

Sapporo International Strategic Plan

General Affairs Bureau, City of Sapporo

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Toward the realization of the “International City Sapporo” concept as part of a new creative era

The internationalization of Sapporo began to gain momentum in 1972 when the Winter Olympic Games were held in the city for the first time in Asia. Since then, Sapporo has been developed as a global city, representing the ideal model for cities in cold, snowy climates, based on the Sapporo Basic Plan established in 1971.

Sapporo now faces unprecedented socioeconomic conditions, including the arrival of a decreasing population and the progress of globalization. Amid concerns that the domestic market has been shrinking and intercity competition has been intensifying, the city needs to deepen various past international exchanges and transform itself into a city that fuels and nurtures new creativity.

This strategic plan has placed “International City Sapporo, a city full of creativity and energy that attracts people as an exceptionally livable city” as the ideal model of an international city that the City of Sapporo should pursue. The plan is intended to take in vitality through international exchanges and promote regional revitalization by capitalizing on the advantages of Sapporo and Hokkaido.

The City of Sapporo would like to promote this plan in a steadfast manner through close cooperation with citizens, enterprises and various other parties based on its determination that Sapporo will play a leading role as the core city in Hokkaido to develop internationalization in the prefecture.

I would like to pay my sincere appreciation to not only members of the International Strategic Plan Round-Table Conference, who kindly advise us, but also to the citizens who have offered valuable opinions on the establishment of this plan. I hope they will further cooperate with us in realizing this plan in the future.

Fumio Ueda
Mayor of the City of Sapporo

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Sapporo International Strategic Plan

Chapter I Establishment of the International Strategic Plan

1. History of Sapporo and the progress of internationalization

(1) Pioneering period and hospitable urban culture

Sapporo has been developed by applying the knowledge and wisdom of advanced foreign countries while also preserving the cultures of both Hokkaido's indigenous people and settlers from other parts of Japan. In 1869 the Development Commission¹ was established and many foreign engineers were invited to Hokkaido so that Japanese could use Western knowledge and experiences in their efforts to modernize Japan. Sapporo has been created by settlers from elsewhere in Japan with various backgrounds and has developed hospitable urban culture that accepts different cultures.

(2) Hosting the Winter Olympics and active international exchanges

Sapporo continuously developed itself as the central city in Hokkaido from the postwar reconstruction period through Japan's high-growth period. The Sapporo Winter Olympic Games were held in 1972, the first time for the event to take place in Asia, and the city's infrastructure, including the subway system, was developed as Sapporo's internationalization gathered momentum.

The City of Sapporo actively developed international exchanges with overseas cities and established a sister city and friendship city affiliations with Portland in 1959, Munich in 1972, Shenyang in 1980, Novosibirsk in 1990, and Daejeon in 2010. Furthermore, the City of Sapporo proposed the establishment of the Northern Intercity Conference of Mayors (presently the World Winter Cities Association for Mayors) in 1982 with the slogan, "Winter is a Resource and an Asset." In the conference, northern cities that have similar climates and natural features meet to discuss common problems with a total of more than 150 participating cities in the world.

(3) Sapporo's community development in line with globalization²

Globalization has rapidly developed since the 1990s due to the advancement of information and communication technology and the development of transport networks. Therefore, community development also requires efforts with a focus on globalization.

To promote internationalization proactively, the Sapporo International Communication Plaza Foundation was established in 1991 with the aim to develop international exchanges and convention-related activities.

■ Formation of networks with cities in the East Asian region

To strengthen relationships with cities in the East Asian region, which was expected to grow rapidly, the Sapporo Economic Exchange Office was established in 2003 in Beijing, China and intercity agreements were concluded with Hangzhou and Dalian. Through these active international exchange and cooperation

¹**Development Commission:** A Japanese government office established in 1869 to develop Hokkaido and Sakhalin and which conducted various development projects under the guidance of many foreign advisors, including Horace Capron, a businessman and agriculturalist

²**Globalization:** Phenomenon in which interdependence will be deepened through the transboundary movement of humans, goods, capital and information on a global scale and increasingly integrated politics, economies and other activities

activities, the City of Sapporo has developed its own networks with cities in the East Asian region.

Through these international exchanges, the City of Sapporo has also developed relationships with cities in South Korea. Sapporo has deepened exchanges with Busan Metropolitan City in the field of visual arts and concluded an economic memorandum with Daejeon Metropolitan City in 2004, with various exchanges between private groups in Sapporo and Daejeon also having been promoted. Furthermore, the City of Sapporo entered a sister city relationship with Daejeon Metropolitan City in 2010, following a 20 year period of not creating new sister city ties, in order to develop mutually-beneficial partnerships.

■ Promoting culture in Sapporo to elsewhere in the world

People's thoughts about life and their sense of values have diversified, and attention has switched from material riches to spiritual richness. Therefore, culture and art, the foundations for such richness have become important urban functions.

In 1990, the Pacific Music Festival (PMF) was launched and a total of approximately 3,000 young musical artists have since participated in the festival. The Sapporo Concert Hall Kitara, which was constructed in 1997, is highly valued by artists around the world. Furthermore, top artists from both Japan and overseas stage live performances at the Sapporo City Jazz festival, which was started in 2007.

Designed by the late sculptor Isamu Noguchi, Moerenuma Park had its grand opening in 200, attracting many residents and art enthusiasts.

■ Hosting of international sport events and conferences

In 2002, some matches for the FIFA World Cup™ were held in Sapporo Dome, which was constructed in 2001. The occasion was a great opportunity to promote Sapporo. In 2007, the FIS Nordic Ski World Championship Sapporo was held, during which time snow was brought into the Dome to allow skiers to compete there, an innovative use of its space.

In the field of MICE³, the Sapporo Convention Center opened in 2003. Various international conferences have been held there. The Welcome Reception for Outreach Countries and International Organizations of the Hokkaido Toyako Summit was held in 2008 and the APEC Japan Meeting of Ministers Responsible for Trade was held in 2010. Sapporo's international presence⁴ has been improved through these international events and conferences.

■ Improvement of the environment for multicultural symbiosis

To deal with internationalization in communities, the need for multicultural symbiosis⁵ has been increasing. Specifically speaking, the City of Sapporo needs to help foreign citizens live more comfortably and encourage Japanese and foreign citizens to respect individual cultures.

To this end, the Sapporo International Communication Plaza has played a leading role in supporting the daily life of foreign citizens, raising their awareness of disaster prevention and conducting other

³**MICE:** generic term for business and other events that attract many participants. The word comprises the first letters of Meeting (meetings and seminars), Incentive tour (corporate incentives and training tours), Convention (meetings, academic conferences and international conferences) and Exhibition (events, exhibitions and trade fairs).

⁴**Presence:** existence; notable appearance of existence

⁵**Multicultural symbiosis:** a situation where people of different nationalities and ethnicity live harmoniously as members of the community while respecting cultural differences and developing equal relationships with each other.

activities. The organization has developed various efforts for multicultural symbiosis, for example providing information in multiple foreign languages and holding events to promote daily interaction between foreign and Japanese citizens to build cross-cultural understanding.

2. Attractive features of Sapporo as a livable city

World-leading private research organizations rank cities in the world in terms of “livability.” Such rankings highly evaluate Melbourne (Australia), Vancouver (Canada), Munich (Germany), a sister city of Sapporo, and other overseas cities that are medium in size and that have a relatively low population density, good public safety, well-developed public services (e.g., infrastructure), and a dynamic range of cultural and leisure activities.

Sapporo is expected to develop itself further as one of the leading cities in Asia and the world because the city has a rich natural setting (e.g., four distinct seasons and ready access to fresh food) and advanced urban functions.

3. Realization of the “Creative City Sapporo”⁶ concept

The history of internationalization, a valuable asset of Sapporo’s citizens, started in Sapporo when the Sapporo Winter Olympics was held. The city is now transitioning from a period of maturation in to a period creativity. It is therefore important for individual citizens to reaffirm the achievements of past PMF activities and sister city and friendship city exchange activities, as well as Sapporo’s exceptionally favorable geographical features, and to develop and utilize these advantages in the future.

For example, the Sapporo International Art Festival to be held this year, the large international sports meet of the Asian Winter Games, and other events and opportunities can be utilized to promote Sapporo’s attractive features both domestically and internationally. These events will not only result in many visitors both from Japan and overseas coming to Sapporo, but also help bring the Creative City Sapporo concept to fruition, encouraging citizens to live with pride and prompting the restoration of cultural assets and new creations.

Meanwhile, with the arrival of a depopulating society⁷ and the further advancement of globalization, intercity competition in winning tourists, overseas students and investment has been getting increasingly more difficult and cities across the globe are now in competition with each other. Sapporo must play a leading role as the central city of Hokkaido in the internationalization of the prefecture, and as an international city must also take responsibility for and fulfill its role in taking a positive stance toward global issues related to international peace, the environment and energy.

The Sapporo International Strategic Plan has placed “International City Sapporo, a city full of creativity and energy that attracts people as an exceptionally livable city” as the ideal model of an international city. The 10-year strategic plan aims to take in overseas vitality and develop regional revitalization based on the social environment surrounding Sapporo and the achievements of various past international projects conducted by the city.

⁶**Creative City Sapporo:** a concept for urban policies where creativity represented by various expressions of culture and art will be utilized to solve urban problems. The City of Sapporo has also developed efforts to realize a creative city.

⁷**Depopulating society:** a society where the population will continuously decrease

4. Position of this plan

The Sapporo International Strategic Plan is a sub-category plan regarding international policies of the Sapporo City Development Strategic Vision, which serves as the successor of the preceding long-term comprehensive plan and the basic guideline for new community development. This strategic plan is a drastically revised version of the Sapporo Internationalization Promotion Plan, which served as the previous basic guideline for internationalization policies. The Sapporo International Strategic Plan is based on the concepts of various related plans to realize the ideal model of a city that the aforementioned vision pursues – “a world-leading city that shapes a bright future for all Hokkaido” and “a community-focused city where people work together hand in hand.”

