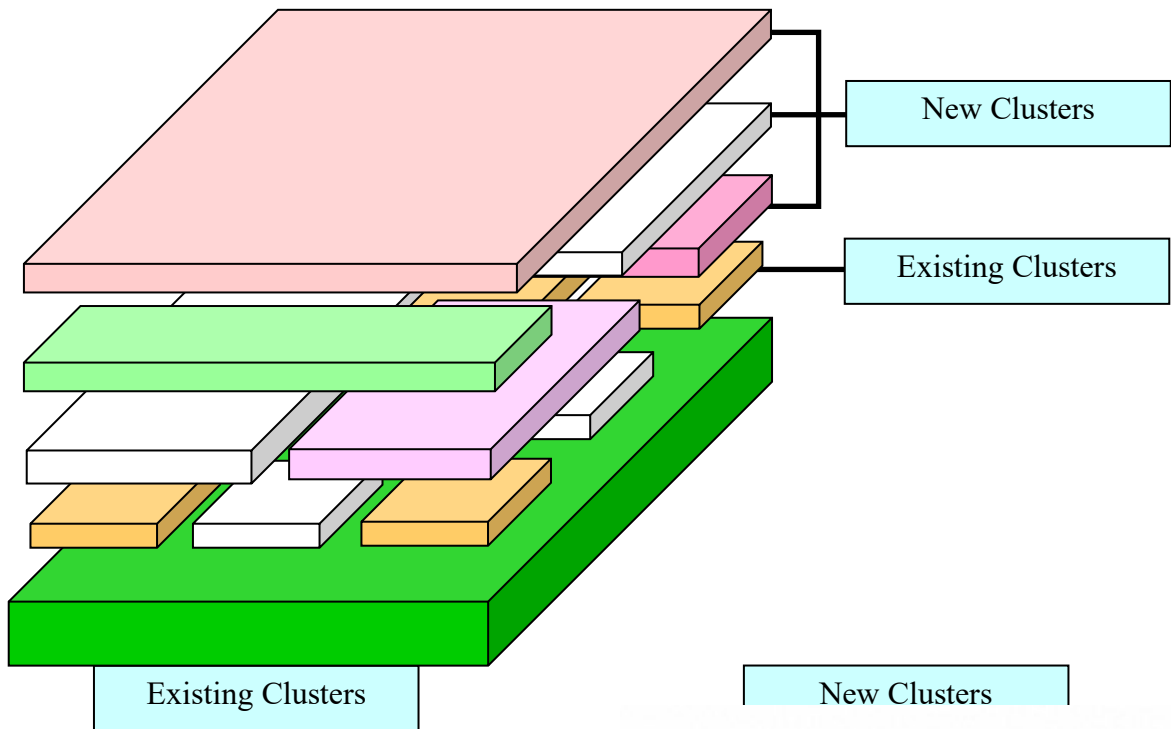
If Izu is to develop, it is essential to transform it from a scattering of independent units to a structure of multilayered clusters. In other words, while still emphasizing the individual appeal of each town or tourist spot, we must promote the attractive diversity of the whole area or of local groups. Now, more than ever, we must establish transport networks and promotional base to make that possible, and enhance the diversity of regional cooperation.



Izu Region Structural Analysis (1)



Izu Region Structural Analysis (2)



- Themes
 - Industries (mainly tourism related)
 - Use of new transportation network (Izu Jukan Expressway)
- Multilayered Cluster Structure**

3. Evaluation of the Izu Peninsula Grand Design Policies and Issues Arising

The Izu Peninsula Grand Design agreed in April 2013 recognized that the environment was changing and, accordingly, specified that the policies implemented under it should be reviewed after approximately five years. At that time, the path of the Grand Design policies and the roles of the various actors were to be reconsidered.

After gathering opinions from all 13 municipalities, we have summarized our assessment of each strategy, and the issues arising, as described below.

The evaluation is at three levels: A — Proceeding very well, B — Proceeding well, C — Not proceeding

(1) Key Strategy: The Most Beautiful Peninsula in the World Project

Bring together a range of opportunities and functions and further refine the “beautiful peninsula” in terms of environment, work, and people. Through this, establish Izu’s global brand, and increase its presence.

Individual Policies

Policy 1: Promote the Izu Peninsula Geopark Project

Policy 2: Nurture and strengthen love for and loyalty to the region

Policy 3: Promote beautiful development in each municipality

Policy 4: Strategic removal of factors that reduce the beauty of the area

Policy 5: Energize and broaden public-private initiatives to beautify the region

Policy 6: Build up industries connected to beauty

Policy 7: Create international health resort municipalities

A Evaluation

B — Proceeding well

The Izu Peninsula Geopark took active steps to be designated a Global Geopark by UNESCO. After designation, it has continued activities in education, conservation, awareness, and participatory events.

The various municipalities are carrying out concrete activities that bring out the special features of their area in order to further burnish the beauty of the peninsula.

B Main Achievements

Policy 1: Promote the Izu Peninsula Geopark Project

The Izu Peninsula was designated as a UNESCO Global Geopark in 2018. As well constructing a Visitor Center and preparing facilities and information at GeoSites, it has deepened its cooperation with the Geopark Promotion Council in management, promotion, and activities.

Policy 2: Nurture and strengthen love for and loyalty to the region

Courses and events for the exchange of experiences have been held to nurture people who can create a sustainable region. In addition, education for elementary and junior high school students has been offered to introduce them to the nature, history, culture and products of the Izu Region (“Izu Studies”).

Policy 3: Promote beautiful development in each municipality

The registration of settlements as “Charming and Graceful Villages in ‘Fujinokuni’” has been pursued. Efforts have been made to regenerate areas through the preservation of terraced rice fields and use of ume groves, and to preserve the original character of “satoyama”, the mountainous areas near a village used to support daily life.

*: “Fujinokuni” (“The land of Mt Fuji”) is a term used by Shizuoka Prefecture to refer to the prefecture, as (the peak of) Mt Fuji is within the prefecture.

Policy 4: Strategic removal of factors that reduce the beauty of an area

In order to make a beautiful Izu Peninsula a reality, the prefecture and municipalities have taken action on outdoor advertisements. They have been developing policies on such advertisements since 2016 in the Scenic Izu Peninsula Council, and agreed on the “Plan to Create a Scenic Izu Peninsula” in March 2017. The prefectural rules for outdoor advertisements were strengthened in November 2017, through the revision of the relevant prefectural ordinance.

In addition, work has been done to improve the scenery, for example by felling trees that blocked beautiful views.

Policy 5: Energize and broaden public-private initiatives to beautify the region

The “Action Plan for Flowers in Urban Development” was agreed and a promotion council founded, and education and support were provided for groups working with flowers. These groups were also linked in a network. In addition, the “Izu Peninsula Clean Strategy” was implemented across the whole region, and specific campaigns, including measures against illegal tipping and for cleaning, and the “No Rubbish Clean Strategy” were carried out to beautify the environment.

Policy 6: Build up industries connected to beauty

We have worked to gather industries and cultural and tourism centers within the designated “Fujinokuni Frontier” area.

Numazu City Region to gather and promote safe industries with abundant vegetation that are in harmony with the surrounding environment.

Atami City Established “Hatsushima — The Offshore Island Closest to the Capital Area” as a region for active urban development.

Ito City Region to promote fish caught in the local area.

Mishima City Area to gather facilities for agriculture and tourism; New industrial center in Mitsutani region; Mishima Tamazawa Interchange medical and health related industrial zone and region for a garden city residential area; Kitazawa region for developing a rich residential environment; Mishima Tsukahara Interchange region for a garden city residential area.

Izu City Creation of centers for regional revitalization based on the Amagi Kita road and “Michi no Eki” service area.

Izunokuni City Historical Culture regional development zone centered on the World Heritage Site Nirayama Reverberatory Furnace and Egawa House, Ema Industrial Development Zone

Shimoda City Visitor and disaster mitigation enhancement zone around Kasugayama and Shimoda Park.

Higashiizu Town Tourism promotion based on characteristics of Inatori Plateau.

Kawazu Town Kawazu Town zone for child raising, culture, and community functions

Minamiizu Town Sashida industrial zone

Matsuzaki Town Region for learning entrepreneurial skills around the “Hana no Sansei'en” service area.

Nishiizu Town Arari disaster mitigation area, Center for encouraging contact between university students and local residents in the Tago region.

Kannami Town Promotion of the use of local products to create vertically integrated agricultural businesses.

Policy 7: Create international health resort municipalities

Marathons and walking competitions have been held, along with various health seminars and the development of “health mileage” activities.

C Issues and Future Outlook

A number of programs are necessary to promote the appeal of the Izu Peninsula both within and beyond Japan. The Izu Peninsula Geopark and other local resources must be consistently advertised. Further, opportunities must be created for local residents to encounter the history and culture of the region, to foster love for their locality, and, in each area, people to take responsibility for beautifying the environment must be found. Finally, the legacy of the Tokyo Olympics and Paralympics must be put to work.

The region should continue to promote the Izu Peninsula UNESCO Global Geopark as a leading project, while also working to improve the appeal and promotion of resources that are globally valuable, such as the World Heritage Nirayama Reverberatory Furnace and the Shizuoka Wasabi Cultivating Region Globally Important Agricultural Heritage System.

Further, we should secure and develop people who can present the history and culture of the region, and promote the development and beautification of the region through culture and crafts that are rooted in the local soil. Finally, we must build on the legacy of the Tokyo 2020 Olympic and Paralympic Cycling Stadium to create a pilgrimage site for cycling sports.

(2) Core Strategies

Core Strategy 1: Creation and Revival of Interaction Industry Clusters

This strategy aims to rebuild the Izu brand, create local employment and revitalize local communities by taking the visitors' perspective in constructing broader clusters in the interaction industry that will provide greater customer satisfaction.

Policies

Policy 1: Strengthening cooperation within the interaction industry and making clear its status as a regional project

Policy 2: Promote branding

Policy 3: Promote local production and consumption

Policy 4: Create content for visitors and enhance provision of information

Policy 5: Promote the beautiful peninsula through the Film Commission

Policy 6: Increase safety as a tourist destination

Policy 7: Cooperation with Mt Fuji and Hakone

Policy 8: Nurture the spirit of hospitality across the whole region

A Evaluation

B — Proceeding Well

Led by the Izu Peninsula Tourist Bureau, active projects have been carried out to promote branding and create visitor contents, for example by developing regionally branded products and promoting the attractions of Izu both within and beyond Japan.

Each municipality has also promoted tourism and worked to promote the sales of local products.

B Main Achievements

Policy 1: Strengthening cooperation within the interaction industry and making clear its status as a regional project

In addition to working on local renewal through renovation and on fostering start-up entrepreneurs, the potential of satellite office businesses to resolve regional problems was investigated, and co-working spaces using traditional-style homes were set up.

Policy 2: Promote branding

Work on facilities and promotion was carried out to create “Cycling Resort Izu”. Information about the products of the region, such as advertising the sale of distinctive products like the wasabi that has been designated a Globally Important Agricultural Heritage System, was presented through YouTube and on large advertising monitors in Tokyo. In addition, production companies were encouraged to film in Izu through the work of the Film Commission.

Individual municipalities also worked to strengthen their brands, through actions such as tourism brand promotion, collaboration between the capital area and local products, and joining the association of “Japan’s Most Beautiful Villages”.

Policy 3: Promote local production and consumption

The Izu Peninsula antenna shop “B-Izu” was opened to spread and gather information and draw people to the area. Food products were developed based on the diverse ingredients available in the Izu Peninsula. Further, local high school students developed

commercial products based on local resources, displayed them at a national convention, and created a menu based on them.

