

The social and economic conditions surrounding Sapporo are expected to change drastically in the coming 10 years, including a shrinking of the population and the rapid aging of society, and these changes are considered to affect residents' lives and the local economy in various ways.

In order to further enhance the city's attractive features, which were developed by our predecessors, and create a bright future for our children in these circumstances, it is important to utilize Sapporo's strengths and strategically advance city development based on the concept of "selection and concentration," including the intensive use of management resources, while accurately understanding the changing times.

We have thus formulated the Strategy, which outlines priority measures the city government should take to realize the future vision for an ideal city set forth in the Sapporo City Development Strategic Vision – the Vision: "becoming a world-leading city that shapes a bright future for all Hokkaido" and "a community-focused city where people work together hand in hand."

This Strategy focuses on three themes: "living and community" to overcome various local issues resulting from the advent of a super-aged society; "Industry and vitality" to deal with a reduction in economic scale due to the declining productive-age population; and "Low carbon society and energy conversion" to realize a low carbon society and a society free of nuclear power.

To proceed with measures in line with these themes requiring the largest paradigm shift amid unprecedented social and economic changes, it is important for all residents to combine their creativity and actions. By working together in this way, we will surely be able to overcome the various difficulties ahead and open the door to a new era.

The Sapporo City Development Strategic Vision is a city residents' plan, which should be shared with and promoted by residents. I hope this Strategic Vision will help us to share a future vision for Sapporo, work together for its development and pass on the attractive city of Sapporo to future generations.

October 2013

Mayor of the City of Sapporo

上田文雄

Fumio Ueda



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Overview of the City Development Strategic Vision

The Vision

Chapter 1 Introduction

Chapter 2 Changes in social and economic conditions and Sapporo

Chapter 3 Future vision for Sapporo as an ideal city

Vision for an ideal city

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

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

Chapter 4 Basic objectives of city development

Local community

Economy

Children and youth

Safety and security

Environment

Culture

Urban space

Chapter 5 Promotion of the Vision

Basic philosophy

Geared toward the children who will shape the future of Sapporo

Basic stance

City development led by residents
Sapporo develops along with Hokkaido.

Human resource development to boost the vitality of the city
Effective use and co-creation of limited resources

Effective promotion of the Strategic Vision

The selection of themes that require the largest paradigm shift over the coming 10 years and the implementation of measures

The Strategy

Chapter 1 Creative strategies

Living and community

1. Creative strategy for local welfare
2. Creative strategy for a symbiotic society
3. Creative strategy for local management

Industry and vitality

4. Creative strategy for industries distinctive to Sapporo
5. Creative strategy for city branding
6. Creative strategy for industrial human resources

Low carbon society and energy conversion

7. Creative strategy for a low carbon city
8. Creative strategy for next-generation energy

Chapter 2 Urban space that supports strategies

Basic objective of urban space development

Redevelopment toward a sustainable Sapporo-style compact collaborative city

Creative strategy for urban space development

1. Attractive urban area
2. A vibrant city center that attracts the world
3. An exchange zone that supports a variety of exchanges
4. Networks that support a sustainable city
5. Maintenance and conservation of urban infrastructure and the strengthening of disaster prevention capability

Chapter 3 Administrative and fiscal management perspectives for the implementation of strategies

Further advancement of resident autonomy
Administrative organization that can accommodate change
Sustainable fiscal management
Desirable service levels and relationship between benefits and burdens

Conservation and utilization of city-owned properties
Strengthening of collaboration with residents and companies
Establishment of a collaborative framework with the Hokkaido Government and other municipalities in Hokkaido

Introduction

1. Purpose of the Strategy's formulation

In anticipation of various social and local issues resulting from the shrinking population, declining birth rate and aging population, it is crucial that Sapporo passes on its attractive features to the next generation. Under these circumstances, the Sapporo City Development Strategic Vision (the Strategy) has been formulated as the city's new management strategy to address such issues.

(1) Future projection and issues

Three priority themes under which strategies should be developed are outlined in Chapter 5 (*Promotion of the Vision*) of the Vision. They were selected from the perspective of "selection and concentration" by cross-sectionally sorting out the seven fields for city development that were set to address the issues resulting from changes in social and economic conditions surrounding Sapporo. We must focus on the implementation of strategic measures in line with the three themes.

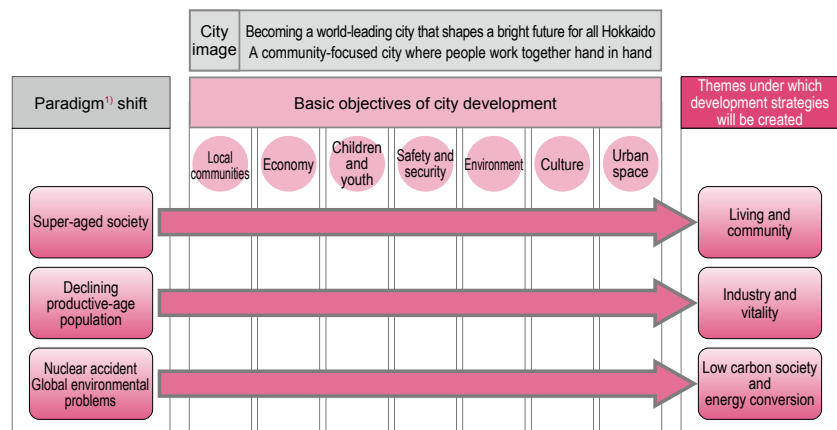
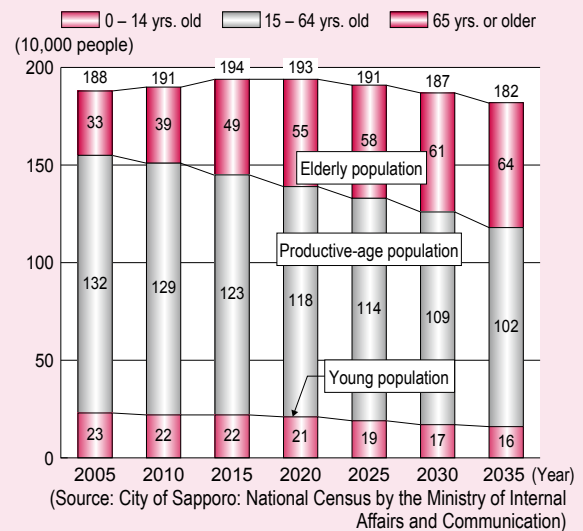
However, fiscally speaking Sapporo faces a difficult future due to declining tax revenues as a result of the decreasing productive-age population and growing social security expenditure.

(2) Need for city management strategies

In order to enhance the city's attractive features developed by our predecessors and create a bright future for our children, it is necessary to analyze the strengths and weaknesses of Sapporo and set guidelines to focus management resources on key strategies toward the city's goals. Administrative and fiscal management perspectives that meet needs in a new era are also necessary to support this initiative.

Accordingly, we have set guidelines for city development in terms of creative strategies, urban space and administrative and fiscal management perspectives as Sapporo's management strategies.

Fig. 1. Future population projection for Sapporo



2. Implementation of the Strategy

The Strategy will be implemented in cooperation with residents, companies and other entities. We will formulate a mid-term implementation plan in accordance with the direction of the Strategy, develop and review individual plans for respective fields, and make specific efforts to steadily promote the Strategy.

We will also set result evaluation indicators and a roadmap to ensure correct implementation and manage progress, and appropriately perform an interim inspection and evaluation to respond to changing times.

¹⁾ **Paradigm:** a dominant view or perspective in a certain time or field