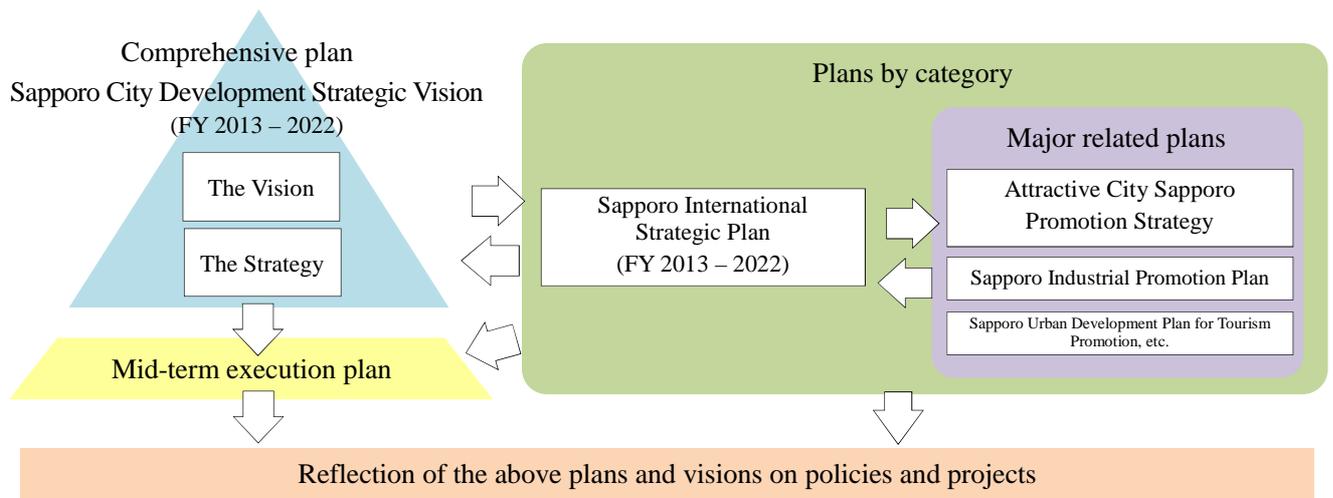


Fig. 1-1 Position of the Sapporo International Strategic Plan

5. Planning period

The Sapporo International Strategic Plan covers a 10-year period (FY 2013 to 2022) the same as the Sapporo City Development Strategic Vision, which is the upper-level plan of the strategic plan. However, problems anticipated beyond this period are also included in the plan based on long-term perspectives.

As for specific measures, the execution plan is divided into periods I and II to conduct flexible review, progress management and inspection in accordance with changes in social conditions. The execution plan for Period I, which corresponds to Chapter IV in this strategic plan, covers a 5-year period (FY 2013 to 2017), and immediately after this a review will be conducted to take into account any changes of the times.

However, when a review is required due to changes in international situations and social conditions, a review can be flexibly conducted even during the initial 5-year period.

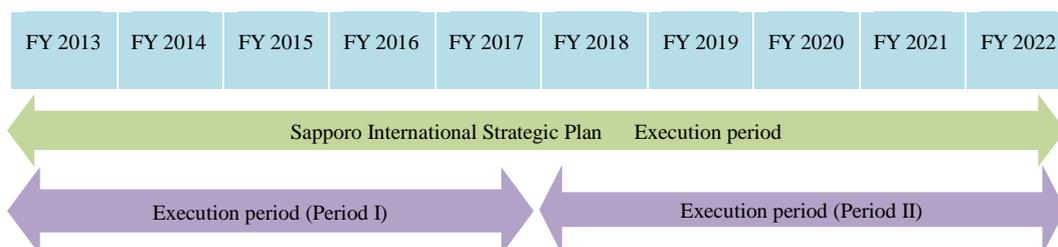


Fig. 1-2 Planning period (10 years from FY 2013 to 2022)

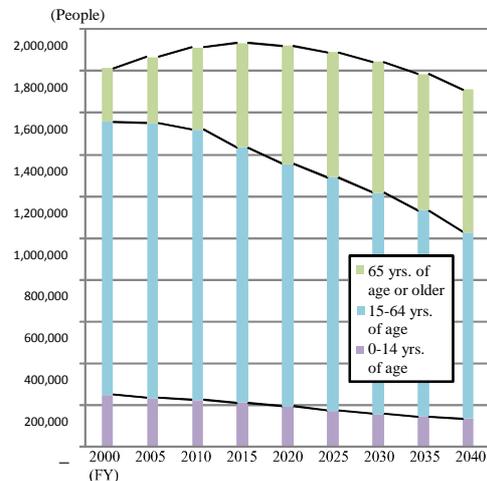
Chapter II Social and International Situations Surrounding Sapporo

1. Arrival of a super-aged society with a shrinking population

The Ministry of Internal Affairs and Communications reports that Japan’s total population peaked in 2008 and that the elderly population (aged 65 or older) is expected to account for 30.3% of the population in 2025.

The population of Sapporo is expected to peak in around 2015 (1.93 million) and then decrease. The working age population⁸ (15-74 years of age), which plays a central role in production and consumption activities, has decreased since 2005. The real gross municipal product⁹ has also been decreasing.

Sapporo’s population has increased gradually since its establishment, however its population is now starting to decrease due to further development of the super-aged society¹⁰. To counter this trend, efforts are required to promote economic and regional revitalization, for example by increasing the non-residential population from overseas¹¹, developing new markets and realizing a creative society where everyone can fully display their competence and capacity.



Source: City of Sapporo, National Institute of Population and Social Security Research
*Estimates from FY 2015 onward

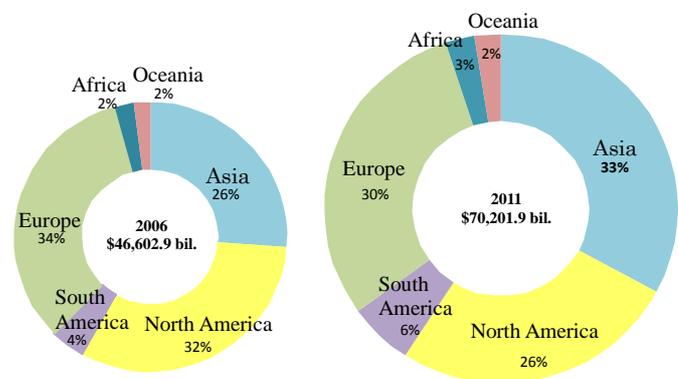
Fig. 2-1 Future population prospects

2. Progress of globalization

(1) Growing Asia

While advanced nations (e.g., many European countries, U.S. and Japan) have low economic growth rates, China, Russia, India and other developing nations have dramatically developed, serving as the driving force for the global economy.

The Association of Southeast Asian Nations (ASEAN)¹² accounts for 8.7% of the world



Source: World Statistics, Statistics Bureau, Ministry of Internal Affairs and Communications

Fig. 2-2 Gross domestic product in the world

⁸Working age population: population of people 15 to 64 years of age

⁹Real gross municipal product: Gross municipal product refers to the total value of goods and services produced in a specific period. Real gross municipal product refers to the gross municipal product excluding the effects of price fluctuations

¹⁰Super-aged society: society in which the percentage of the population aged 65 or older accounts for more than 21% of the total population (7-14%: aging society; 14-21%: aged society).

¹¹Non-residential population: opposite concept to “residential population” in which visitors can be regarded as a kind of population. In a situation where every region of Japan is experiencing a shrinking population, the region is expected to be revitalized by regarding visitors to the region as a separate population.

¹²Association of Southeast Asian Nations (ASEAN): ASEAN was established in 1967 with the five members of Indonesia, Malaysia, the Philippines, Singapore and Thailand to promote economic growth and social and cultural development. The members totaled 10 nations in 2013. The organization aims to develop into the ASEAN Community in the future focusing on “politics and security,” “economy” and “society and culture.”

population and 3.1% in terms of gross domestic product (GDP)¹³, and its per capita GDP is also increasing.

The population growth rates and economic growth rates in these developing countries have remained at high levels. These countries are therefore expected to grow even further as new markets. Tapping into the growth of markets in emerging countries¹⁴, including Asian countries, is important for revitalizing Japan's economy.

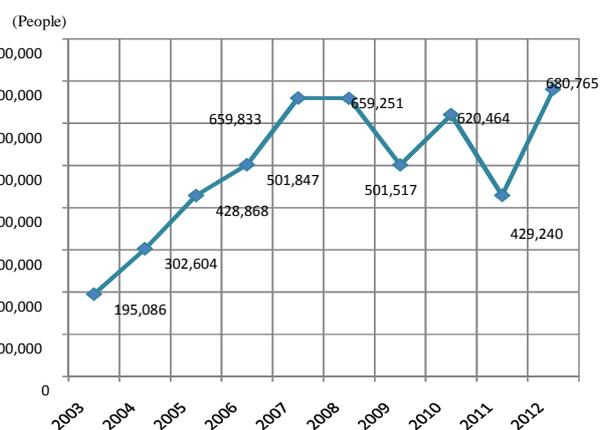
(2) Trade liberalization/information and communication technology/advancement of international air transport networks

As a factor in economic globalization, frameworks for trade and investment liberalization have been developed (e.g., free trade agreements (FTA)¹⁵ and economic partnership agreements (EPA)¹⁶.

In the field of information and communication technology, social networking services (SNS)¹⁷ are popular as a worldwide communication tool. Furthermore, free audio communication is now available using Internet communication lines, decreasing costs and dramatically improving convenience in overseas communication.

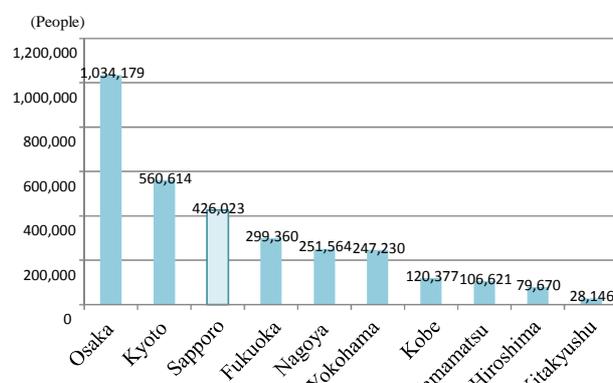
As for the movement of people, international air transport networks between major cities have been improved yearly through various measures, including the operation of low cost carriers (LCC)¹⁸, which has been popular in Europe and the U.S., as well as other parts of Asia. The number of flights linking Narita Airport to New Chitose Airport by LCCs has been increasing; as a result, flight routes between New Chitose Airport and major cities in the world have been diversified.

The development of information and communication technology and international air transport networks makes the movement of people, goods, money and information more rapid and easier, contributing to the globalization of numerous activities.



Source: City of Sapporo

Fig. 2-3 The number of foreigners staying at hotels and other forms of accommodation in Sapporo



Source: Japan Tourism Agency (FY 2013)

Fig. 2-4 Number of foreigners staying at hotels and other forms of accommodation in Sapporo (Comparison with other ordinance-designated cities)

¹³**Gross domestic product (GDP):** the total value of the goods and services that are produced in a country in a year. Per capita gross domestic product is obtained by dividing GDP by population.