Policy 4: Create content for visitors and enhance provision of information

The Izu Peninsula Tourism Strategy (2017) and Action Plan (2018) were adopted.

A wide range of projects to attract foreign tourists were carried out, including participation in overseas events, advocacy by local government leaders, promotions, and familiarization trips (excursions offered at a discount or free as part of a trip to Japan). Bodies in the peninsula also made use of YouTube and multilingual sites, and employed multilingual people to welcome foreign visitors.

Many programs were also directed at domestic tourists, including participation in domestic events such as Tourism Expo Japan, tourism advertising, and commercial consultation. In addition, tour products and excursions were developed. Further, the “Izu Ichi” cycling tour of the Izu Peninsula was held, along with events around the course, and efforts were made to attract sporting and cultural events, conferences, and study or training courses.

Policy 5: Promote the beautiful peninsula through the Film Commission

The peninsula was promoted through films and television dramas. The peninsula was advertised to production companies through the revision of the location library, which contains local information, and a location map.

Policy 6: Increase safety as a tourist destination

A disaster measures agreement was signed with the Ryokan Association, and earthquake and tsunami drills along with evacuation drills for trains were conducted.

Policy 7: Cooperation with Mt Fuji and Hakone

Various activities were carried out, including domestic and international publicity, garden tourism focused on formal gardens with links to the Imperial family, a summit of the Atami, Hakone, and Kusatsu Tourism Associations, and work on the appeal of Hakone Hachiri, the point where the most important road in early modern Japan, the Tokaido, crossed the mountains of the Izu region, a point famous as the most difficult of the whole route.

Policy 8: Nurture the spirit of hospitality across the whole region

A campaign of publicity for the region on social media was conducted by local residents and students, called “SNS Izu Jiman” (“Social Media Izu Pride”). Training sessions were also conducted to increase organizations’ capacity to cater to foreign tourists. In cooperation with universities, social events with foreigners and volunteer guides for foreigners were organized. Instructors were also dispatched for diversity training, local studies, and tourism-related courses.

C Issues and Future Outlook

The environment for interaction businesses in the Izu Peninsula is changing, with the designation of the Izu Peninsula UNESCO Global Geopark, the cycling events of the Tokyo 2020 Olympics and Paralympics, and a continuing shortage of staff, particularly in the tourism industry. The region must respond to these changes effectively.

While strengthening links between diverse bodies and with groups outside the prefecture, we must also use revolutionary technologies such as ICT to effectively promote the merits of

the region at suitable opportunities. In addition, a “related population” should be created and expanded through continued and varied engagement with particular areas.

Further, it is necessary to continue working to secure and develop workers for interaction industries, for example by continuing to foster the whole region’s spirit of hospitality.

Core Strategy 2: Transportation Network and Urban Fundamentals

This strategy aims to promote strategic investment in the trunk route of the Izu Jukan Expressway and the branch roads, which together provide vital support to life in the region, and to create a network of land, water, and air transportation. Further, by linking fundamental urban functions such as medicine and conventions, residents and visitors can together create an appealing environment.

Policies

- Policy 1: Prioritize extension and improvement of the Izu Jukan Expressway and branch roads as roads vital to the region
- Policy 2: Prepare the environment for new road construction to increase inflows to the area
- Policy 3: Create a pleasant road environment
- Policy 4: Improve convenience of public transport
- Policy 5: Improve links to the capital area and to airports (Shizuoka and Haneda)
- Policy 6: Establish higher order urban functions
- Policy 7: Create a network of urban functions such as conventions and medicine, and distribute them

A Evaluation

B — Proceeding Well

The extension and improvement of the Izu Jukan Expressway and National Route 135 made progress, and work was also done to improve the gateway function of the main station buildings. Further, a practical test was conducted of MaaS (Mobility as a Service) for tourists with the coordinating committee, and ways to make fuller use of public transport were investigated. The functions of transport nodes such as stations were strengthened by introducing multilingual information, and plans were made to improve the convenience of public transport.

B Main Achievements

Policy 1: Prioritize extension and improvement of the Izu Jukan Expressway and branch roads as roads vital to the region

Improvements to national route 135, a main emergency transport route, and to other prefectural roads were carried out. Further, an Izu Regional Roads symposium was held, and a request was made for the widening of the Yaguma-Ikadaba road, which can serve as a linking road across the peninsula.

Policy 2: Prepare the environment for new road construction to increase inflows to the area

Lobbying for the construction of the Izu-Shonan Road and publicity at the Tomei Expressway Interchange and Tokyo Station Bus Terminal were conducted.

Policy 3: Create a pleasant road environment

In addition to publicity activities at the Tomei Expressway Interchange and Tokyo Station Bus Terminal, notification was given to amend outdoor advertising that was illegal under the Shizuoka Prefectural ordinance.

Policy 4: Improve convenience of public transport

The Plan to Construct a Public Transport Network for the Eastern and Central Izu Regions was approved, and a practical test of MaaS for tourists was conducted in cooperation with the coordinating committee.

In addition, ways to promote the use of public transport were considered by the Council on the Use of Public Transport in Southern and Western Izu, and the transport node functions of Shuzenji Station and the Suruga Bay Ferry Terminal (Dohi, Izu City) were strengthened through the provision of digital transfer signage and multilingual information.

Policy 5: Improve links to the capital area and to airports (Shizuoka and Haneda)

The region participated in the “Suruga Bay Region Tourism and Visitor Revitalization Council” and encouraged use of the Suruga Bay Ferry.

Policy 6: Establish higher order urban functions

Steps were taken to enhance the gateway functions of the main station buildings (raising tracks above ground level, redevelopment around the stations).

In addition, steps were taken to attract medical training facilities (medical schools, nursing schools), and cultural facilities were redeveloped.

Policy 7: Create a network of urban functions such as conventions and medicine, and distribute them. Measures were adopted to promote the use of Fujinokuni Senbonmatsu Forum Plaza Verde. Further, the formation of wide-area networks between hospitals and hospitals, hospitals and clinics, and medical and social care services was promoted, as was the sharing of information between people involved in home care for the sick through the use of the specialized “Shizuoka Home Medical and Social Care Shared Information System”, which is run by the Shizuoka Prefectural Medical Council.

C Issues and Future Outlook

It is important to ensure that the extension of the Izu Jukan Expressway, which will form the spine of the region, continues to progress steadily, and to promote the improvement of the road network so that its benefits will reach the whole region as soon as possible. In addition, improvements to the convenience of the public transportation network and the construction of higher order urban functions are necessary in order to create a region that is easy for anyone to visit and live in.

Promotion of the early completion of the Izu Jukan Expressway and the improvement of access roads must happen together.

Further, we will continue to work on the promotion of a land, sea, and sky transportation network, and on the enhancement of the gateway functions of main station buildings.

Core Strategy 3: A flexible Disaster Mitigation Strategy that unifies physical and social aspects
 The fullest possible use will be made of the disaster mitigation education functions of the Izu Peninsula Geopark. In addition, the country, prefecture, and municipalities will form alliances to advance measures both before and after any disaster, in terms of both physical and social responses. By securing the ability for the whole Izu region to respond flexibly to a major earthquake, such as a Nankai Trough earthquake, the safety of those living and working in or visiting the region will be made the highest priority, and the safety of Izu will be enhanced.

Policies

- Policy 1: Promoting disaster measures based on the prefecture's "Earthquake and Tsunami Action Project"
- Policy 2: Thorough preparation of evacuation plans that also cover visitors
- Policy 3: Disaster prevention and mitigation across a wide area
- Policy 4: Priority development of vital roads (Izu Jukan Expressway, branch roads)
- Policy 5: Develop a plan for restoring essential routes and distributing supplies after a major disaster
- Policy 6: Increase the region's safety as a tourist destination
- Policy 7: Increase awareness of disaster response through the Izu Peninsula Geopark

A Evaluation

B — Proceeding Well

Each municipality has prepared and promoted an Earthquake and Tsunami Action Program. In addition, evacuation drills for train passengers have been carried out, and drills in guiding tourists to evacuate have been incorporated into the Shizuoka Prefecture general disaster drill. We have worked on disaster mitigation for tourism.

B Main Achievements

Policy 1: Promoting disaster measures based on the prefecture's "Earthquake and Tsunami Action Project." The municipalities have prepared and promoted Earthquake and Tsunami Action Projects.

Policy 2: Thorough preparation of evacuation plans that also cover visitors
 The guidelines for evacuation warnings were revised, and a landslide hazard map was prepared. In addition, the Sunzu Line Regional Revitalization Council held drills for guiding passengers on trains through evacuation.

Policy 3: Disaster prevention and mitigation across a wide area
 The coordinating centers for the fire and rescue service were expanded to wider areas (Sunto Izu Center, Fujisan Nanto Center, Shimoda Center).
 Further, drills in guiding tourists to evacuate were carried out as part of the Shizuoka Prefecture general disaster drills.

Policy 4: Priority development of vital roads (Izu Jukan Expressway, branch roads)
 The Izu Jukan Expressway and others that would be vital roads have been lobbied for.

Policy 5: Develop a plan for restoring essential routes and distributing supplies after a major disaster

Discussions have been held with the construction industry association to establish cooperation and agree on actions. Studies have been carried out on the "Shizuoka Model" for further increasing the safety of coastal landscape features, and work has been done to increase the height of tidal barriers.

Policy 6: Increase the region's safety as a tourist destination

Considering disaster mitigation for tourism, Izu City agreed on its “Living with the Sea — Promotion Plan for Local Development based on Disaster Mitigation for Tourism”, and the Toi region was designated as a “Region of Special Tsunami Concern (Orange Zone)”. In addition, a disaster storage facility was established at the Izutsukigase service area.

Policy 7: Increase awareness of disaster response through the Izu Peninsula Geopark

The training and development of Geoguides was also used to enhance their awareness of disaster mitigation issues.

C Issues and Future Outlook

So that both residents and visitors to the region can spend their time pleasantly and safely, we must ensure both thorough preparations for earthquakes, tsunamis, and increasingly frequent large scale natural disasters such as typhoons and torrential rain, and implement sustainable plans for regional development, particularly in regions affected by depopulation and an aging society.

While continuing to work with the Earthquake and Tsunami Action Program, we will also develop thorough disaster prevention and mitigation measures for large scale natural disasters.

Further, in order to provide appropriate social services at every life stage, we will work to secure medical services in the region and to promote a comprehensive regional care system.

Core Strategy 4: Rebuilding a Public-Private Partnership for Progress

We will aim to steadily advance the progress of strategies towards realizing the goals of regional development while increasing their efficiency and efficacy by developing individuals and organizations that can advance the strategies and strengthen abilities to coordinate groups to enable Izu to work on regional development as a unified area.

Policies

Policy 1: Rationalize various councils and unify their secretariats to improve efficiency

Policy 2: Develop the people and groups necessary for Izu's future

Policy 3: Investigate cooperation in government functions (investigation of future possibilities including common action across wide areas)

A Evaluation

B — Proceeding Well

In April 2015, The Izu Peninsula Tourist Bureau was created as an unincorporated group to manage the promotion of the Izu Peninsula Grand Design. In February 2017, the general incorporated association The Izu Peninsula Tourist Bureau was set up separately, with a view to registration as a Destination Marketing Organization (DMO), a registration that was completed in July 2018.

In order to rationalize administration and improve efficiency, the unincorporated group and general incorporated association were merged in April 2019, and the association is now responsible for administering the progress of the Izu Peninsula Grand Design.

B Main Achievements

Policy 1: Rationalize various councils and unify their secretariats to improve efficiency
As described above under Evaluation, two groups with the same name (The Izu Peninsula Tourist Bureau) had, for administrative reasons, been set up with similar purposes, but they were merged in April 2019 to rationalize the structure and improve efficiency.