¹⁴**Emerging country:** countries that are rapidly growing in terms of politics, economy and other fields

¹⁵**Free trade agreement (FTA):** treaty between specific countries or regions to reduce or abolish tariffs on goods, hindrances to service trade and other obstacles to trade

¹⁶**Economic partnership agreement (EPA):** treaty that aims to strengthen a wide spectrum of economic relationships through trade liberalization, the protection of investment, people's movement and intellectual property, the establishment of rules for competition policies, cooperation in various fields and other factors

¹⁷**Social networking service (SNS):** a service in which social relations among people or social networks are built on the Internet. There are two types of SNS: closed and open. In the former, a new member has to be invited by a present member; in the latter, a new member can join an SNS without restrictions. Popular SNSs include Facebook, which has the largest number of members in the world, and mixi, which has the largest number of members in Japan.

¹⁸**Low cost carrier (LCC):** airlines that offer lower fares by improving operation efficiency and simplifying services

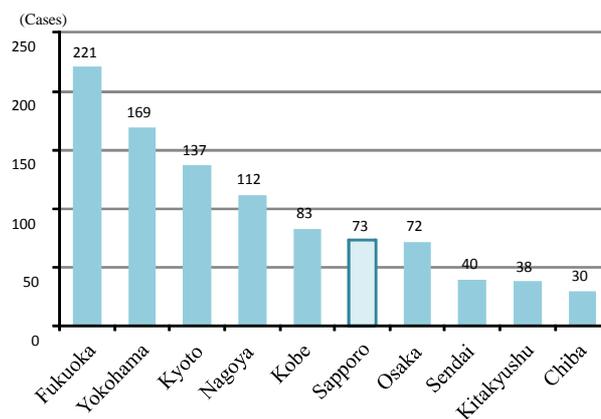
(3) Intensifying interregional competition

Against a backdrop of globalization represented by the transboundary movement of people, goods, money and information, interregional competition for the tourist destination, students studying overseas, investment and industrial location has increasingly intensified.

In the field of tourism, for example, the number of foreigners staying at hotels and other forms of accommodation in Sapporo over the past five years has remained at the levels of 500,000 to 600,000 per year. According to the categories of countries and regions, visitors from Taiwan reached more than 220,000, and visitors from the East Asian area, including Taiwan, Hong Kong, China and South Korea account for more than 80% of foreign tourists. The environment for interregional competition has been improved to increase the number of tourists by increasing the number of regular international flights at New Chitose Airport, improving convenience through the participation of LCCs in air transport, simplification of immigration procedures by the national government¹⁹ and easier issuance procedures for visas²⁰, among other measures. Efforts are being made to lure more tourists from other rapidly growing Asian countries to Sapporo.

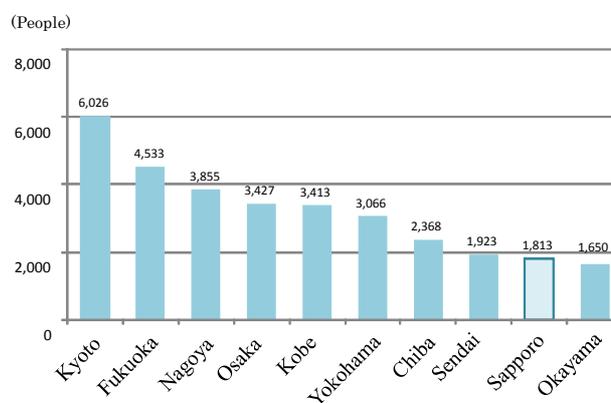
3. Promotion of multicultural symbiosis

The number of foreigners who live in Japan was approximately 2.07 million at the end of 2011, indicating that an increasing number of foreigners have settled in Japan. In 2012, the alien registration system²¹ was abolished and foreign residents have been subject to the Residential Basic Book Act since then, the same as Japanese residents.



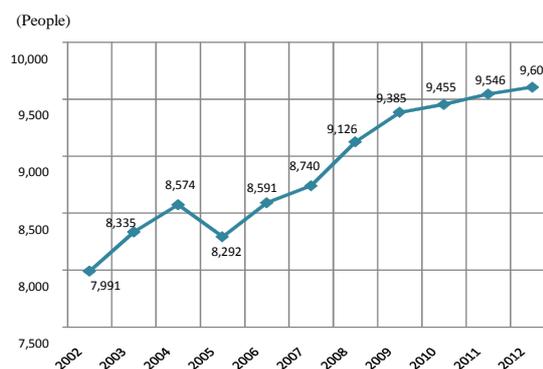
Source: Japan National Tourism Organization (JNTO) (FY 2011)

Fig. 2-5 Comparison of the number of international conferences in ordinance-designated cities



Source: Japan Student Services Organization (FY 2011)

Fig. 2-6 Comparison of the number of foreign students in ordinance-designated cities



Source: City of Sapporo

Fig. 2-7 Change in the number of foreigners registered as residents of Sapporo

¹⁹**Simplification of immigration procedures:** simple and smooth immigration procedures through the establishment of automatic gates for immigration control, the introduction of the *minashi* re-entry system (July 2012 –) in which re-entry procedures are, in principle, unnecessary for people who will return to Japan within one year from the date of departure, and other measures

²⁰**Visa:** the endorsement of tourist passports to authorize overseas travel. The destination country will issue various types of visas in accordance with the destination country, purposes, period of stay, and other factors.

²¹**Alien registration system:** a system in which foreigners living in Japan were required to report information regarding residence, employment and other matters. The system was abolished in 2012.

The number of foreign residents in Sapporo has been increasing. As of the end of March 2012, their number was 9,607, an approximately 20% increase from 2002.

There is an increased need for efforts to realize a multicultural symbiotic society where foreign residents and residents from different cultural backgrounds can display their competence and capacity to the fullest as members of the community and individual citizens, participate in community development and help each other.

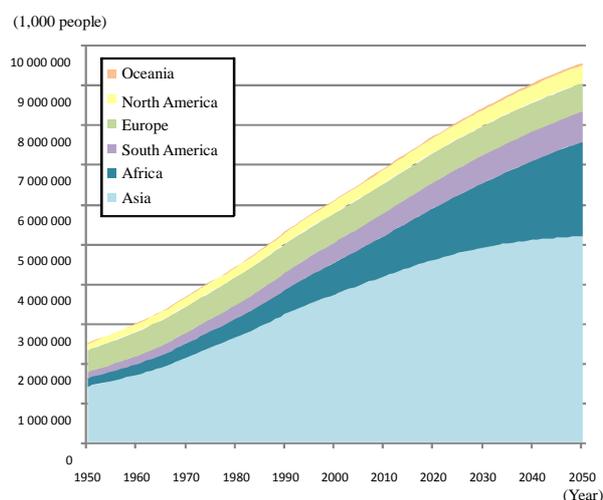
4. Sustainable development²²

(1) Efforts to deal with global problems

The United Nations estimated the world population at 7 billion in 2011. The population is expected to reach 9.5 billion by 2050. The world faces various global-scale problems, including population increases expanding poverty and increasing energy demand.

The progress of world interdependence requires that environmental conservation²³, social problems (e.g., human rights and peace keeping) and economic problems (e.g., poverty) be tackled as global issues.

As a member of the global community, Sapporo should be responsible for and play a role in the promotion of sustainable development and develop in harmony with the rest of the world.



Source: World Population Prospects, United Nations

Fig. 2-8 World population

(2) Society after the Great East Japan Earthquake

The Great East Japan Earthquake, which occurred in 2011, brought great damage to the Tohoku region, among other regions, and many victims of the disaster were evacuated to Sapporo. The extent of the damage was also reported overseas and more than 160 countries and regions in addition to more than 40 international organizations were kind enough to send rescue teams and provide materials and supplies for the rescue and recovery efforts. Furthermore, civilian organizations and private persons also provided Japan with various types of support, including donations. It is believed that such support was offered based in part on past and ongoing international exchanges and international cooperation.

The accident at the Fukushima Daiichi Nuclear Power Plant has prompted people to take a deeper interest in environmental and energy problems, and requires the promotion of renewable energy²⁴ and energy saving²⁵ efforts. Environmental and energy problems are common all over the world. It is therefore necessary to tackle these problems by sharing knowledge with overseas cities (e.g., European cities) that take a positive stance toward solving environmental problems.

²²**Sustainable development:** creation of a society in which human activities, particularly those activities using modern conveniences, can be maintained in the future or the creation of a society in which the needs of the present generation can be met without deteriorating the capacity for satisfying the needs of future generations. The term is used not only for environmental and energy problems, but also for economic, social and other human activities.

²³**Environmental conservation:** prevention of environmental destruction and the protection of nature

²⁴**Renewable energy:** generic term for solar, geothermal, wind and other sources of energy that are not depleted when used.

²⁵**Energy saving:** reduction of energy consumption through the efficient use of energy

Chapter III Ideal Model of an International City that Sapporo aims to become

1. Achievements and problems of internationalization promotion plans

(1) Overview

The Sapporo Internationalization Promotion Plan, which was established in 2002, has served as the guideline for internationalization promotion policies for the City of Sapporo to deal with social changes caused by globalization and promote Sapporo's internationalization. The philosophy of the plan, "World City Sapporo, in which global partnership will create attractive features and vitality," is a concept in which internationalization will bring attractive features and vitality to cities through a virtuous cycle of "Exchange" – "Creation" – "Dissemination" (exchanges promoted among citizens, enterprises and the government will produce "incentives," resulting in "creation," and the attractive features and vitality created will "be disseminated" across the world). The City of Sapporo calls collaboration and cooperation among citizens, enterprises and the government, both within Japan and overseas, "global partnership" and set the term as the keyword for internationalization promotion.

Overview of the 2012 Sapporo Internationalization Promotion Plan

Basic philosophy

"World City Sapporo, in which global partnership will create attractive features and vitality
— Co-creative community development linking Sapporo to the world"

Direction for internationalization promotion policies

- (1) Internationalization in which citizens play a central role
- (2) Internationalization enriching the lives of citizens
- (3) Internationalization developing Sapporo's strengths

Basic goals

- (1) Symbiotic City Sapporo, a city full of creativity and energy that attracts people from around the world as an exceptionally livable city
 - Promotion of cross-cultural understanding and a cosmopolitan way of thinking
 - Development of an environment in which foreigners can also live comfortably
 - Creation of diversified symbiotic and interaction spaces
- (2) Collaborative City Sapporo, which contributes to world development
 - Promotion of international exchanges and cooperation through collaboration
 - Active utilization of urban networks
 - Promotion of international cooperation that makes the most of Sapporo's features
- (3) Creative City Sapporo, full of attractive features and vitality in which people from around the world gather
 - Promotion of economic exchanges that can drive internationalization in Sapporo
 - Promotion of inbound tours and international exchanges through which people from around the world can meet
 - Development of culture and an environment suitable for a world city

Promotion of basic guidelines

- (1) Toward the formation of proactive citizens' activities
 - a. Improvement of places for these activities
 - b. Promotion of citizens' participation
 - c. Promotion of the self-reliance of civic activity organizations
- (2) Improvement of administrative systems for the promotion of internationalization
 - a. Development of officials with a cosmopolitan ways of thinking
 - b. Strengthening of cooperation among city departments for the promotion of internationalization
 - c. Strengthening of cooperation with neighboring municipalities and related organizations
- (3) Toward the promotion of internationalization through cooperation
 - a. Promotion of mutual understanding
 - b. Promotion of collaborative projects
 - c. Strengthening of the functions of the Sapporo International Communication Plaza Foundation

(2) Achievements and problems

As for internationalization promotion plans, the City of Sapporo has conducted measures for improving

opportunities to promote cross-cultural understanding and for developing international exchanges between Japanese and foreign citizens, among other measures to develop citizens' international understanding. The city has also established its own networks with overseas cities through active exchanges with sister and friendship cities, member cities of the World Winter Cities Association for Mayors, East Asian cities that are expected to grow strongly, and by accepting trainees as a measure for international cooperation.

The results of a citizens' consciousness survey (Data 5-(1) "Japanese Citizens' Consciousness Survey" (March 2011)) show that the number of Japanese citizens traveling overseas increased approximately two-fold over the past 10 years, and that people felt comfortable with overseas travel overseas. Meanwhile, in the same period the number of foreign residents increased only slightly and almost no foreign enterprises and organizations expanded their business to Sapporo; therefore, the percentage of citizens who have interacted or done business with foreigners has remained almost unchanged.

As a final goal, the Sapporo Internationalization Promotion Plan aims for internationalization to bring attractive features and vitality to the city; however, efforts conducted have only deepened international understanding and established relationships with overseas cities.

It is necessary in the future to take advantage of internationalization (as achieved in past efforts), take in vitality from overseas and develop strategies that will result in regional revitalization.

2. The ideal model of an international city that Sapporo aims to become

(1) The ideal model of a city as pursued by the Sapporo City Development Strategic Vision

In the Sapporo City Development Strategic Vision, which is which is the upper-level plan of the Sapporo International Strategic Plan, two ideal models of an international city are specified in which citizens, enterprises, communities, the government and other parties play a role in community development, enhancing the vitality of the city, developing the quality of life, and passing vibrant communities on to the future generations.

The ideal model of a city in the Sapporo City Development Strategic Vision

“Becoming a world-leading city that shapes a bright future for all Hokkaido”

To realize an energetic and vibrant city that attracts people from all over the world, we strive to enhance the attractive resources of Sapporo and Hokkaido and spread them to the world to strengthen our global connections and attract investment and human resources.

“A community-focused city where people work together hand-in-hand”

We aim to realize close-knit communities in which residents can feel a sense of pride and live rewarding lives.

The City of Sapporo will also promote community development, including regional revitalization, by incorporating the concept of a creative city (an urban strategic model) in the international strategic plan and capitalizing on the creativity represented by various expressions of culture and art. To this end, the City of Sapporo is luring many people into the city through the utilization of existing attractive resources and improving the environment for developing new creativity produced through various types of exchange.

The Sapporo International Strategic Plan aims to develop international measures to realize two ideal models of the Sapporo City Development Strategic Vision and actualize the Creative City Sapporo concept.

(2) Direction of international policies

Sapporo must undergo drastic changes in order to create new values to overcome various unprecedented problems, including the progress of a super-aged society along with a shrinking population and changes in industrial structures. To this end, in developing international measures it is necessary to have the perspective that taking in vitality from overseas to induce innovation will result in regional revitalization. The City of Sapporo will construct foundations for creativity where many people from other parts of Japan and the world are lured to the city and new values are created through the promotion of the city's attractive features. Sapporo will also develop the foundations for creativity as the core for further innovation; in other words, the city will develop a "chain of creativity."

(3) Promotion of Sapporo's attractive features

The City of Sapporo needs to take in vitality from overseas to create new values. To this end, Sapporo must first encourage foreigners to come to the city by increasing the city's recognition in the world. Meanwhile, with globalization, intercity competition in the selection of destinations for a variety of purposes (such as travel, study and investment) is becoming more difficult. It is therefore necessary to promote attractive features unique to Sapporo effectively throughout the world and prompt people overseas to take interest in the city.

Sapporo is a unique major city in the world because it has a yearly snowfall of six meters. Sapporo's lifestyle,²⁶ in which rich natural surroundings marked by four distinct seasons coexist with urban convenience and functions, is an attractive resource that should be promoted to the world.

Sapporo has been developed by applying the knowledge and wisdom of advanced foreign countries while also preserving the cultures of both Hokkaido's indigenous people and settlers from other parts of Japan. It is believed that Sapporo's culture has developed an open-mindedness in which unconventional lifestyles and unfamiliar things are easily accepted because of its citizens' diversity²⁷.

The aforementioned "lifestyle in which nature and the city coexist harmoniously" and "open-mindedness in which various cultures are accepted without prejudice," both of which make Sapporo distinct from other cities, are recognized anew as the city's strength and Sapporo citizens' identity²⁸. Citizens, enterprises, the government and other parties will promote the attractive features and identity them effectively to the world from their own perspectives and through their interactions with foreign countries. It is believed that developing foreign people's interest in Sapporo through these measures will allow Sapporo to take in vitality from overseas.

(4) Taking in vitality from overseas

The City of Sapporo has actively developed efforts for increasing the non-residential population by attracting tourists and MICE events, among other targets. Some data indicate that Sapporo/Hokkaido enjoys higher

²⁶**Lifestyle:** a particular way of living, behaviors or thinking. A way of living reflecting one's view of life or sense of values

²⁷**Diversity:** the state of having things greatly differing in nature. Particularly in this plan, the state of having different cultures based on the unique historical backgrounds of different races, regions and communities or cultural diversity that indicates various cultures in existence

²⁸**Identity:** uniqueness that make a particular person or thing different from others.

recognition overseas than other major cities in Japan.

It is necessary in the future not only to increase the non-residential population by attracting foreign tourists and MICE events to Sapporo/Hokkaido by capitalizing on their higher recognition, but also to improve the city’s international competitiveness and create overseas demand by utilizing various human resources and supporting Hokkaido’s enterprises, which increasingly need to expand overseas due to the contraction of the domestic market.

To this end, it is essential to realize a society where individuals of various nationalities and cultures can display their competence and capacity and promote various exchanges with overseas cities. These are the foundations of international cities. It is believed that the promotion of Sapporo’s attractive features to the world and improvement of its foundations as an international city will facilitate the ability to take in vitality from overseas, enhancing the city’s diversity and creativity and developing regional revitalization.

(5) The model of an international city to be pursued

International City Sapporo, a city full of creativity and energy that attracts people as an exceptionally livable city

The Sapporo International Strategic Plan aims to realize “a city that is full of creativity and energy and that attracts people from all backgrounds as an exceptionally livable city” as the model of an international city that Sapporo aims to become in the 10 years ahead. The City of Sapporo will make efforts to realize an international city that generates creativity through various exchanges with overseas by capitalizing on the long-nurtured open-mindedness (accepting various cultures without prejudice) of people in the city.

The following virtuous cycle is expected: “revitalization of Sapporo as an international city” – “improvement of Sapporo’s attractive features” – “new lifestyle of Sapporo that attracts people from overseas.” The ideal international city in the future will be home to many people from other parts of Japan and the world due to the attractive features of Sapporo; it will encourage them to inspire each other resulting in innovation²⁹ and the creation of new culture and industry.

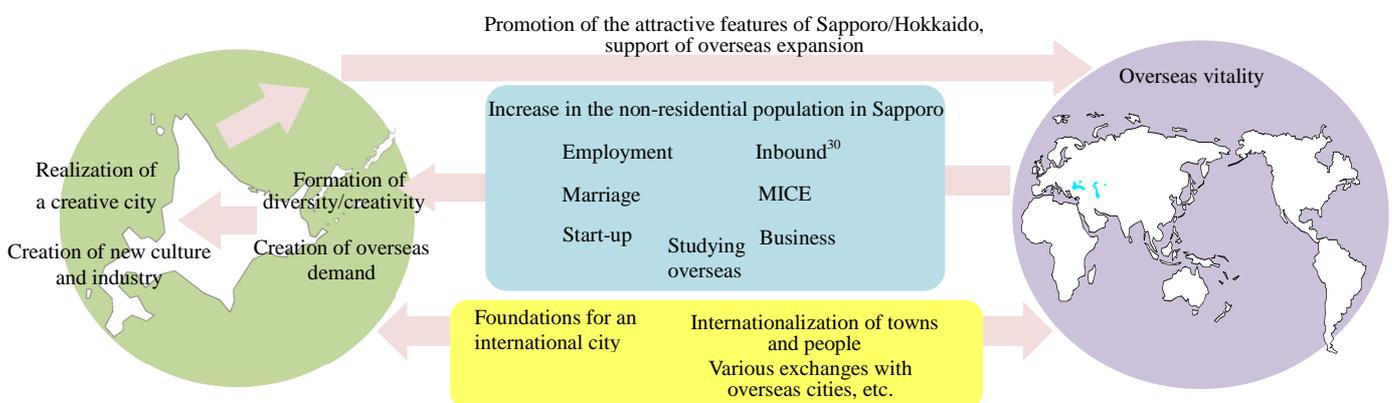


Fig. 3-1 Realization of an international city that is full of creativity and energy and that attracts people as an exceptionally livable city

²⁹**Innovation:** introducing new methods, systems, practices, etc. Creation of new values through the development of new products, improvement of production methods, development of new resources and materials, restructuring of organizational systems, etc.

³⁰**Inbound:** foreign tourists visiting the home country

Chapter IV Basic Policies

1. Three basic policies

To realize the ideal model of an international city that is full of creativity and energy and that attracts people as an exceptionally livable city as specified in this plan, it is necessary to develop international measures that will promote the attractive features of Sapporo and facilitate the ability to take in vitality from overseas. It is also necessary to advance the internationalization of the city, nurture citizens that can accept diversity and establish the foundations for an international city through various exchanges with overseas cities. To this end, the following three basic policies have been established to realize the ideal model of an international city.