Policy 2: Develop the people and groups necessary for Izu's future

The individual municipalities have started courses for guides for walking tours of the area and “Mirai Juku” (“Future Schools”) to train entrepreneurs and others who will support the region. They have also made active use of Geoguides in elementary school lessons.

Policy 3: Investigate cooperation in government functions (investigation of future possibilities including common action across wide areas)

Discussions continued in the Kamo Region Broad Area Cooperation Council on common action on various government functions, including the establishment of a common education board and discussions of measures to encourage young people to move to and settle in the area.

C Issues and Future Outlook

It is necessary to strengthen the organizations responsible for promoting the region and advancing these policies if the appeal of the Izu Peninsula is to be promoted both within and beyond Japan and the regional development policies are to be advanced strategically.

While continuing to develop people and organizations to carry out regional development, the roles of broad area groups, like the Kamo Region Broad Area Cooperation Council, must be made clear, and more effective cooperation established.

Chapter 2 — The Izu Peninsula Grand Design

1. Towards the World's Most Beautiful Peninsula, Continuously Praised

(1) The Pursuit of Beauty as a Fundamental Principle

Regional development works on two fundamental time scales. The first is regional development that revitalizes the local economy in the short to medium term, while the second is regional development for the long and very long term, of the order of a century.

The aim of the former is to revitalize the area and create employment by responding appropriately to the issues, social situation, and demands of each time.

The latter creates a regional identity in line with local pride and an unchanging vision that crosses the generations.

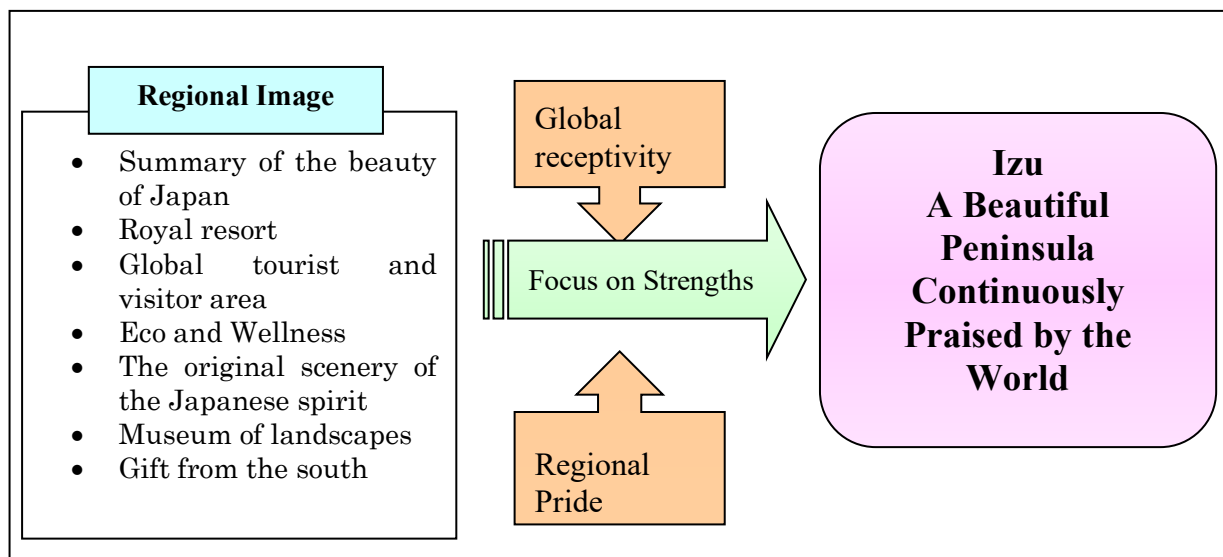
We will, with our eyes on the future, discover the quality that makes Izu what it is, and advance regional development that treasures it. This is also key to bringing the whole of Izu together.

In Izu's case, that quality is “beauty”. As Kawabata noted when he said that Izu was a great park, rich in transformations of beauty, the most characteristic feature and quality of Izu is “beauty”, and that is also its greatest strength.

Raising the beauty of Izu to a global level will not only increase Izu's presence in the world, but also contribute to the local pride of future residents of Izu, including young people.

At the same time, those of us living today have to survive global competition between regions. In that contest, this globally significant beauty sets us apart from the competition, and has the drawing power to bring people, things, money, and information to Izu.

Therefore, we have established turning Izu into “a beautiful peninsula, continuously praised by the world” as the fundamental principle and goal of our regional development.



(2) The Specific Features of the Beautiful Peninsula

There are beautiful regions other than Izu. However, Izu has its own unique beauty, which can be found nowhere else, and that is why so many people have praised it, and why it has been such an admired region.

This Izu beauty obviously owes much to the diverse natural environment and its rich palette of changes, but it is not limited to visible beauty. The interior beauty of the people who live here and lead vigorous lives, and which created the unique culture of Izu, combines with the surface beauty to make the region shine.

In this Grand Design, we focus on the beauty of the environment, activities, and people, and aim at an even more beautiful peninsula that enhances and binds all of them together.

A Beautifully Changing Environment	The beauty of landforms, geology, the diversity of living things, and urban areas and villages that are graceful and invigorating
Beautiful and Refined Activities	The beauty of the lifestyles and industries that grew from the resources making up the beautiful environment
Beautiful and Healthy People	The beauty of the satisfied hearts and healthy activities of residents and visitors alike

Examples of the forms taken by the beauty of the peninsula

A Beautifully Changing Environment	Beautiful and Refined Activities	Beautiful and Healthy People
<ul style="list-style-type: none"> • The globally unique history of the land itself in the Izu Peninsula Geopark • The academically recognized biodiversity • Beautiful and moving sunrises and sunsets • The ever-changing coasts and forests • The refreshing urban environments • Places famous for flowers in every season • Refined streetscapes and villages 	<ul style="list-style-type: none"> • The excellent facilities and hospitality of visitor accommodation • Primary production that is almost like a window box, such as wasabi fields and terrace rice fields. • Varied creative and artistic activities • The regional development activities of residents 	<ul style="list-style-type: none"> • Foods that support health and long life • Sports culture, including mountain climbing and cycling courses • Hot springs and flowers that relax body and mind • Relaxation and health, through health resorts etc.

(3) What Izu Has to Offer

As we work to create a beautiful Izu, we offer the following four aspects as valuable features that we will cherish. These aspects form a concept of Izu shared by all the bodies working on regional development, and also shape our policies for action. Further, they can serve as the expectations of people from outside the region for what they will get if they come here.

As offering things of value means to promise them, at their highest quality, to people from outside the area, we will continue to make every effort towards keeping those promises.

What Izu Has to Offer

Moved by Beauty	Visitors are moved by their encounters with the globally praised and ever-changing nature of the region, and with the activities and lifestyles of the area that have developed together with it.
Experience Japan in Miniature	Experience Japan in miniature through Mt Fuji, the seasonal changes of the mountains and coasts, and history, culture, and traditions.
Pleasant Encounters	Enjoy meeting people through hospitality at facilities, sharing the experience of events, and casual interaction in town.
Satisfy Body and Soul	Enhance and increase the health and vitality of body and soul by enjoying beautiful views, clean air, fresh food, hot springs, and experiences both relaxing and energetic.

2. Basic Principles of Strategy Implementation

(1) The Significance of the Strategy

In order for the process of making Izu into the sort of region to which we aspire to be efficient and reliable, a strategy for the effective implementation of policy is essential. This Grand Design builds that strategy based on the following three principles.

1. A strategy that simultaneously advances long-term and short- and medium-term perspectives
This is a strategy that works simultaneously toward both the long-term and short- and medium-term goals of regional development, links them organically together, and advances them as a unit. The strategy brings together concrete policies on a time scale of roughly five years.
2. A strategy that brings together and guides the regional development courses of each region
The various municipal strategies and this Grand Design are not subordinated to each other, nor do they have any legally binding force, but this strategy will bring the regional development courses of all the municipalities together, influence each of them, and guide them.
3. A strategy based on the participation of diverse actors
This strategy will not be pursued by governmental bodies alone, but will also call for the participation of diverse actors such as residents, NPOs, businesspeople, and even visitors to the area.

The distinctive features of this Grand Design

A strategy that simultaneous advances long-term and short- and medium-term perspectives

A strategy that brings together and guides the regional development courses of each region

A strategy based on the participation of diverse actors

(2) Basic Structure for Strategy Implementation

In order to secure unified action across the region by all the actors working on regional development, we have developed a basic structure to be shared between all bodies.

1. Cooperation over Competition (Respect for Diversity and Cooperation for Unity)

The basic assumption of the development plan is that the diverse characters of the areas will be respected, and strengthened, so that individual areas are competing with each other. As an overarching structure, the plan will be advanced by strategic cooperation between the areas that goes beyond this competition.

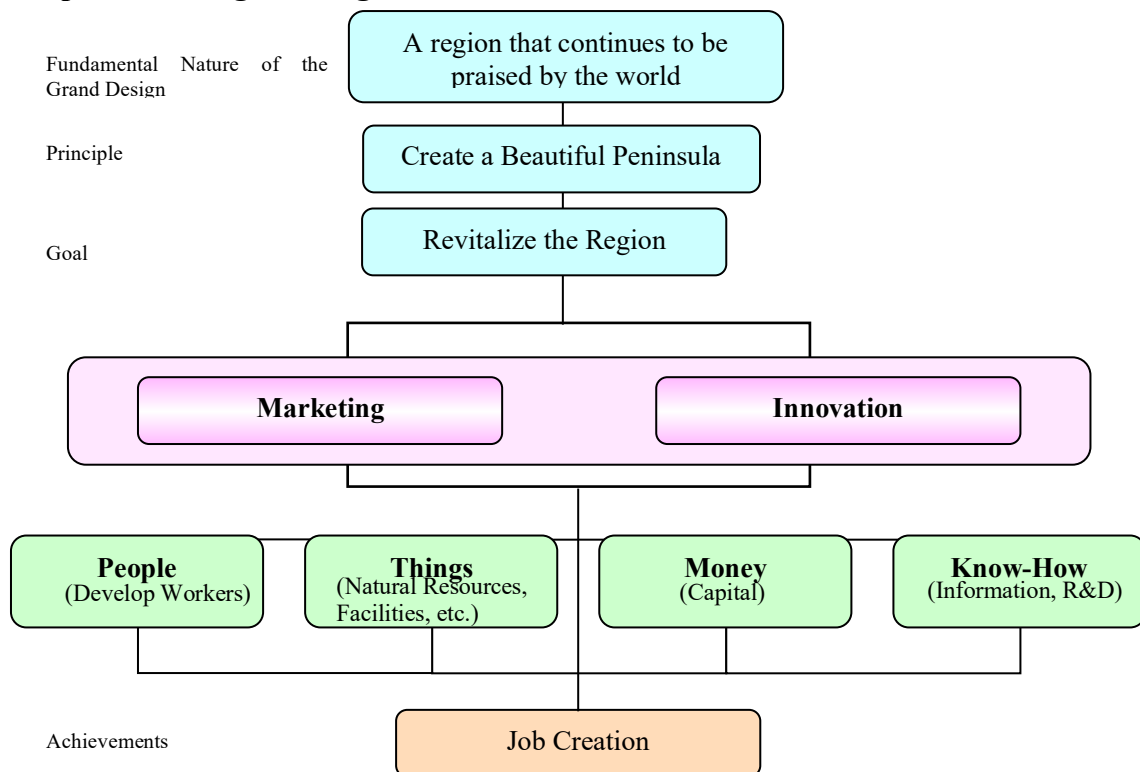
2. Development through Management (Marketing and Innovation)

We will move the strategy forward by having the whole of Izu and each individual area and actor offer new value through activities and approaches that have not been seen before, and develop the policies while considering them from the perspectives of clients and visitors.