Basic Policy I Developing international competitiveness — Promotion of the attractive features of Sapporo and taking in vitality from overseas

With the progression of a super-aged society along with a shrinking population, the domestic market is contracting. Meanwhile, intercity competition is becoming more difficult due to globalization. In response, Sapporo needs to capitalize on the favorable conditions of Sapporo/Hokkaido and take in vitality from other parts of Japan and overseas, particularly from elsewhere in Asia.

To this end, it is necessary not only to disseminate information overseas, promote tourism and develop industry, but also to enhance international competitiveness by upgrading the attractive features of Sapporo/Hokkaido through creative activities (e.g., culture, art and sport) and making the best use of various human resources.

Basic Policy I aims to improve the vitality of Sapporo/Hokkaido by regarding the trend of economic globalization as an opportunity and to develop competitiveness by capitalizing on the attractive resources of Sapporo and tapping into overseas economic growth.

Basic policy II Realization of a multicultural symbiotic society — Creation of diversity and creativity

While Sapporo/Hokkaido is experiencing a declining population, the number of foreign residents is increasing in Sapporo. Foreign residents are also expected to contribute to community development as members of society through their competence and capability.

To this end, it is necessary for citizens not only to be familiar with and have a better understanding of different cultures from their childhood, but also to develop mutual respect for other cultures. It is also necessary to develop an environment where everyone can live comfortably by supporting foreign residents facing problems related to daily living.

To realize an international city that attracts people from all backgrounds as an exceptionally livable city, Basic Policy II aims to develop a city full of creativity by enhancing the city's diversity, leading to a rich culture and lifestyle through the realization of a multicultural symbiotic society.

Basic policy III Utilization of overseas networks — Establishment of mutually beneficial relationships linking Sapporo to the world

The City of Sapporo has established its own networks with overseas cities, including cities in the East Asian region and sister and friendship cities, and needs to develop opportunities for Sapporo by utilizing these networks.

It is necessary in the future to develop relationships with regions that are expected to grow economically and regions with similar climates, among other regions, and establish cooperative relationships with them to capitalize on the networks. It is also important for Sapporo to take responsibility and fulfill its role as a world city by actively tackling global problems (e.g., environmental problems) and learning from the community development measures in other cities and regions.

Basic Policy III aims to develop various exchanges in the future by reviewing Sapporo's ideal model of overseas networks and establishing mutually beneficial overseas relationships.

International Strategic Plan

International City Sapporo, a city full of creativity and energy that attracts people as an exceptionally livable city

Basic Policy I

Developing international competitiveness
— Promotion of the attractive features of Sapporo and taking in vitality from overseas

Basic Policy II

Realization of a multicultural symbiotic society
— Creation of diversity and creativity

Basic Policy III

Utilization of overseas networks
— Establishment of mutually beneficial relationships linking Sapporo to the world

2. Analysis of challenges and the efforts to overcome them

An analysis of challenges was conducted as shown in Fig. 4-1 to establish the direction of efforts that should be made to fully capitalize on Sapporo's strengths and to tackle the challenges surrounding the city based on basic research, data and other sources on the strengths and challenges.

		External environment analysis	
		Opportunity	Threat
Challenges and efforts based on SWOT analysis		(1) Progress of globalization (2) Economic development of cold regions in Asia (Russian Far Est and Mongolia) (3) Improvement in access by direct flights and the operation of LCCs (4) Easier information dissemination using social media (5) Increase in the number of foreign residents permanently settling in Japan	(6) Shrinking domestic market due to the progress of a decreasing population and the progress of a super-aged society (7) Intensifying inter-regional competition between Japan and other Asian regions (8) Country risks (9) Global problems, including environmental issues
	Strength	Capitalizing on the opportunities using Sapporo's strengths	Overcoming the threat using Sapporo's strengths
	<ul style="list-style-type: none"> A. Name recognition overseas B. Experience holding international events C. Lifestyle in which nature and the city harmoniously coexist D. Deregulation using the Hokkaido Food Complex Zone and Special Contents Zones systems E. Characteristics of snowy, cold regions F. Many foreign delegations, including consulates-general G. Livable environment H. Few problematic incidents with foreigners I. Hospitable culture that is not biased against different cultures J. Achievements of sister city and friendship exchanges and the World Winter Cities Association for Mayors K. Achievements of interactions with key persons L. History that can serve as a model for developing countries M. Well-developed networks between the Sapporo International Communication Plaza and civic groups 	Challenges and efforts to overcome them <ul style="list-style-type: none"> ● Improvement of the brand strength utilizing Sapporo's attractive resources and lifestyle (A, C, E, (2), (4)) → I-(1) Promotion of attractive features and strengthening of overseas city promotion ● Attracting visitors from growing Asia (A, B, C, E, (2), (3), (4)) → I-(2) Further attracting tourists and MICE events from the developing Asian region (utilization of tourism resources, improvement of hosting systems) ● Encouraging foreign residents to participate in community development (F, G, H, I, M, (1), (5)) → II-(3) Improvement of communication and daily life support ● Experience developed as a snowy, cold region (E, I, K, (2)) → III-(1) Active utilization of the World Winter Cities Association for Mayors 	Challenges and efforts to overcome them <ul style="list-style-type: none"> ● Capitalizing on the developing Asian market (C, D, (6), (7), (8)) → I-(3) Supporting overseas expansion that capitalizes on the geographical characteristics and strengths of Sapporo/Hokkaido (utilization of food and other resources, capitalizing on the Comprehensive Special Zones system) ● Utilization of overseas networks developed by Sapporo (J, K, M, N, (9)) → III-(3) Establishment of mutually beneficial relationships based on trust
	Weakness	Never missing opportunity by overcoming weaknesses	Avoiding the worst scenario by overcoming weaknesses
	<ul style="list-style-type: none"> N. Insufficient efforts for the overseas development of enterprises O. Improper establishment of physical distribution bases and sales routes P. Shortage of global human resources Q. Small scale of markets R. Improper location and insufficient accessibility S. Small number of foreign residents T. Insufficient experience of Japanese-foreigner interaction U. Improper environment for multicultural symbiosis V. Small number of global human resources (e.g., foreign students) W. Limited achievements in international cooperation X. Limited experience of exchange with parties in emerging markets 	Challenges and efforts to overcome them <ul style="list-style-type: none"> ● Further attracting tourists and MICE events from the developing Asian region (Q, R, (2), (3)) → I-(2) Improvement of international tourism/hosting and attendance of MICE events (attracting international flight routes, improvement of access to the city center) ● Capitalizing on the developing Asian market (N, O, R, R, (1), (2)) → Supporting overseas expansion that capitalizes on the geographical characteristics and strengths of Sapporo/Hokkaido (support for the overseas expansion of enterprises, development of commercial and commodity distribution) ● Shortage of global human resources (N, P, S, V, (2), (5)) → I-(4) Attraction and utilization of global human resources ● Raising awareness of international understanding and multicultural symbiosis (S, T, U, V, (5)) → II-(2) Promotion of interaction and symbiosis in the community ● Narrowing targets for the construction of networks (W, X, (2), (3)) → Establishment of new future-oriented overseas networks 	Challenges and efforts to overcome them

Fig. 4-1SWOT analysis³¹ of the City of Sapporo

³¹SWOT analysis: an analysis method for establishing a strategy in which the external and internal environments are categorized and evaluated based on the four elements of strength, weakness, opportunity and threat.

(1) Developing international competitiveness — Promotion of the attractive features of Sapporo and taking in vitality from overseas

Basic Policy I aims to develop international competitiveness by regarding the trend of economic globalization as an opportunity, in spite of the shrinking domestic market due to population decline and other factors, utilizing the attractive resources of Sapporo and tapping into overseas growth.

Challenges and Efforts to Overcome Them

(Challenge 1)

Further improvement of brand strength through the utilization of Sapporo's attractive resources and lifestyles

Sapporo has many attractive resources, including a distinctive lifestyle of nature and the city coexisting harmoniously, Hokkaido cuisine and a cold snowy climate. Furthermore, Sapporo/Hokkaido has high name recognition in other parts of Asia. It is necessary to improve the brand strength of Sapporo by promoting the city using various methods and capitalizing on the city's attractive resources and name recognition.

(Effort 1)

⇒ Promotion of attractive features and strengthening of overseas city promotion³²

Various methods to disseminate information (e.g., the Internet and social media³³) targeting Asia are adopted to enhance the lifestyle of Sapporo, as a brand in which nature and the city coexist harmoniously, by capitalizing on the attractive features of the city, including characteristic winter life, cuisine and creative activities related to culture, art and sports. Furthermore, information in foreign languages on Sapporo will be improved both in quality and quantity and overseas city promotion will be upgraded.

The City of Sapporo aims to improve international urban functions through the creation of unique creative spaces capitalizing on culture and art, as well as the extension of the street car system. Sapporo will conduct world-leading community development particularly in the center of the city through the accumulation of high-grade urban functions and the creation of attractive city spaces, among other measures.

(Challenge 2)

Further attracting tourists and MICE events from the developing Asian region

The Asian region, including Southeast Asia, is expected to see continued economic growth and population increases. Against this background, Sapporo has numerous attractive features that impress people in other Asian countries, including Sapporo's high name recognition in Asia, experience of hosting international events, characteristic winter life and various food and cuisines. It is expected that through the utilization of these resources, city promotion and the improvement of attractive features, inbound tourist numbers from Asia will increase and more MICE events will be attracted.

Meanwhile, it is necessary to improve accessibility through measures that include increasing the number of international flight routes to/from New Chitose Airport.

(Effort 2)

⇒ Improvement of international tourism/hosting and attendance of MICE events

Efforts aimed at attracting MICE events based on region-specific marketing³⁴ and utilizing and creating various tourism resources inside and outside the city will be made to target promising markets and emerging markets (e.g., Southeast Asia). These efforts are intended to increase the number of foreign tourists and repeat visitors and to promote the hosting and attendance of MICE events by capitalizing on the strengths of Sapporo through the development of content for and hosting capabilities of MICE events.

The City of Sapporo will also improve the environment for the movement of foreign tourists through the betterment of systems for receiving visitors and the improvement of infrastructure (e.g., sensitivity to differences in food culture and tourist information in multiple languages). Efforts will be made to improve accessibility by attracting international flight routes and enhancing accessibility to urban centers.