3. Self-driven Activities (Each section takes responsibility for its actions and cooperates in forward-looking moves)

The most important thing is that we should take action ourselves, and implement the strategy by moving from dependence to independence and cooperation. Further, the links between groups will not be a matter of dependence or protection, but of self-motivation and forward-looking moves.

Development through Management



(3) The Structure of the Strategy

In the long term, this Grand Design aims at a beautiful peninsula that continues to be praised across the world. In the short and medium term, in order to make steady progress towards the realization of the long-term goal, it aims to expand the number of visitors and encourage people to settle in the region with the initial aim of revitalizing the tourist industry. For this reason, the strategy is split into two sections with different goals and different timescales: the key strategy and the core strategies. These will be developed with organic linkages to secure unity between them.

1. Key Strategy

We will follow a strategy to turn Izu into the most beautiful peninsula in the world, and sustain that status indefinitely. The Izu Peninsula UNESCO Global Geopark, which was at the center of the key strategy in the previous version of this Grand Design, will continue to be advanced as a leading project. At the same time, we aim to implement a steady strategy, expanding the actions of municipalities such as removing power poles and advertising hoardings that damage the view.

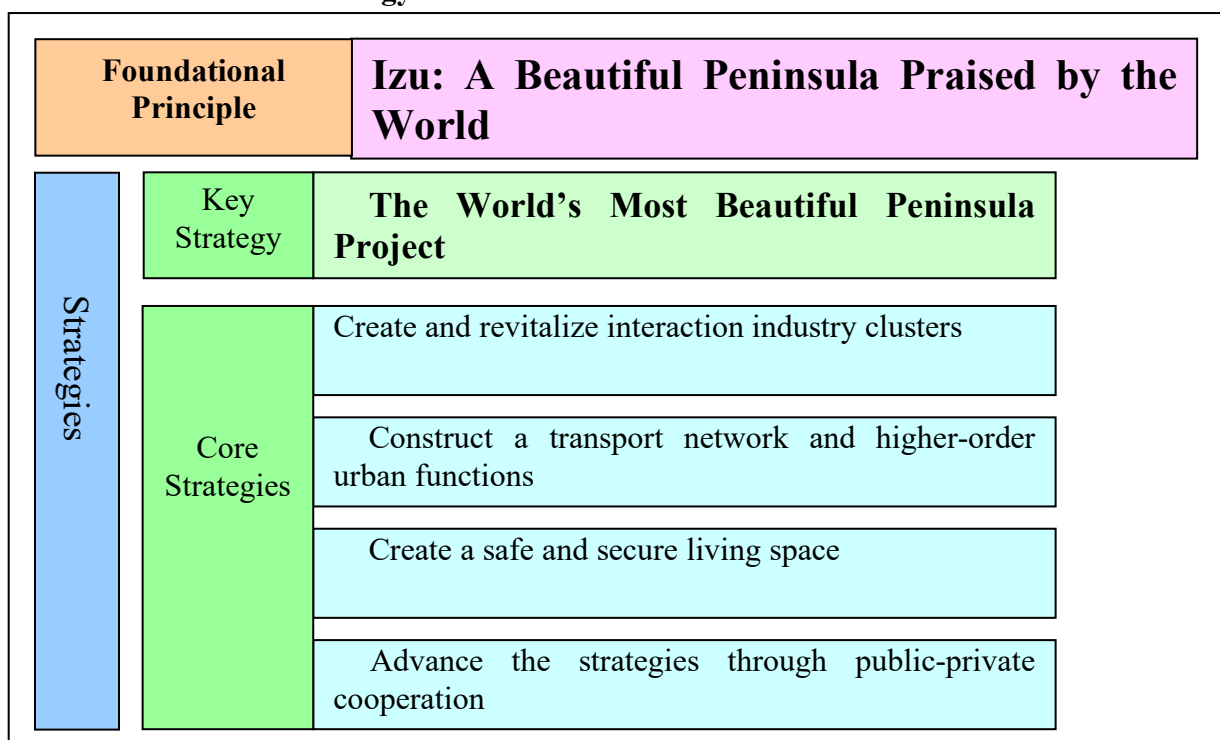
- The World's Most Beautiful Peninsula Project

2. Core Strategies

We will concentrate on implementing four strategies. Three of these address the urgent issues needed to create jobs, expand visitor numbers, and encourage permanent settlement: creation of industries, establishing a firm foundation, and ensuring safety and security. The fourth is organizational strategy.

- Create and revitalize interaction industry clusters
- Construct a transport network and higher-order urban functions
- Create a safe and secure living space
- Advance the strategies through public-private cooperation

The Structure of the Strategy



3. Establishment of the Izu Peninsula Tourist Bureau

In April 2015, the thirteen municipalities of the Izu Peninsula established the unincorporated organization “The Izu Peninsula Tourist Bureau” to manage the progress of the Izu Peninsula Grand Design.

In February 2017, the general incorporated association The Izu Peninsula Tourist Bureau was founded, and programs were carried out with both groups existing in parallel. In 2019, the unincorporated association was dissolved, and from April that year the activities of the new Izu Peninsula Tourist Bureau (referred to below as B-Izu, from the Japanese name of the group) began.

1. Tourism Regional Development Corporation (DMO)

B-Izu applied for registration by the Tourism Agency of the Ministry of Land, Infrastructure, Transport, and Tourism as a “Japanese DMO*”, a type of group that the Agency is promoting to take the lead in developing tourism in regions across Japan, and it was registered as such as of the last day of July 2018.

The following three areas are given on the Tourism Agency webpage as the fundamental functions that a Japanese DMO must carry out in its role of marketing management for a tourist area.

- a) Reach agreement between diverse actors that the area will be developed as a tourist region, with the Japanese DMO playing a central role.
- b) Gather and analyze a range of data and continue doing so over time, agree a clear branding strategy based on that data, and implement KPIs and the PDCA cycle.
- c) Perform the necessary work and negotiations to ensure the consistency of tourism activities undertaken by individual actors with the overall strategy.

2. Registration as a Travel Agency

B-Izu is aiming to be licensed as a travel agency in 2020, and plans to secure its own sources of income and promote general awareness of new tourism opportunities, while, as necessary, creating new tourism products.

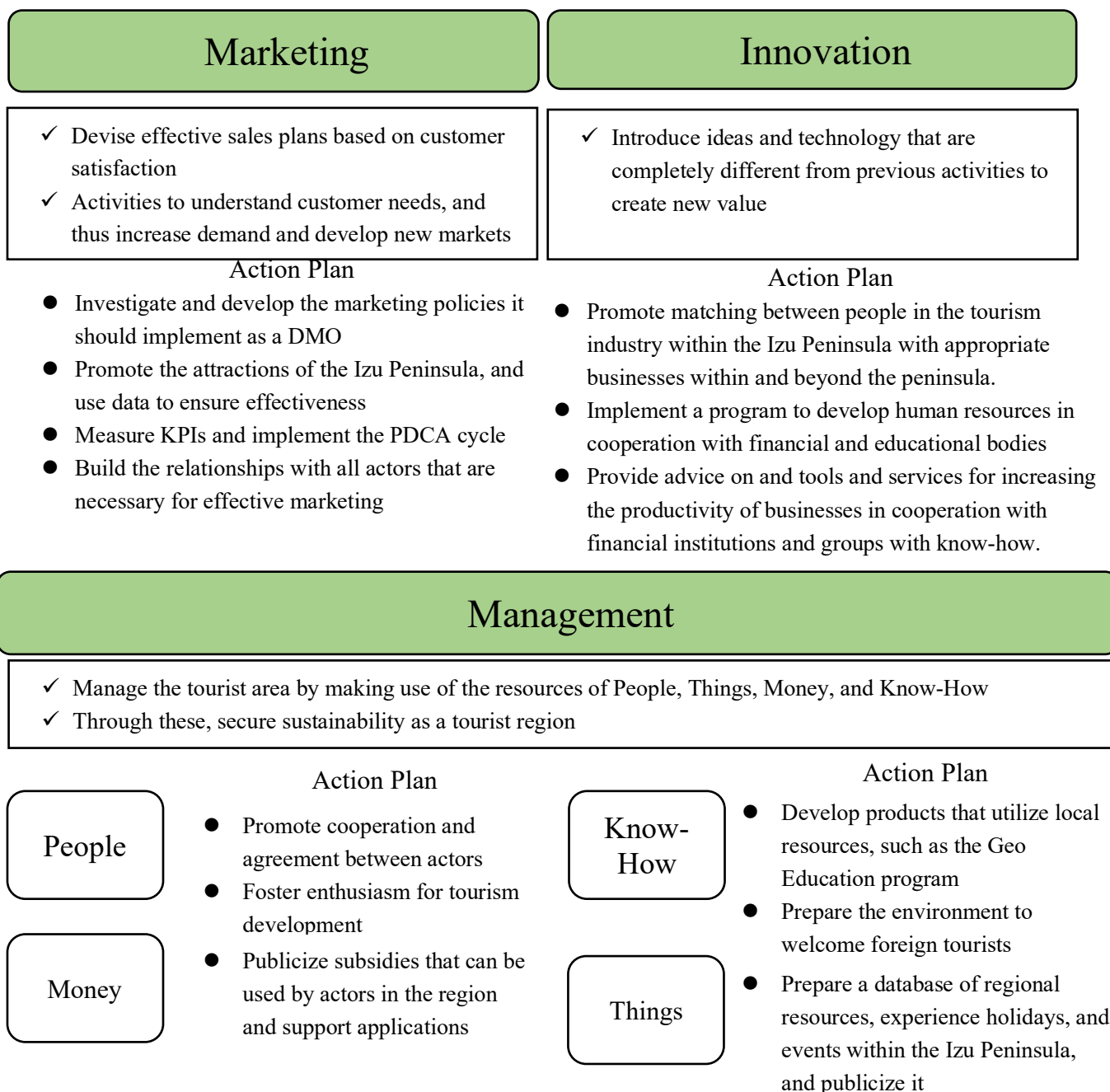
3. The Role of B-Izu

B-Izu’s role in promoting tourism across the whole of the Izu Peninsula is found in the three functions of Marketing, Innovation, and Management called for in the Izu Grand Design, and in fulfilling all the functions of a Japanese DMO.

* Japanese DMO: Groups that aim to guide the development of tourism in regions from the perspectives of increasing the area’s earning power and nurturing pride in and commitment to the region. These incorporated bodies work together with diverse actors to agree plans to develop regional tourism that are based on a clear concept, and to steadily put those strategies into effect. “DMO” is originally from “Destination Marketing Organization”.

B-Izu's DMO Strategy

B-Izu decided an "Izu Peninsula Tourism Strategy" in 2017, based on the Izu Peninsula Grand Design, and has divided its role as a Japanese DMO into three main areas: Marketing, Innovation, and Management.



Chapter 3 — Strategic Plan

1. Key Strategy: The World's Most Beautiful Peninsula Project

◆ Aim of the Strategy

This strategy is the key to our regional development, which aims to create a beautiful peninsula. It will gather a range of opportunities and functions to make the peninsula even more beautiful in terms of three aspects: its environment, activities, and people. It will raise the profile of Izu by establishing and promoting its global brand.