³²**City promotion:** a series of activities for establishing various relationships with people around the world by creating new strengths through the rediscovery and creation of the attractive features of the city and by promoting them to other parts of the country and world

³³**Social media:** new media represented particularly by Twitter and Facebook, which have become well established since individuals and organizations can easily exchange information using the Internet

³⁴**Marketing:** strategic efforts to expand sales channels.

(Challenge 3)

Capitalizing on the developing Asian market

The domestic market is expected to shrink with the progression of a super-aged society and a shrinking population. In response, enterprises in Sapporo need to develop strategies for the promotion of exports and overseas expansion. New overseas demand is expected to be created in particular through expansion in the Asian region, where economic growth and population increase continue. Meanwhile, overseas expansion by a single enterprise is rife with difficulties; therefore, related organizations need to cooperate in supporting enterprises by helping them capitalize on the advantages of Sapporo/Hokkaido.

(Effort 3)

⇒ Supporting overseas expansion by capitalizing on the geographical characteristics and strengths of Sapporo/Hokkaido

Overseas demand will be created by enhancing international competitiveness through the utilization of food and cuisine (a strength of Sapporo/Hokkaido), technology for cold, snowy regions³⁵ and other Sapporo strong points, and expanding into the other parts of Asia and other cold, snowy regions in the world from Sapporo. Furthermore, enterprises that intend to expand overseas will be supported and strategic industrial promotion (e.g., utilization of special district systems) will be conducted.

Commercial and commodity distribution will also be developed by capitalizing on the wholesale functions within the City of Sapporo and further enhancing networks with related organizations in Hokkaido.

(Challenge 4)

Shortage of global human resources

The percentage of foreign residents in Sapporo is lower than the nationwide average. Enterprises in Hokkaido need to be internationalized with the progress of globalization and the overseas expansion of these enterprises will result in an increase in the demand for global human resources who can play an active role in the world; therefore, diverse human resources need to be proactively sought.

(Effort 4)

⇒ Attracting and utilizing global human resources

Human resources with a global perspective will be attracted to Hokkaido and supported in finding work in the prefecture and human resources with an international perspective will be utilized.

Furthermore, opportunities for global human resources will be created by attracting foreign enterprises to Sapporo/Hokkaido.

Future vision of the city

- The attractive features of Sapporo will be promoted across the world, tourists and businesspeople from regions that have high economic growth (e.g., Asia) will visit Sapporo, bringing large sums of money to the city from overseas.
- While enterprises that have food products and products/technology for cold, snowy regions capitalize on the strength of Sapporo/Hokkaido and expand into other parts of Asia and other cold, snowy regions in the world, foreign enterprises set up in Sapporo and neighboring municipalities will bring about new employment opportunities and various ripple effects to local companies.
- Human resources with an international perspective who can deal with globalization will play an active role in city development.

³⁵Technology for cold, snowy regions: land development technology for cold, snowy regions and technology for construction and snow removal, urban design technology, etc.

(2) Basic Policy II Realization of a multicultural symbiotic society — Creation of diversity and creativity

Basic Policy II aims to produce foundations for creative activities generated by new perspectives and stimulation by enhancing community diversity through the realization of a multicultural symbiotic society where residents with diversified cultural backgrounds can display their competence and capability and cooperatively engage in community development.

Challenges and Efforts to Overcome Them

(Challenge 1)

Shortage of human resources to support International City Sapporo

With the progress of globalization, mutual interdependence has deepened between Sapporo and overseas. Sapporo has fewer foreign residents and less interaction with foreigners than other major cities; however, the city needs to have human resources with an international perspective to support the International City Sapporo concept, since overseas relationships will be further developed in the future.

(Effort 1)

⇒ ***Training and utilization of human resources with an international perspective***

Human resources with an international perspective will be developed by providing citizens with better opportunities to consider the current situations of countries in the world and global problems related to peace and human rights and to improve cross-cultural understanding.

Particularly for young people, international exchange programs for every age group will be conducted and inter-university affiliations will be promoted. In addition, education emphasizing international understanding education and the promotion of language skills will be developed. Through these measures, Sapporoites³⁶, independent-minded young people who will support Sapporo in the future and play a leading role in the international community, will be nurtured.

A variety of opportunities for international understanding will be offered by encouraging foreign residents and Japanese human resources who have been overseas to engage in community development.

(Challenge 2)

Raising awareness of international understanding and multicultural symbiosis

People with various cultural backgrounds from approximately 190 countries and regions live in Japan. Meanwhile, the City of Sapporo has a lower percentage of foreign residents than other major cities. Therefore, most Japanese citizens of Sapporo have few opportunities to interact with foreign residents and have limited exposure to different cultures in their daily life. In terms of a long-term perspective, the number of foreign residents has been increasing. It is therefore necessary to create a multicultural symbiotic community where individual residents are familiar with each other and help each other.

(Effort 2)

⇒ ***Promotion of interaction and symbiosis in the community***

A community where everyone can display their competence and capabilities in community development and help each other will be developed by holding interactive community events and increasing the opportunity for familiarization with different cultures and by establishing opportunities for face-to-face communication between Japanese and foreign residents.

Furthermore, social creativity will be improved by new ways of thinking and stimulus generated through the incorporation of the perspectives from foreign residents in community development.

³⁶**Sapporoites:** a word that expresses the ideal model of those who study or live in Sapporo, keep Sapporo in their hearts, respect its traditions and culture, have an international perspective, and play active roles in Sapporo or international society.

(Challenge 3)

Encouragement of participation in community development by foreign residents

With the progress of globalization, the number of foreign residents living permanently, not temporarily, in Japan has been increasing. These residents face various problems and the government alone cannot satisfy their all needs. It is necessary in the future to create an environment in which residents from diverse cultural backgrounds can display their competence and capabilities and cooperatively engage in community development. It is essential to solve challenges through the utilization of citizens' competence and capabilities by developing cooperation among related parties, including NPOs³⁷ and other civic activity organizations.

(Effort 3)

⇒Improvement of communication and daily life support

To solve problems regarding insufficient information for foreigners due to language barriers, support including multi-language information provision and Japanese language education activities will be provided. Efforts will be also made to support problems specific to foreign residents (e.g., problems related to disaster prevention, education and medical services) and problems caused by differences in various systems between Japan and foreign countries. Furthermore, the Sapporo International Communication Plaza will serve as a coordinator³⁸ to establish networks with citizen volunteers, NPOs and other civic activity organizations to develop cooperation in effectively realizing a multicultural symbiotic society.

Future vision of the city

- Human resources with an international perspective who support the future of Sapporo will be nurtured through exposing children to diverse cultures and the study of national, regional and global problems.
- Attentive language and daily life support will be offered so that people from varied cultural backgrounds can live safely and comfortably in Sapporo.
- Communities will be formed where Japanese and foreign residents can interact with each other as members of the community and help each other in times of disaster and on other occasions.
- People with various nationalities and from a variety of ethnic groups will display their competence and capabilities in community development and business activities in creative ways.

³⁷**NPO:** abbreviation of non-profit organization. A broad concept indicating private non-profit organizations. A generic term for organizations that continuously and voluntarily conduct social contribution activities and do not seek profits

³⁸**Coordinator:** a person who arranges for different people or organizations to work together

(3) Basic Policy III Utilization of overseas networks — Establishment of mutually beneficial relationships linking Sapporo to the world

Basic Policy III aims to establish new mutually beneficial relationships by examining the ideal networks between Sapporo and overseas and developing the relationships into various exchange activities in the future.

Challenges and Efforts to Overcome Them

(Challenge 1)

Utilization of experience gained by snowy, cold regions

The Russian Far East, Mongolia and Central Asia, among other regions, which like Sapporo are located in cold regions, have been developing economically. Needs for the improvement of infrastructure and legal systems have grown in these regions. Even though located in a snowy, cold region, Sapporo has developed into a major city with a population of 1.9 million in a short period of time. Its history is an exceptional case in the world. It is therefore important to capitalize on the experience and technology developed through the development of the city. It is also necessary to establish networks beneficial to Sapporo.

(Effort 1)

⇒Active utilization of the World Winter Cities Association for Mayors

The City of Sapporo will establish itself as a hub³⁹ for winter cities through the active utilization of the World Winter Cities Association for Mayors, which is a network based in Sapporo, and through the promotion of mutual exchange and cooperation among researchers, administrative officials and businesspeople based on the technology and expertise developed in Sapporo (e.g., technology for cold, snowy regions).

The city will also conduct surveys of advanced overseas policies and expand future-oriented networks beneficial to citizens and community development.

(Challenge 2)

Narrowing targets for the construction of networks

Regions in other parts of Asia and cold regions, which are not necessarily close to Sapporo, have been growing economically. Mutually beneficial exchanges between Sapporo and overseas triggered by international cooperation in various fields, including economics, are expected.

(Effort 2)

⇒Establishment of new future-oriented overseas networks

The City of Sapporo will establish mutually beneficial relationships based on trust through international cooperation in other parts of Asia that are expected to grow economically in the future and in cold regions, including Mongolia, and tourism between Sapporo and these regions will be accelerated based on inter-city agreements.

To enhance the value and attractiveness of Sapporo, the city will also establish new cooperative relationships by developing mutual exchange and cooperation with member cities of the UNESCO Creative Cities Network⁴⁰ and cities that have promoted unique urban development measures.

³⁹**Hub:** the focal point of traffic or a network

⁴⁰**UNESCO Creative Cities Network:** a framework for supporting international cooperation and mutual interaction between cities that aim to revitalize themselves through the development and enhancement of creative cultural industries. The organization was established in 2004 by the United Nations Educational, Scientific and Cultural Organization (UNESCO), which emphasizes the protection of cultural diversity.

(Challenge 3)

Utilization of overseas networks developed by Sapporo

The City of Sapporo has actively developed inter-city exchanges with sister and friendship cities, among others, and established trusting relationships over time based on interaction between Sapporo citizens and overseas citizens. Sapporo also boasts human resources experienced in conducting international activities and key persons⁴¹ involved in international affairs. Sapporo is required to utilize overseas networks developed in the past in a manner that best suits current times.

At the same time, environmental issues (e.g., a review of measures against global warming, energy policies and the preservation of biodiversity⁴²) have become complicated and diversified. It is necessary to deal with environmental problems through transboundary exchange among citizens/cities and by learning from each other.

(Effort 3)

⇒Establishment of mutually beneficial relationships based on trust

The City of Sapporo will promote the establishment of mutually beneficial relationships based on trust developed in the past between the city and sister and friendship cities. Such relationships will be developed in accordance with the situations and geographical constraints of the countries containing these cities. To this end, the sense of closeness shared by young people will be used as a starting point for cross-cultural understanding, while Sapporo and other cities will also learn from each other (particularly regarding policies) through staff exchange programs and other measures.