◆ Policy Implementation

Policies	Actors
○Promotion of the Izu Peninsula UNESCO Global Geopark (Strong promotion as a leading project, including structures for conservation and continuation.)	Izu Peninsula Geopark Promotion Council (Promotion Council) Other Involved Parties
○Enhancement and promotion of the appeal of regional resources that can inspire pride on the global stage <ul style="list-style-type: none"> • Preserve and hand on the value of the World Cultural Heritage Site “Sites of Japan’s Meiji Industrial Revolution: Nirayama Reverberatory Furnace” • Use “Traditional WASABI Cultivation in Shizuoka” to strengthen the brand and raise awareness of the need to preserve the wasabi fields. 	Mayors’ Council B-Izu Municipalities Businesses Prefecture Country
○Create a pilgrimage site for cycle sports <ul style="list-style-type: none"> • Create and exploit the legacy of the Tokyo 2020 Olympics and Paralympics cycling events • Expand contacts within and beyond Japan by inviting and holding sports events 	B-Izu Prefecture Municipalities Businesses Private sector groups
○Nurture and enhance love for and loyalty to the region <ul style="list-style-type: none"> • Offer opportunities for “Izu Studies” • Efforts to nurture love for the region in school education 	Municipalities Educational institutions Local residents
○Promote artistic and cultural activities <ul style="list-style-type: none"> • Pass on local and traditional culture, preserve and utilize cultural properties such as Buddha images • Create and promote regional culture through the creation of works of literature etc. • Concentrate artistic activities (ateliers, mini museums) 	Municipalities Educational institutions Local residents Prefecture
○Promote beautiful urban development <ul style="list-style-type: none"> • Strengthen the policies of each municipality and investigate applying them to broader areas • Sharing information as Izu E.g. Smart Wellness, Charming and Graceful Villages 	Municipalities Mayors’ Council Local residents Private sector groups
○Create the scenery of a beautiful peninsula <ul style="list-style-type: none"> • Efforts based on the Plan to Create Beautiful Scenery in the Izu Peninsula • Direction to fix violating advertisements • Measures for empty homes along national roads etc. • Recognizing viewpoints to allow broad promotion of the beautiful scenery 	B-Izu Promotion Council Municipalities Businesses Prefecture Country

Policy	Actors
<input type="radio"/> Energize and broaden public-private partnerships to beautify the region <ul style="list-style-type: none"> • Energize and connect activities such as Full of Flowers, Litter Collection, and Adapt System (a program that loans tools and facilities to residents to enable them to improve the local environment) • Create flower corridors, such as Kawazu Cherry Blossoms (agree on flower design and planting, etc.) 	Mayors' Council Municipalities Implementation bodies
<input type="radio"/> Gather industries connected with beauty <ul style="list-style-type: none"> • Invite medical and health businesses to link with the Pharma Valley Project and Opening the Fujinokuni Frontier 	Pharma Valley Center Prefecture Municipalities
<input type="radio"/> Create international health and wellness cities <ul style="list-style-type: none"> • Utilize hot springs (New Water Cure, etc.) • Efforts to attract workations and telework • Promote medical and social care tourism • Strengthen and expand municipal health activities 	Councils Municipalities Pharma Valley Center

Izu Peninsula UNESCO Global Geopark

☐ What is a Geopark?

Geoparks are, like World Heritage Sites, a UNESCO program.

In Geoparks, sustainable development is implemented through the conservation of geographical and geological heritage and the associated natural heritage, through passing on regional culture, through educational programs in earth sciences, environment, and disaster mitigation both in schools and in lifetime learning, and through sustainable tourism.

Geoparks became a formal UNESCO program in 2015, and the Izu Peninsula Geopark was designated a UNESCO Global Geopark in April 2018.

☐ Sustainable Tourism in the Izu Peninsula Geopark

The five points below have been agreed as the Sustainable Tourism Policy of the Izu Peninsula Geopark. Through them, it aims to promote tourism development that respects the regional character of the Izu Peninsula in the context of the Geopark and Sustainable Tourism, so that future generations will, like the current generation, still be able to enjoy the natural environment and regional culture of the Izu Peninsula.

- ① Respect the land of the Izu Peninsula, created by volcanoes, and the living creatures and culture that have been nurtured there.
- ② Preserve the natural environment of the Izu Peninsula and pass on its culture.
- ③ Improve the cycle of people, things, money, information, and energy within the region.
- ④ Improve services, create jobs, increase income, and sustain businesses in the tourism industry.
- ⑤ Offer time and space for responsible travelers to fully enjoy the nature and culture of the Izu Peninsula.

2. Core Strategies

(1) Create and Revitalize Interaction Industry Clusters

◆ Aim of the Strategy

The strategy aims to rebuild the Izu brand, create attractive workplaces, and energize the region by transforming the tourist industry into a broader business that satisfies all visitors through the very important move of putting itself in their place.

In this Grand Design, “interaction industry” is used to mean businesses that encourage (1) interaction between visitors to the region and residents; (2) interaction between local residents; and (3) interaction between visitors to the region.

◆ Policy Implementation

Policy	Actors
○ Strengthen cooperation within the interaction industry and make its position as a regional project explicit. <ul style="list-style-type: none"> Investigate the possibility of a prefectural industrial cluster project, and move it forward. Strengthen functional collaboration, build coordinating functions, and create opportunities for collaboration (contacts with other industries, NPO participation) 	B-Izu Prefecture Businesses Private sector groups
○ Promote Branding <ul style="list-style-type: none"> Hierarchical brand strategy (top, secondary, etc.) Creation of structures to secure quality Promotion across a full range of media 	Mayors' Council B-Izu Municipalities Businesses Private sector groups
○ Create interaction opportunities and strengthen the ability to provide and promote information about them <ul style="list-style-type: none"> Develop tourist themes across a wide area (flower corridors, food capital, tourism focused on formal gardens with links to the Imperial family, etc.) Promote MICE (Meetings, Incentive Travel, Conventions, Exhibitions/Events) Promote the beautiful peninsula through the film commission Improve marine tourism offerings (“sea stations”, sea cruise routes, etc.) 	Mayors' Council B-Izu Municipalities Businesses Private sector groups
○ Use of ICT <ul style="list-style-type: none"> Use of big data Introduction of Online Travel Agents (OTA) Digital marketing Use of YouTube and social media 	B-Izu Municipalities Businesses Private sector groups
○ Creation of the legacy of the Tokyo 2020 Olympics and Paralympics cycling events in Izu <ul style="list-style-type: none"> Izu Cycling Resort Completion of a cycling route along the Pacific coast 	B-Izu Prefecture Municipalities Businesses Private sector groups
○ Stimulation of agriculture, forestry, and fisheries <ul style="list-style-type: none"> Promotion of local production and consumption Reform of distribution of seafood and promotion of new brands and vertical integration in the sector 	Municipalities Businesses Prefecture

Policy	Actors
○Strengthen cooperation with Mt Fuji and Hakone <ul style="list-style-type: none"> • Active use of the Fuji-Hakone-Izu Communication Area Municipality Network Council and the Yamanashi-Shizuoka-Kanagawa Tri-Prefecture Contact Region Council, which deals cooperatively with issues arising in the area near the mutual borders of the three prefectures. 	Councils Municipalities Prefecture
○Increase number of people with ties to the region <ul style="list-style-type: none"> • Strengthen the region's ability to speak out • Promote activities that involve visiting the region, experiencing it, and interacting with people here 	Municipalities Private sector groups Prefecture
○Train and secure human resources for interaction industries <ul style="list-style-type: none"> • Support matching between students and businesses • Encourage the long-term employment of young workers in the tourism industry 	Municipalities Businesses Prefecture
○Nurture a spirit of hospitality across the region <ul style="list-style-type: none"> • Offer learning opportunities in educational institutions 	Municipalities Educational institutions Local residents

(2) Construct a Transport Network and Higher-Order Urban Functions

◆The Aim of the Strategy

The strategy will create a pleasant environment for both visitors and those who live and work in the area, in two ways. First, it will strategically invest in the vital roads that support activities in the region, the Izu Jukan Expressway and the branch roads, and promote the creation of a network of land, sea, and air transport. Second, it will promote the expansion of higher-order urban functions*, such as conventions.

◆Policy Implementation

Policy	Actors
<input type="radio"/> Prioritize expansion of the Izu Jukan Expressway and branch roads as vital routes <ul style="list-style-type: none"> • Prepare and increase the resilience of the road network (including service areas) as, in the first instance, emergency transport routes • Create overtaking lanes in mountainous areas 	Mayors' Council Municipalities Prefecture Country Private sector groups
<input type="radio"/> Create an environment to increase flows into the region by building new roads <ul style="list-style-type: none"> • Lobby for and promote the building of the Izu-Shonan Road, and others 	Mayors' Council Municipalities Prefecture
<input type="radio"/> Create a pleasant road environment <ul style="list-style-type: none"> • Beautify the area around roads • Work on the appearance of roads • Look into road names using local flowers (including existing road names) • Increase provision of information on roads (use of service areas etc.) 	Mayors' Council Municipalities Prefecture Country
<input type="radio"/> Improve the convenience of public transport <ul style="list-style-type: none"> • Improve rail access (connections between bullet trains, other trains, and buses) • Allow use of nationwide transport payment cards on trains and buses • Run timetabled bus routes to make it possible to go around the Izu Peninsula 	Mayors' Council Municipalities Prefecture Businesses
<input type="radio"/> Maintain and improve connections with the capital region and with airports <ul style="list-style-type: none"> • Maintain and improve links with the central area of the prefecture and with Fuji Shizuoka Airport through the Suruga Bay Ferry • Enhance direct trains and buses and ongoing connections • Improve sea route access to Tokyo and the Izu Islands 	Mayors' Council Municipalities Prefecture Country
<input type="radio"/> Creation and enhancement of higher-order urban functions <ul style="list-style-type: none"> • Improve the gateway functions of main station buildings (elevate railways, develop areas around stations) • Attract higher education facilities • Renew cultural facilities • Make use of the Fujinokuni Thousand Pines Forum 	Mayors' Council Municipalities Prefecture Businesses

* High-level functions possessed by urban areas themselves that offer various services to a wide range of life and work activities for both residents and corporations, covering government services, education, culture, information, trade, transport, and leisure

(3) Create a Safe and Secure Living Space

◆The Aim of the Strategy

This strategy will create a safe and secure living space by ensuring that the whole of Izu can respond flexibly to both large-scale disasters, such as a Nankai Trough earthquake, and to the reduction and aging of its population. This will be achieved by promoting unified disaster prevention and mitigation measures across the whole peninsula that address both physical and social responses, and through thorough social care that addresses the needs of all age groups. All of these goals will be reached by cooperation between the municipalities, the prefecture, and other actors.

◆Policy Implementation

Policy	Actors
○Promotion of disaster countermeasures based on the “2013 Earthquake & Tsunami Action Program” <ul style="list-style-type: none"> • Construct anti-tsunami facilities and secure the safety of public facilities • Strengthen and expand disaster drills • Train people for disaster prevention and mitigation 	Prefecture Municipalities Private sector groups
○Wide-ranging actions for disaster prevention and mitigation <ul style="list-style-type: none"> • Promote expanded areas for fire and rescue services • Create disaster prevention bases • Carry out drills over wide areas 	Prefecture Mayors’ Council Municipalities Local residents
○Prioritize the expansion of vital roads (Izu Jukan Expressway, branch roads) <ul style="list-style-type: none"> • Promote their early completion as roads necessary in a disaster • Emphasize work on roads that can be used in time of disaster 	Prefecture Mayors’ Council Municipalities Country Private sector groups
○ Create structures to work with the “Fundamental Policy for Road Development in Eastern Shizuoka”	Country Prefecture Mayors’ Council
○Increase safety as a tourist destination <ul style="list-style-type: none"> • Thorough disaster prevention education for schools, residents, and businesses • Prepare thorough evacuation guidance that also covers visitors and expand measures to help people who cannot return home. • Promote Izu across the country as a region you can visit safely • Collect information for tourists in times of disaster 	Mayors’ Council B-Izu Municipalities Educational institutions
○Raise disaster awareness through the activities of the Izu Peninsula Geopark <ul style="list-style-type: none"> • Use it in disaster education as material to help understand nature • Experiential education in schools 	Promotion Council Educational institutions
○ Reinforce the regional medical system and promote a regional comprehensive care system <ul style="list-style-type: none"> • Secure doctors and rectify biases in distribution • Promote periodic visiting surgeries for regions without doctors and depopulated areas, and the securing of doctors at hospitals and clinics in remote areas • Promote a wide-ranging network linking hospitals with hospitals, hospitals with clinics, and medical services with social care 	Municipalities Businesses Prefecture

Policy	Actors
○Develop policies to extend healthspan <ul style="list-style-type: none"> • Promote “Healthy Management” in homes, businesses, and the region • Encourage people to adopt and settle into healthy lifestyles • Push periodic health checks and advice 	Municipalities Private sector groups Prefecture
○Expand support for childbirth and child rearing <ul style="list-style-type: none"> • Subsidies for the costs of fertility treatment, childbirth, and child rearing • Offer and expand diverse childcare and child rearing services • Secure childcare workers and increase their quality 	Municipalities Businesses Prefecture

(4) Advance the Strategies Through Public-Private Cooperation

◆The Aim of the Strategy

We aim to increase the efficacy and efficiency of our activities and promote the steady development of our policies towards the realization of our goals for regional development. To this end, we will strengthen coordinating functions and develop people and organizations that can advance the strategies to bring Izu together as one.

◆Policy Implementation

Policy	Actors
○Cooperation and rationalization with various groups covering a wide area <ul style="list-style-type: none"> • Izu Peninsula Geopark Promotion Council • Cycling groups (Eastern Shizuoka Sports Promotion Council, Council to Promote Cycling Activities around the Kano River) 	Mayors' Council B-Izu Promotion Council Prefecture Municipalities Councils
○Develop the people and organizations necessary for Izu's future <ul style="list-style-type: none"> • Carry out the training necessary to raise leaders for Izu • Nurture hearts that cherish the region through school education 	B-Izu Municipalities Educational institutions Businesses
○Investigate cooperation between government bodies (Investigations for future possibilities including cooperation across wide areas)	Mayors' Council Municipalities

Chapter 4 — Advancing the Strategy

1. Securing the Ability to Advance

(1) A Structure for Advancement

The Izu Peninsula Grand Design is a plan for the whole of the Izu Peninsula, and we will advance it through continued cooperation across the whole area, upholding its core ideal of “Izu Together”.

The overall direction of the Izu Peninsula Grand Design is agreed at the Mayors’ Council, and B-Izu, the driving organization for this strategy, will promote tourism and tourism-related businesses in a unified way, as a regional tourism development corporation.

In light of the falling population of the region, the Mayors’ Council will debate administrative issues that are outside the remit of B-Izu. Further, the Mayors’ Council will manage and evaluate the progress of the Grand Design.

(2) Restructuring the Organizations for Advancement

As part of the process of redesignating the Izu Peninsula Geopark as a UNESCO Global Geopark, the Izu Peninsula Geopark Promotion Council should be legally incorporated in accordance with the UNESCO guidelines. Further, in order to further energize tourism in the Izu Peninsula, it is necessary to make even better use of the Izu Peninsula Geopark, and to promote sustainable tourism within it.

In light of the above, the Mayors’ Council calls on B-Izu and the Izu Peninsula Geopark Promotion Council to investigate the possibility of merging, and discuss any obstacles there might be.

2. B-Izu, the Driving Organization for the Izu Peninsula Grand Design

(1) Organizational Structure and Personnel

People are the greatest resource for regional development. B-Izu must discharge its unified responsibility for tourism and tourism-related businesses and maintain close links with local authorities. In order to achieve this, while maintaining the practice of seconding local civil servants to B-Izu, it will aim to recruit, in a staged fashion, staff from the private sector and staff trained within B-Izu who have a high level of specialized knowledge of the tourism sector. At the same time, we will look into exchanges between the staff of B-Izu and of the local tourist boards to develop staff across the whole peninsula.

With regard to its future organizational structure, we will investigate both the decision-making Board of Directors, and the departments that carry out projects on the ground, and establish basic rules for the management of the organization, starting with information sharing and personnel assessment.

(2) Securing Capital

In order to increase B-Izu’s ability to draw groups together, we aim to strengthen its ability to secure capital and its business capacities, so that it can secure further independent capital.

While streamlining the budget and eliminating overlap, we will also reassess projects that have borne little fruit.

We will maintain a constant awareness of national and prefectural subsidies that we can use, and apply for them as necessary. Further, we will investigate what would be the ideal portfolio of assets.

We will work to gain further members and retain the ones we have, as these are both stable sources of funding and important partners in advancing our projects. In addition, we will investigate the possibilities for profitable projects as part of the plan to gain independent capital.

3. The Roles of the Various Actors

In order to effectively advance the various policies, it is necessary to clearly describe the roles of the actors primarily responsible for different policies. Those roles are as described below.

Actor	Role
Mayors' Council	<ul style="list-style-type: none"> • Decide the overall direction of the Grand Design • Manage and evaluate the progress of the Grand Design • Debate government functions that are not within B-Izu's remit in the light of falling population
B-Izu	<ul style="list-style-type: none"> • Driving Organization for the Grand Design • Advance tourism and tourism-related businesses in a unified way as a regional tourism development corporation • Cooperate with tourism related businesses in the region, such as the constituent members of B-Izu, and with regional DMOs
Constituent Members of B-Izu (Municipalities, regional tourist bureaus, transport companies, tourism businesses, etc.)	<ul style="list-style-type: none"> • Tourism businesses in the Izu Peninsula participate in the activities of B-Izu as Constituent Members • Work together to develop projects based on the Izu Peninsula Geopark, cycling, and local foods
Regional DMOs	<ul style="list-style-type: none"> • Advance tourism and tourism-related businesses in a unified way as a regional tourism development corporation • Cooperate with B-Izu to implement projects
Municipalities	<ul style="list-style-type: none"> • Advance regional development as the basic units under the Grand Design • Active participation in the development of projects across wide areas • Preparations for establishing promotion organizations (necessary personnel and financial resources) • Call on local development groups and residents to participate in planning and implementation
Shizuoka Prefecture	<ul style="list-style-type: none"> • Develop its policies in light of the Grand Design • Active participation in the development of projects across wide areas (Planning and human and financial support) • Make active use of the country's subsidy schemes and involve them in projects
Educational Institutions	<ul style="list-style-type: none"> • Develop their activities in light of the Grand Design
Country (local offices of national government)	<ul style="list-style-type: none"> • Develop their policies in light of the Grand Design • Active participation in the development of projects across wide areas (Planning and financial support)
Private Sector Groups	<ul style="list-style-type: none"> • Active participation in regional development (central role) • Active participation in the development of projects across wide areas

(businesses, NPOs, etc.)	<ul style="list-style-type: none"> • Financial support • Including regional disaster prevention groups
Local Residents	<ul style="list-style-type: none"> • Active participation in regional development • Pleasant interaction with visitors (spirit of hospitality)
Councils	<ul style="list-style-type: none"> • Active participation in regional development (central role) • Call on members to understand and actively engage with the Grand Design • Including groups connected to cycling
People engaged with the region	<ul style="list-style-type: none"> • Cooperation with the creation of a beautiful region • Evaluate Izu positively and publicize that

Towards an Izu That the World Continues to Praise

The Izu where we live is truly a beautiful peninsula, overflowing with appeal.

We created the Izu Peninsula Grand Design in 2013 to serve as a compass guiding us in building a beautiful peninsula praised by the world, under the concept of “Izu Together”. At the same time, we established the Izu Peninsula Tourist Bureau as the driving organization and moved various policies forward.

Since that time, the environment of the Izu Peninsula has changed. Internally, the Izu Peninsula Geopark has been designated a UNESCO Global Geopark, the Nirayama Reverberatory Furnace has become a World Heritage Site, and the Izu Jukan Expressway has been extended as far as Amagi. At the same time, the number of visitors from both Japan and abroad has been increasing.

However, the outflow of young people and the aging of regional society show no signs of stopping, and we cannot say that Izu has yet completed its transformation.

So that this Izu region can be reborn as a region of confidence and pride, and the beauty of the peninsula passed on to the future, we have now looked again at the current situation and future of Izu, and agreed on this 2019 Grand Design, in the light of this new period and the changed environment.

It is not too much to say that this Grand Design incorporates the love that the 600,000 or so people who live in Izu feel for this region. The residents of the Izu Peninsula lead their lives as part of the 20-million-year history of the peninsula, with consideration for one another and pride in the natural and cultural environment of each area. The first step towards a beautiful peninsula praised by the world is taken when each of us welcomes visitors to the peninsula from both within and beyond Japan in a spirit of hospitality, our hearts full of love for Izu.

We, the mayors of the Izu region, will not only take the lead in activities under this new Grand Design by cooperating between municipalities and across the whole peninsula, but will, through cooperation with private sector companies, NPOs, and local residents, also secure the power to move forward “Toward an Izu That the World Continues to Praise”.

25 March 2020

Mayor of Numazu City
Mayor of Higashiizu Town
Mayor of Atami City
Mayor of Kawazu Town
Mayor of Mishima City
Mayor of Minamiizu Town
Mayor of Ito City

Mayor of Matsuzaki Town
Mayor of Shimoda City
Mayor of Nishiizu Town
Mayor of Izu City
Mayor of Kannami Town
Mayor of Izunokuni City

Informational Appendices

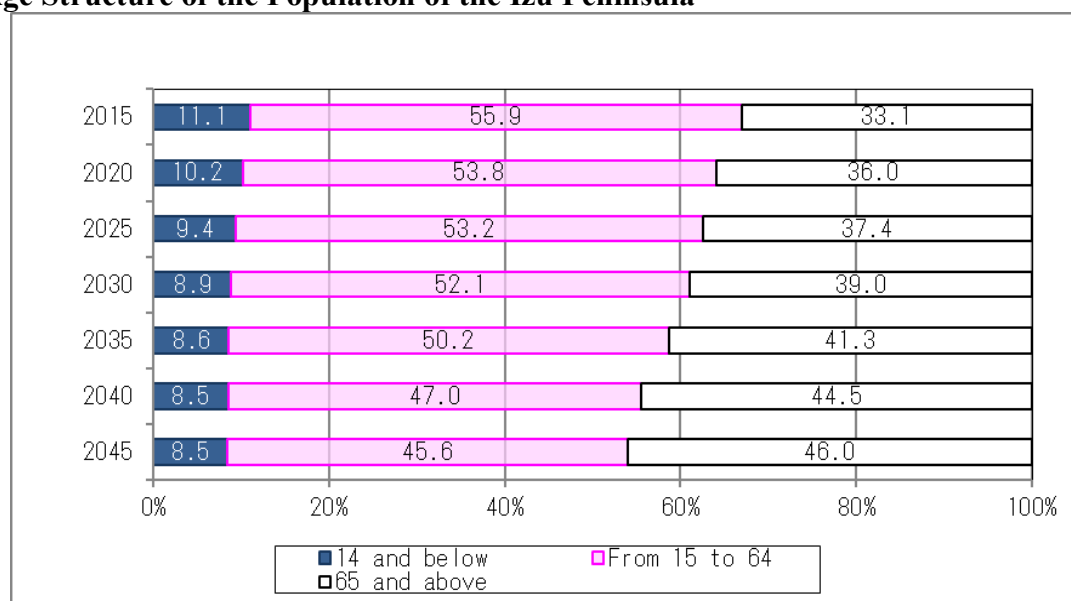
1. Regional Data

Estimated Population of the Izu Peninsula

	2015	2020	2025	2030	2035	2040	2045
Numazu City	195,633	187,027	177,377	166,985	156,164	145,086	134,052
Atami City	37,544	34,780	31,948	29,125	26,316	23,666	21,267
Mishima City	110,046	107,195	103,503	99,244	94,619	89,808	84,984
Ito City	68,345	64,204	59,610	54,917	50,269	45,745	41,461
Shimoda City	22,916	20,731	18,554	16,445	14,401	12,495	10,767
Izu City	31,317	28,484	25,685	22,915	20,225	17,627	15,149
Izunokuni City	48,152	46,516	44,536	42,374	40,096	37,737	35,375
Higashiizu Town	12,624	11,261	9,930	8,648	7,429	6,288	5,255
Kawazu Town	7,303	6,575	5,969	5,392	4,839	4,305	3,828
Minamiizu Town	8,524	7,878	7,262	6,668	6,077	5,503	4,959
Matsuzaki Town	6,837	6,250	5,721	5,218	4,720	4,249	3,820
Nishiizu Town	8,234	7,084	6,031	5,092	4,255	3,499	2,852
Kannami Town	37,661	36,296	34,610	32,693	30,617	28,514	26,455
Izu Peninsula	595,136	564,281	530,736	495,716	460,027	424,522	390,224
Shizuoka Prefecture	3,700,305	3,615,586	3,506,064	3,380,104	3,241,803	3,094,264	2,942,865