Sapporo will also establish networks with foreigners who are associated with the city and Sapporo natives who have overseas experience, among other people, to collect overseas information and promote Sapporo to the world.

Furthermore, the city will survey advanced overseas environmental examples to tackle environmental and energy problems actively and utilize the results for policymaking.

Future vision of the city

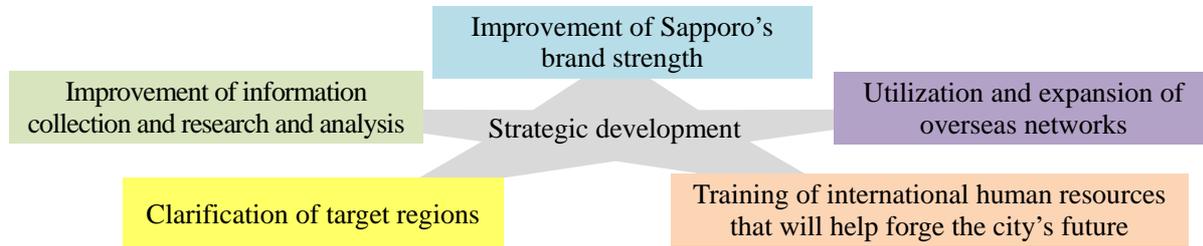
- Various overseas inter-city exchanges and mutually beneficial international cooperation based on the geographical features of Sapporo/Hokkaido will serve as the bridge for new business opportunities.
- Environmentally friendly lifestyles and creative lifestyles will be realized by learning from advanced overseas efforts and capitalizing on the environmental industry and renewable energy.
- Sapporo will take responsibility and fulfill its role as a world city by considering environmental conservation and other global problems together with overseas cities and learning from each other's efforts.

⁴¹**Key person:** a person who has a final say on matters; an important person

⁴²**Biodiversity:** a concept indicating that various living things on Earth support each other and have relationships with each other, and an idea that consists of three diversities: ecosystem, species and genes.

Chapter V Basic Concept for Strategic Development

To realize the three basic policies, the following five basic concepts for strategic development have been established so that the effective planning and promotion of international policies can be conducted and proper strategies can be developed.



1. Improvement of Sapporo's brand strength

The City of Sapporo has promoted its attractive features to the world through tourism promotion and other activities. It has been more than 40 years since the Sapporo Winter Olympic Games. While people in some countries and regions regard Sapporo as a place they would like to visit at least once, people in other countries and regions do not know or have no specific image of the city.

As interregional competition is becoming increasingly more difficult, it is necessary to consolidate the brand of Sapporo for the city to be selected as a destination for tourism, study abroad, investment and other purposes. To realize the ideal model of an international city, namely "International City Sapporo, a city full of creativity and energy that attracts people as an exceptionally livable city," it is important that the name of Sapporo is discussed positively and widely known overseas.

To this end, the City of Sapporo will improve the brand strength of Sapporo overseas through the development of strategic overseas city promotion and international cooperation based on the combination of a variety of attractive resources.

2. Improvement of information collection and research and analysis

To deal with ever-changing international situations, it is important to clarify the position of Sapporo in the world. It is therefore important to have appropriate statistics and data for comparing Sapporo to other cities in the world and collect information on international situations and foreign affairs.

It is also necessary to conduct marketing that results in specific actions (e.g., what helps motivate people overseas to select Sapporo as a destination?).

In developing international strategies, the City of Sapporo will plan and conduct strategic projects not only by having better data for measuring Sapporo's international competitiveness and improving overseas information collection and research and analysis, but also by strengthening overseas marketing.

3. Clarification of target regions

To promote international policies effectively, it is necessary to set target areas suitable for specific fields and develop efforts that capitalize on the characteristics of individual target areas and the past achievements of exchanges with other cities around the world.

(1) Economic activity markets — Southeast Asia and East Asia

In the fields of tourism and economy, it is essential to take in vitality from the booming Asian region.

Sapporo has deepened exchanges in various fields with the rapidly growing East Asian region over the past 10 years. In the future, the city needs to not only maintain the relationships with the region but also construct relationships with new markets.

Particularly for the Southeast Asian region, which is expected to experience rapid economic growth as a very promising market, nationwide efforts are being conducted in tourism, among other fields. The City of Sapporo will also follow this trend, develop information collection and marketing, and establish relationships with Southeast Asian cities.

(2) Exchange and collaboration utilizing geographical features — cold regions (China, Russia, Mongolia)

Sapporo is a unique major city in the world in that it has a yearly snowfall of six meters; however, despite the climate, the city has developed into a major city with a population of approximately 1.9 million. Cities with cold climates similar to that of Sapporo have common problems regarding housing construction, infrastructure improvement and management, agriculture, the environment, energy saving and other factors. The City of Sapporo will spread its attractive features as a cold region and the characteristics of its urban plans to the world and develop exchanges and economic cooperation with cities in cold regions to tackle the aforementioned problems they face through technology for cold, snowy regions. Sapporo considers such exchange and economic cooperation to be an opportunity for improving the presence of the city around the world and promoting various types of exchange in the future.

The City of Sapporo has developed exchange activities with China and Russia, which are geographically close to the city, through exchanges based on sister and friendship city affiliations and interaction via the World Winter Cities Association for Mayors. The City of Sapporo's Beijing Office in China, the sole overseas office of the city, has developed economic, tourism and various other activities through, for example, the support of attractive technology development and by attracting tourists to Sapporo/Hokkaido. The City of Sapporo has also deepened northern region exchanges with cities in Mongolia and developed international cooperation in multiple fields.

The Northern Sea Route⁴³ has recently attracted attention since the route has the potential to shorten the distance greatly between Europe and East Asia. It is expected that cooperative relationships with northern regions also have potential in terms of economic cooperation and responses to environmental problems that capitalize on Sapporo's geographical features.

(3) Advanced urban development in terms of the environment, civic participation, culture and art — Europe and the U.S.

Sapporo was developed during the pioneering era with the help of foreign engineers and has learned much from advanced efforts in Europe and the U.S. Some 40 years ago European countries experienced problems that the city will face (e.g., a super-aged society with a shrinking population and the resultant labor shortage) and have developed measures against such problems. Their efforts, such as the concept of the creative city, advanced efforts for multicultural symbiosis and environmental system reforms, should be referred to when planning Sapporo's sustainable development.

Countries built on immigration, including the U.S. and Canada, have a long history of independent civic involvement in community development (e.g., civic participation and citizen autonomy).

Unprecedented problems facing Sapporo will be solved through the utilization of urban development measures taken by countries such as these in the city's policymaking.

4. Utilization and expansion of overseas networks

In the modern age in which global interdependence has been developed, local governments are also expected to strengthen economic relations and utilize overseas city networks for solving policy issues. The City of Sapporo also considers it important to take in vitality from overseas (a goal of the Sapporo International Strategic Plan) and establish and utilize networks that contribute to regional revitalization.

To capitalize on city networks that can correspond to the needs of the times, the City of Sapporo will actively develop relationships with cities in target regions in various fields, including economics, tourism, culture and art.

The city will also make mutually beneficial efforts, for example, in cooperatively examining solutions for global challenges represented by environmental problems and learning about urban development measures from various perspectives.

(1) Focus of sister and friendship city exchanges

The City of Sapporo has positioned sister and friendship city exchange as a key part of its international

⁴³**Northern Sea Route:** one of the shortest sea routes linking Europe to Asia; a sea route that extends to the Atlantic Ocean via the Northern Sea, which is located north of the Eurasia Continent (off Siberia, Russia). The sea route draws attention because of its short distance and well-maintained public order; however, it has problems related to its short utilization period due to drift ice coverage over most of the year.

exchange efforts and promoted exchanges in various fields, including youth, sport, culture and art, to develop the ties of friendship and goodwill.

The City of Sapporo will continue to improve opportunities for sister and friendship city exchanges that encourage citizens, including young people, to develop cross-cultural understanding. The city will also learn from the advanced efforts of individual sister and friendship cities based on the trust developed between Sapporo and these cities, and utilize these efforts for the city's urban development in the fields of tourism and economic exchange.

(2) Focus of the World Winter Cities Association for Mayors

The World Winter Cities Association for Mayors is an independent city network where member cities learn from each other about urban development measures based on severe weather conditions in snowy, cold regions. The association has developed policy studies for solving common problems in cold regions (e.g., snow removal technology, measures for developing tourism through the utilization of snow and global environmental problems).

After 30 years of playing a key role in the activities of the World Winter Cities Association for Mayors, the City of Sapporo will develop policies for the city's urban development using the knowledge gained during its work with the association while paying attention to changes in the social environment, the focus of the city's policies and the needs of member cities. Furthermore, the City of Sapporo will expand its activities by setting the attractive features of the four seasons in winter cities and a lifestyle that makes the most of them as the themes for the association, while holding the association meetings in seasons other than winter beginning with the association meeting in Sapporo in 2016. In addition, the City of Sapporo will improve the presence of Sapporo by regarding Working-level Officials Meetings⁴⁴, which are held as a general rule in Sapporo every two years, as an opportunity for developing the relationship between the association's activities and Sapporo's citizens and enterprises, as well as by capitalizing on the status of the association as an NGO⁴⁵ registered in the United Nations.

(3) Utilization of new networks

It is necessary to develop relationships with important regions in terms of international strategies through active information collection and dissemination. To strengthen relationships with target regions for the city's international policies in the fields of economics and tourism, the City of Sapporo will actively and flexibly establish networks by utilizing inter-city cooperation (e.g., concluding partner city cooperation relationships specific to target fields and periods).

The City of Sapporo will establish networks with people who serve as the bridge between Sapporo and overseas, including distinguished overseas guests who visit the city, foreign students and trainees staying in the city and foreign residents in order to collect and disseminate information and develop various exchanges in the future.

5. Training of international human resources that will help forge the city's future

It is believed that the progress of globalization (e.g., information technology and international air transport networks) is expected to expand in the future. It is therefore necessary to emphasize the education of human resources who can play an international role for Sapporo since the world is rapidly shrinking.

To this end, the City of Sapporo will train international human resources by improving opportunities for various international exchanges and cross-cultural understanding based on cooperation with foreign residents (e.g., foreign students) and citizens who have substantial overseas experience.