Source: National Census 2015, and the National Institute of Population and Social Security “Estimated Populations of the Regions of Japan 2018” Numbers for dates after 2020 are projections

Age Structure of the Population of the Izu Peninsula



Source: National Census 2015, and the National Institute of Population and Social Security “Estimated Populations of the Regions of Japan 2018” Numbers for dates after 2020 are projections

Population Movement to and from Large Urban Areas (2018)

(Unit: Person)

Area	Tokyo Region	Nagoya Region	Osaka Region	Other	Total
Whole Prefecture	△6,484	△784	△287	901	△6,654
Izu Peninsula	△1,093	△13	28	△137	△1,215
Kamo Region (for reference)	△87	△26	△2	△249	△364

Source: 2018 Report on Population Movements on Basic Register of Residents, Ministry of Internal Affairs and Communications

Trends in Population Flows by Age Group

(Unit: Person)

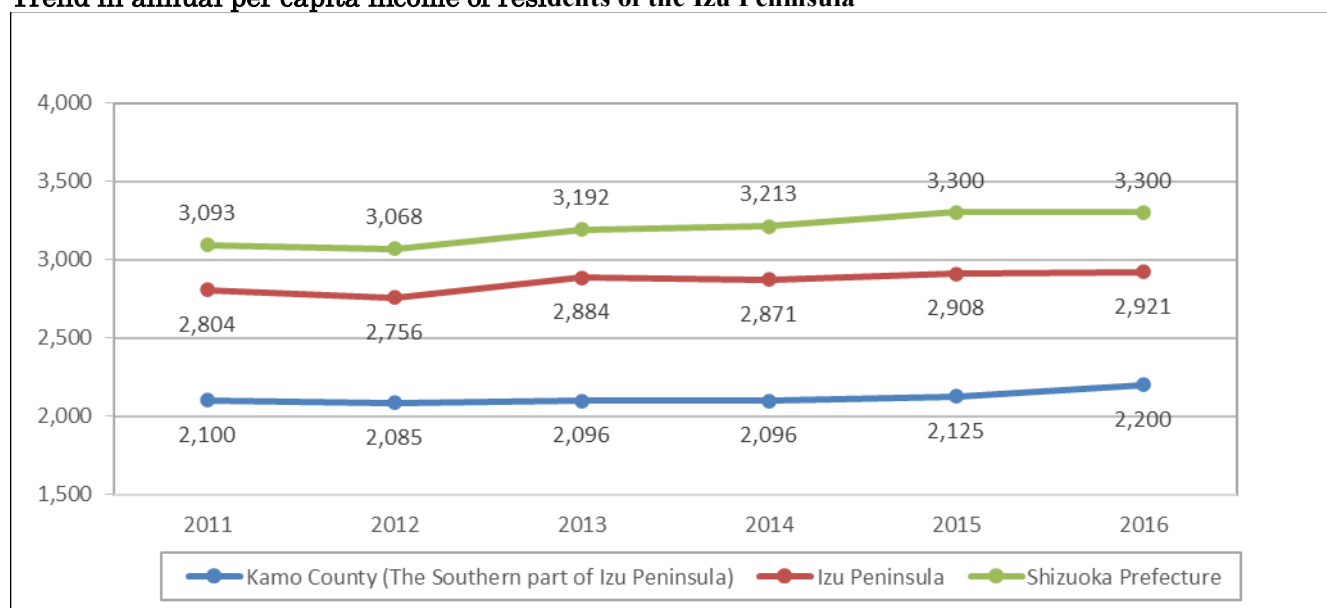
Region	Age Group	2014	2015	2016	2017	2018
Whole Prefecture	0~14	△1,088	△690	△641	△141	△659
	15~64	△6,437	△5,935	△6,251	△5,639	△6,505
	65 and over	285	419	503	538	510
Izu Peninsula	0~14	△123	△96	△71	△62	△47
	15~64	△1,894	△1,760	△1,661	△1,419	△1,584
	65 and over	184	283	238	366	416
Kamo Region (for reference)	0~14	△9	△24	△83	16	△78
	15~64	△619	△741	△776	△538	△747
	65 and over	138	311	213	316	305

Source: 2018 Report on Population Movements on Basic Register of Residents, Ministry of Internal Affairs and Communications

Estimated Future Population by Age Group

		2015	2025	2035	2045	Percentage Change from 2015 to 2045
Shizuoka Prefecture	Youth (0~14)	479,000 (13.0%)	408,000 (11.6%)	354,000 (10.9%)	318,000 (10.8%)	△33.6%
	Working Age (15~64)	2,192,000 (59.2%)	1,979,000 (56.5%)	1,754,000 (54.1%)	1,481,000 (50.3%)	△32.4%
	Elderly (65 and over)	1,029,000 (27.8%)	1,119,000 (31.9%)	1,134,000 (35.0%)	1,143,000 (38.9%)	11.1%
	Total	3,700,000	3,506,000	3,242,000	2,943,000	△20.5%
Izu Peninsula	Youth (0~14)	66,000 (11.1%)	50,000 (9.4%)	40,000 (8.6%)	33,000 (8.5%)	△50.0%
	Working Age (15~64)	333,000 (55.9%)	282,000 (53.2%)	231,000 (50.2%)	178,000 (45.6%)	△46.5%
	Elderly (65 and over)	197,000 (33.1%)	199,000 (37.4%)	190,000 (41.3%)	179,000 (46.0%)	△9.1%
	Total	595,000	531,000	460,000	390,000	△34.5%

National Institute of Population and Social Security “Estimated Populations of the Regions of Japan March 2018”

Trend in annual per capita income of residents of the Izu Peninsula

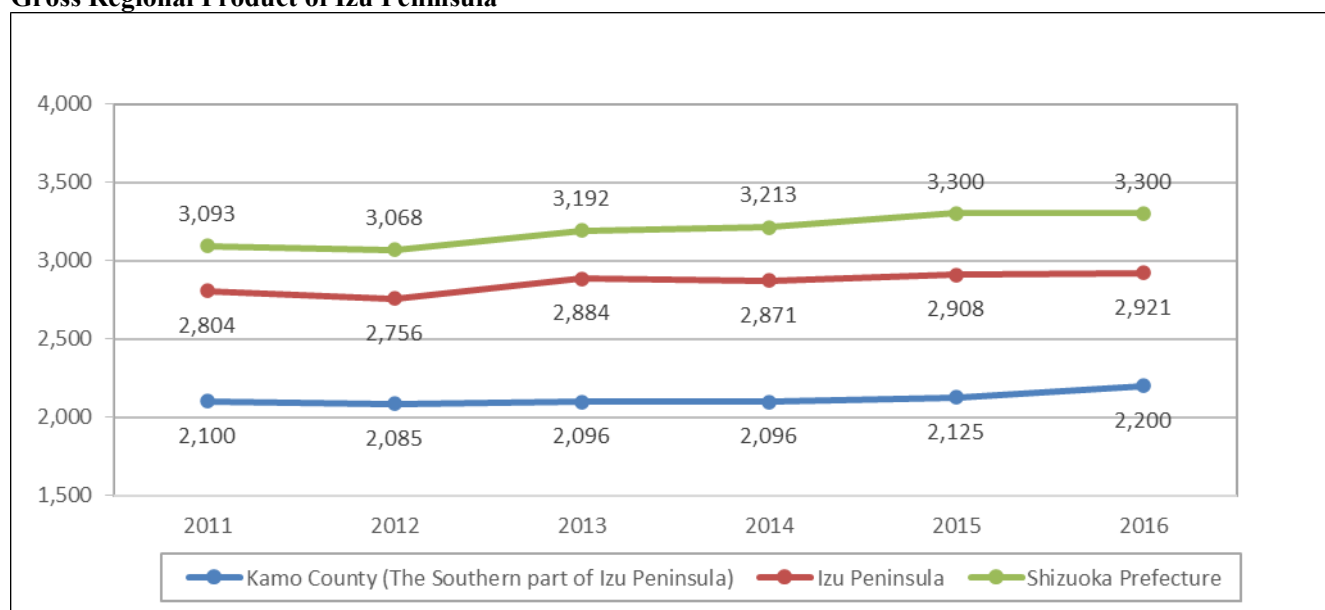
Reference: Shizuoka Statistical Association, “Regional Economic Statistics for Shizuoka” (2016)

Gross Resident Income for Izu Peninsula

	2011	2012	2013	2014	2015	2016
Numazu City	683,099	671,886	695,979	671,995	682,636	664,008
Atami City	91,964	90,851	93,227	93,110	105,232	97,620
Mishima City	337,825	335,278	349,440	340,556	348,374	350,437
Ito City	153,474	141,100	143,468	142,424	139,971	143,581
Shimoda City	56,682	55,675	54,466	54,017	52,755	54,079
Izu City	79,266	76,078	75,981	77,153	74,903	77,023
Izunokuni City	131,972	124,552	134,999	149,674	128,970	135,337
Higashiizu Town	28,035	26,714	27,222	26,775	26,524	27,554
Kawazu Town	16,429	15,815	15,666	15,080	14,718	15,204
Minamiizu Town	15,988	15,770	15,615	15,552	15,225	15,435
Matsuzaki Town	16,184	15,373	15,137	14,768	14,218	14,581
Nishiizu Town	18,731	18,644	17,856	16,920	17,754	16,572
Kannami Town	97,580	94,689	104,442	100,515	109,436	112,188
Izu Peninsula	1,727,228	1,682,425	1,743,498	1,718,539	1,730,717	1,723,617
Shizuoka Prefecture	11,602,831	11,470,946	11,906,818	11,933,520	12,211,454	12,168,024

Reference: Shizuoka Statistical Association, “Regional Economic Statistics for Shizuoka” (2016)