The City of Sapporo will promote effective international exchange programs and international understanding education according to individual age groups so that young people, in particular, who will play a leading role in Sapporo/Hokkaido, can develop an attachment to the city as Sapporoites, respect traditions and culture, develop a knowledge and interest in global challenges (e.g., peace, human rights and environmental problems), and nurture understanding and respect regarding different cultures and diversity.

⁴⁴**Working-level Officials Meeting:** a preparatory meeting for the World Winter Cities Association for Mayors in which working-level staff of member cities participate

⁴⁵**NGO:** abbreviation of a non-governmental organization; non-profit citizens' volunteer group organized at regional, state or international level that offers various services, plays humanitarian roles, submits citizens' concerns to the government, monitors government policies, and encourages citizens to participate in community-level political affairs

Chapter VI For the Promotion of This Plan

1. Promotion of various types of cooperation

International exchanges developed by the City of Sapporo have been supported by many citizens through grass-roots exchanges. The City of Sapporo considers it very important that various parties, centering on citizens, should play a role in developing cooperation in all fields specified in the Sapporo International Strategic Plan.

Basic Policy I regards the promotion of Sapporo's attractive features and development of city promotion as an opportunity to draw global attention on Sapporo. It is expected that citizens and enterprises in Sapporo will play a central role in promoting the attractive features of the city to the world.

Basic Policy II considers the most important factor to be that citizens will deepen international understanding and have the awareness of multicultural symbiosis. Furthermore, it is essential to have support from civic activity organizations (e.g. community groups, volunteers and NPOs) in responding to the various needs of foreign residents and promoting multicultural symbiotic community development.

Basic Policy III envisions the establishment and utilization of human networks to capitalize on the experience of volunteers involved in international cooperation activities and people who have been abroad for study and work, among other purposes.

In the Sapporo International Strategic Plan, effective and creative efforts will be made by enhancing various types of cooperation related to international strategies and utilizing Sapporo's strengths in individual fields and activities.

Collaboration envisioned in Basic Policy I

- Citizens: improvement of Sapporo's attractive features, promotion of these features, city promotion
*Including foreign residents, people who have been abroad for study, work and volunteer activities, and people living abroad who have a connection with Sapporo
- Universities, research institutions, etc.: product development through joint study
- National government: development of legal systems, deregulation, improvement of wide-area transport infrastructure, support for regional policies
- Hokkaido government and local governments in the prefecture: promotion of attractive features through wide-area cooperation in Hokkaido, improvement of regional circulation (production, distribution and consumption of goods and services in a region)
- Enterprises: development of active overseas projects, utilization of global human resources
- Sapporo International Communication Plaza: one stop center for MICE events
- Economic organizations (JETRO⁴⁶, Sapporo Electronics and Industries Cultivation Foundation, Hokkaido International Trade & Industry Promotion Association, local produce associations, chambers of commerce and industry): support for enterprises and local governments, utilization of global human resources
- Tourism organizations (JNTO⁴⁷, tourism associations): support for enterprises and local governments, etc.

Collaboration envisioned in Basic Policy II

- Citizens: grass-roots exchanges, volunteer activities, participation in exchange and support activity groups
- NPOs/civic activity organizations: exchange and support activities
- Sapporo International Communication Plaza: a base for multicultural symbiosis
- Community groups: promotion of exchange and symbiosis in the community
- Universities: education of international human resources, hosting of and support for foreign students
- Hokkaido government and local governments in the prefecture: mutual cooperation in disaster prevention

⁴⁶**JETRO**: abbreviation of the Japan External Trade Organization. The organization has approximately 70 offices around the world and conducts activities to support the overseas development of Japanese enterprises.

⁴⁷**JNTO**: abbreviation of the Japan National Tourism Organization, which is commonly called "the Japanese government's Tourism Bureau" and conducts activities necessary for the promotion of foreign tourists to Japan

- Foreign delegations in Sapporo: improvement of systems for emergencies, cooperation with international exchange and human resources development projects
- National government: improvement of the legal system, support measures
- Related organizations (CLAIR⁴⁸, etc.): support for civic activity organizations and local governments, etc.

Collaboration envisioned in Basic Policy III

- Citizens: civic activities (exchange and support), volunteer activities, promotion of the attractive features of Sapporo, city promotion
- Universities: networks for foreign students
- JICA⁴⁹ Hokkaido: international cooperation projects, promotion of cross-cultural understanding in the community
- U.N. organizations: cooperation with PR activities, collection and dissemination of information, etc.

2. Promotion systems in the City of Sapporo

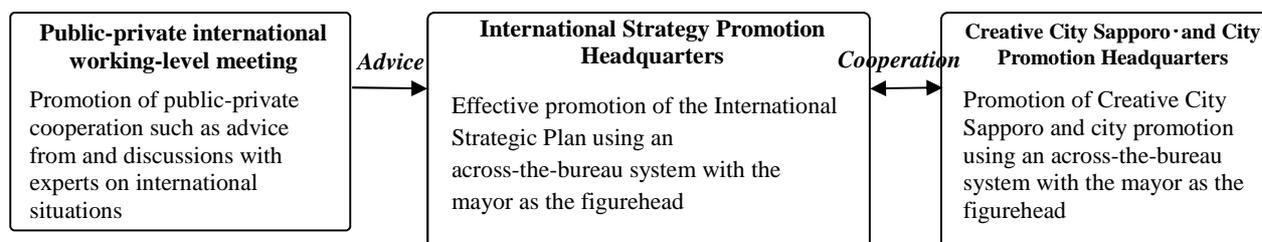
With the trend of accelerating globalization, international situations change from moment to moment. The City of Sapporo will not only develop close cooperation among its bureaus and departments to enhance the brand strength of Sapporo and effectively conduct city promotion overseas for brand strength improvement, among other measures, but also flexibly examine and improve systems (e.g., the establishment of across-the-board project teams and organizational restructuring) according to changes in international situations.

(1) Establishment of the Sapporo International Strategy Promotion Headquarters — Promotion of the International Strategic Plan

The Sapporo International Strategy Promotion Headquarters is intended to develop cross-sectional and flexible cooperation. The headquarters will flexibly and effectively construct and develop projects particularly in economic and tourism fields, overseas promotion and other activities, and promote the International Strategic Plan effectively.

(2) Establishment of public-private international working-level meetings

To enhance the viability of the International Strategic Plan, the City of Sapporo will incorporate various perspectives in international policies through the promotion of public-private cooperation such as receiving advice from and engaging in discussions with experts on international situations.



(3) Training of government employees with an international perspective

The City of Sapporo will make efforts for the realization of a multicultural symbiotic society where everyone can live comfortably by training city employees who can solve challenges with a global perspective based on an international understanding developed through overseas dispatches and training, among other measures. These employees are also expected to acquire the ability to negotiate with people and organizations overseas and conduct overseas promotion activities as well as offering better services to foreign residents at the city government offices.

⁴⁸**CLAIR:** abbreviation of the Council of Local Authorities for International Relations. The organization conducts activities for community internationalization, including the promotion of the JET Program (a personnel exchange program), support for overseas activities by local governments and exchanges with local governments abroad, the research and study of local autonomy overseas and efforts for the promotion of multicultural symbiotic societies.

⁴⁹**JICA:** abbreviation of the Japan International Cooperation Agency. The organization conducts activities to implement Japan's official development assistance (ODA) to promote international cooperation, among other activities, through contributions to the development of societies in developing regions and the stability of the economy in these regions.

3. Roles of the Sapporo International Communication Plaza

To realize International City Sapporo, the Sapporo International Communication Plaza has promoted international cooperation and the convention business through the promotion of various exchanges utilizing the regional characteristics of Sapporo.

The Sapporo International Communication Plaza has 3Cs as its basic principles: Communication, Convention and Citizens. The organization has served as the bridge connecting citizens and the government and has developed pioneering efforts in both international exchange and the convention business, among other fields, and has played a leading role in regional internationalization.

In an age when internationalization needs to be developed through cooperation between a greater variety of parties than ever, the Sapporo International Communication Plaza is now required to offer services better suited to the needs of citizens through the maximum use of the expertise developed by the organization, as well as to serve as a coordinator for connecting citizens, civic activity organizations (e.g., NPOs), local governments and other parties and expand the fields for international exchanges.

(1) Promotion of multicultural symbiosis

The Sapporo International Communication Plaza has actively developed international cooperation activities as a place for interaction among citizens and a place where people, including foreign residents and members of civic activity organizations, can easily connect.

Multicultural symbiosis, which is one of the foundations of international cities, is now growing in importance. To meet the various needs of foreign residents, it is necessary that not only the government but also citizens, civic activity organizations and other parties will cooperate for this purpose. The Sapporo International Communication Plaza will actively make efforts for developing multicultural symbiosis, including responding to the needs of foreign residents and the promotion of cross-cultural understanding, through the enhancement of cooperation among the aforementioned parties based on expertise and networks – precious resources for multicultural symbiosis – developed by the Sapporo International Communication Plaza).

(2) Promotion of MICE events

The City of Sapporo has positioned the Sapporo International Communication Plaza since its establishment as the contact for and sole organizer of convention services.

In an age when competition is becoming more difficult in both Japan and overseas, the convention system centering on the Sapporo International Communication Plaza will be strengthened by the Sapporo MICE Promotion Committee, which is a public-private organization, and activities attracting MICE events to Sapporo will be strategically developed.

(3) Coordinator of civic activities and the development of international human resources

The City of Sapporo will utilize the Sapporo International Communication Plaza as a place for further developing activities by many citizens and members of civic activity organizations for sister and friendship city exchanges, international cooperation, multicultural symbiosis and other international exchange categories and as a place that citizens who are newly interested in these activities can easily visit.

The Sapporo International Communication Plaza will not only offer opportunities for exposure to foreign cultures and training for improving hospitality⁵⁰, but also develop human resources with an international perspective who will support Sapporo in the future through the development of international understanding in young people who will play a central role in Sapporo.

The Sapporo International Communication Plaza will develop multicultural symbiosis and improve Sapporo's ability to attract MICE events by serving as a coordinator for the aforementioned civic activities and training human resources with an international perspective.

⁵⁰**Hospitality:** cordial treatment through friendly behavior toward visitors, intended to make them feel comfortable and be satisfied, leading to a desire to visit again

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International Relations Section, International Relations Department,
General Affairs Bureau, City of Sapporo
Kita 1-jo Nishi 2-chome Chuo-ku, Sapporo 060-8611 Japan
Tel.: +81-11-211-2032 Fax: +81-11-218-5168
E-mail: kokusai@city.sapporo.jp
URL <http://www.city.sapporo.jp/kokusai/strategy.html>