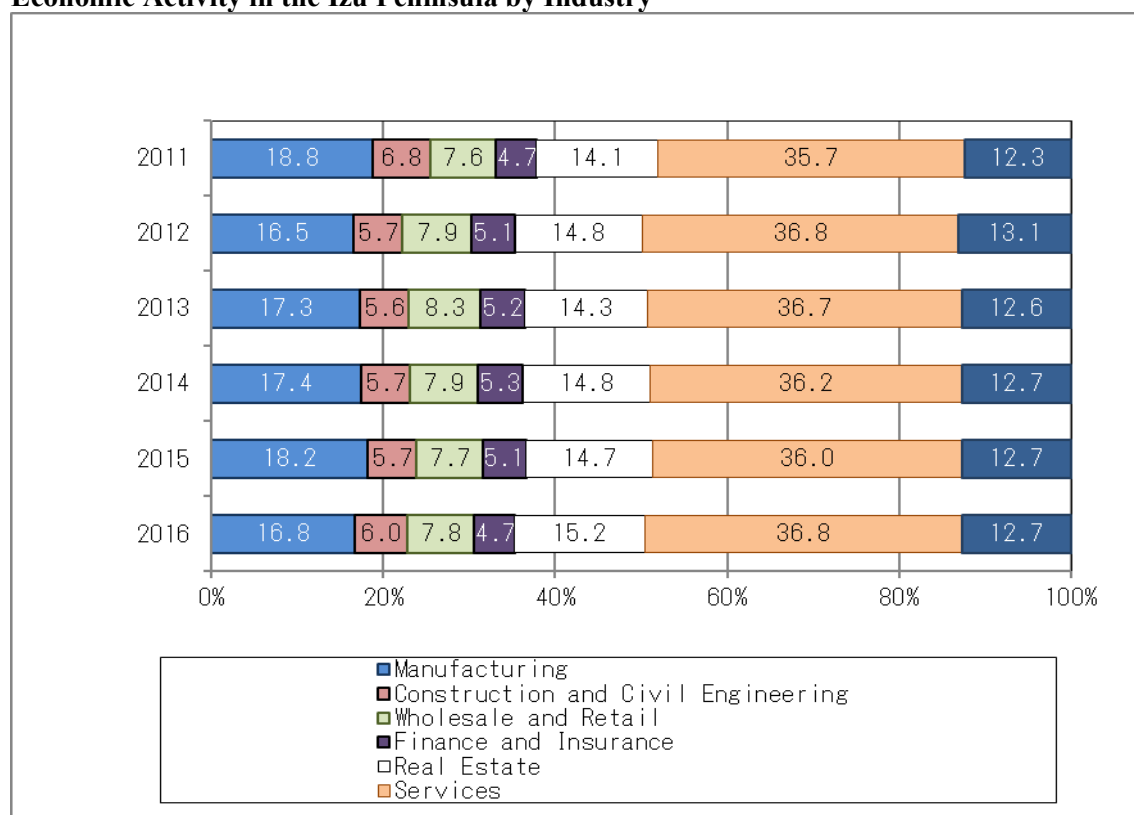
Gross Regional Product of Izu Peninsula



Unit: Million JPY

Reference: Shizuoka Statistical Association,
“Regional Economic Statistics for Shizuoka” (2016)

Economic Activity in the Izu Peninsula by Industry

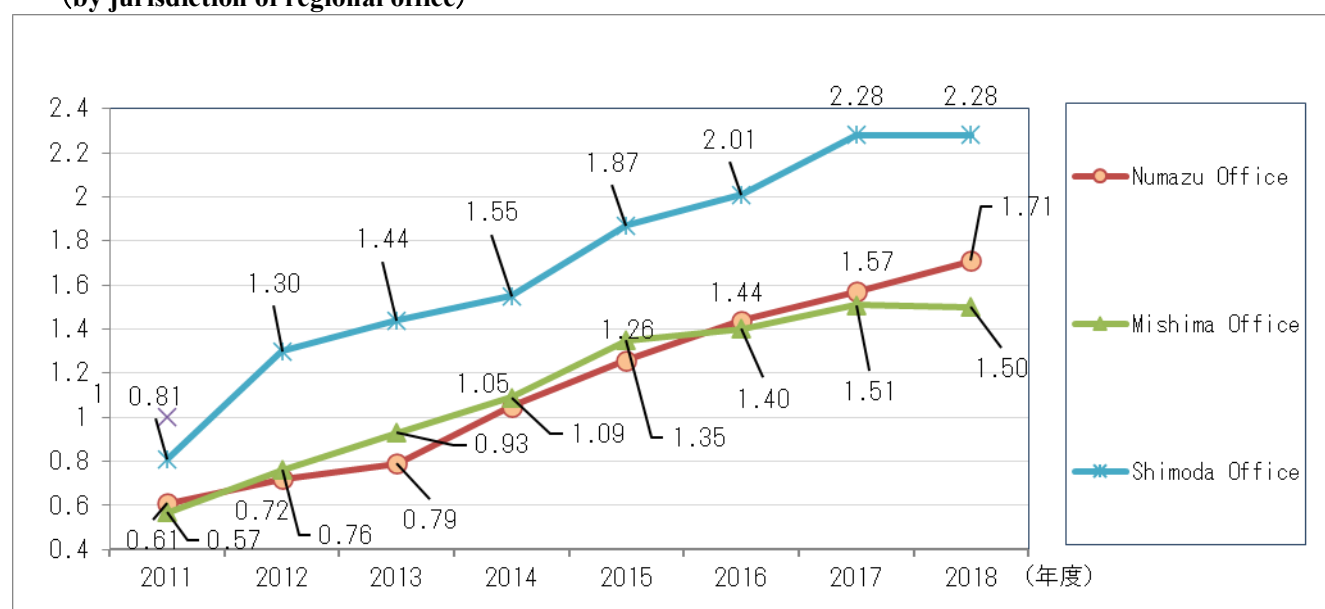
Reference: Shizuoka Statistical Association, “Regional Economic Statistics
for Shizuoka” (2016)

Izu Peninsula Ratio of Job Vacancies to Job Seekers

	2011	2012	2013	2014	2015	2016	2017	2018
Shizuoka Prefecture	0.65	0.79	0.90	1.10	1.21	1.39	1.58	1.68
Numazu	0.61	0.72	0.79	1.05	1.26	1.44	1.57	1.71
Mishima	0.57	0.76	0.93	1.09	1.35	1.40	1.51	1.50
Office (Ito, in Mishima Office)	0.65	0.97	1.06	1.29	1.41	1.72	1.82	1.57
Shimoda	0.81	1.30	1.44	1.55	1.87	2.01	2.28	2.28

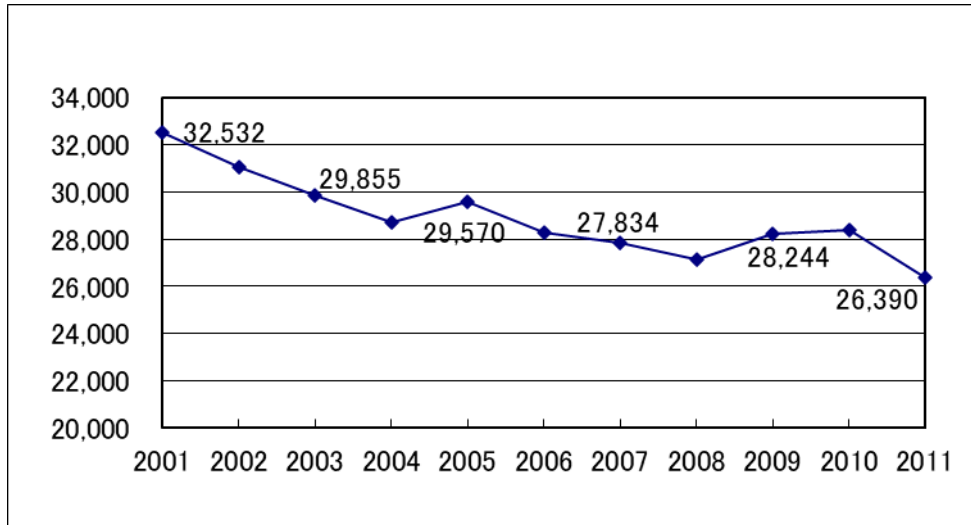
Reference: Shizuoka Labor Office Employment Stability Department, “Employment Stability Annual Administrative Report”

Changes in Izu Peninsula Ratio of Job Vacancies to Job Seekers (by jurisdiction of regional office)



Reference: Shizuoka Labor Office Employment Stability Department, “Employment Stability Annual Administrative Report”

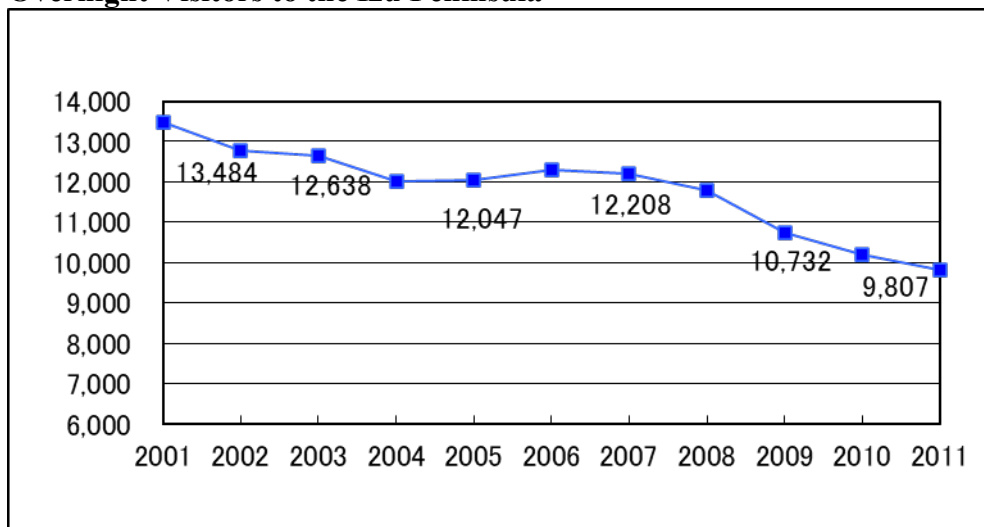
Recreational Tourist Visitors to the Izu Peninsula



Unit: Thousand People

Reference: Shizuoka Prefecture, "Trends in Tourism"

Overnight Visitors to the Izu Peninsula



Unit:Thousand People

Reference: Shizuoka Prefecture, "Trends in Tourism"

Popular Touristic Events in the Izu Peninsula

Festivals and Religious Events

Venue	Name	Visitor in 2018
Mishima city	The summer festival of the Mishima Grand Shrine	500,000
Shimoda city	Black Ship festival	205,000
Shimoda city	Drum parade festival	150,000
Atami city	Annual first visit to Kinomiya Shrine	100,000

Firework display

Venue	Name	Visitor in 2018
Atami city	Atami beach floating firework festival	387,000
Ito city	William Adams commemoration festival	281,500
Numazu city	Numazu summer festival Kano river firework	130,000
Izu city	Tohi Summer festival	44,000
Atami city	One hundred eight lantern adrift festival and fireworks in Izu-taga hot spring	33,100

Floor blossom festival

Venue	Name	Visitor in 2018
Kawazu city	Kawazu cherry blossom festival	907,050
Minamiizu town	Southern Izu Cherry and rape blossom festival	212,000
Shimoda city	Narcissus festival	189,000
Atami city	Atami plum grove festival	183,805
Ito city	The Izu highland cherry blossom festival	156,936
Shimoda city	Hydrangea festival	148,800
Matsuzaki town	Paddy fields in full bloom festival	80,356
Atami city	Atami plum grove maple festival	57,114
Izu city	Shuzenji Maple festival	49,200

Reference: Shizuoka Prefecture, "Trends in Tourism"