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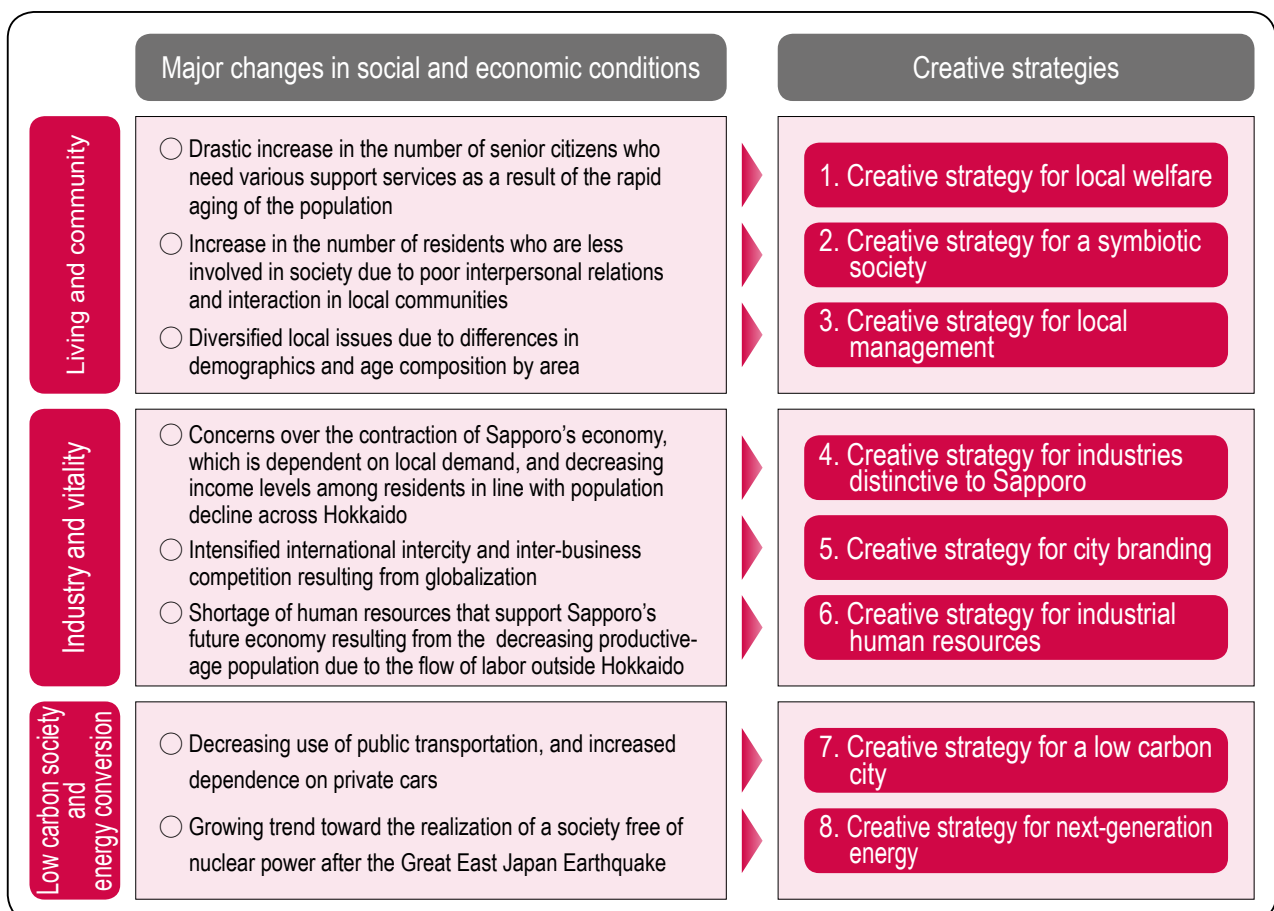Result evaluation indicator

Chapter 1 Creative strategies

Sapporo is now facing a major period of change.

In order to open the door to a new era amid current unprecedented social and economic changes, we must tackle various issues through each resident's creativity and actions, enhance the diverse attractive features of Sapporo that were developed by our predecessors, and create new values to pass on to the next generation.

We also need to strive to be a creative city where creative residents use knowledge generated from global exchanges to produce industries and culture, and spread new ideas, products and information.

This chapter sets forth eight creative strategies to realize our vision for an ideal city while dealing with the changing times. These eight strategies have been formulated after SWOT analysis[2] was performed for each of the three themes listed in Chapter 5 of the Vision, based on the changes in social and economic conditions and the strengths and weaknesses of Sapporo.

We will intensively put management resources into these creative strategies to create a bright future for the children of Sapporo.

Major changes in social and economic conditions	Creative strategies
Living and community ○ Drastic increase in the number of senior citizens who need various support services as a result of the rapid aging of the population ○ Increase in the number of residents who are less involved in society due to poor interpersonal relations and interaction in local communities ○ Diversified local issues due to differences in demographics and age composition by area	1. Creative strategy for local welfare 2. Creative strategy for a symbiotic society 3. Creative strategy for local management
Industry and vitality ○ Concerns over the contraction of Sapporo's economy, which is dependent on local demand, and decreasing income levels among residents in line with population decline across Hokkaido ○ Intensified international intercity and inter-business competition resulting from globalization ○ Shortage of human resources that support Sapporo's future economy resulting from the decreasing productive-age population due to the flow of labor outside Hokkaido	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 ○ Decreasing use of public transportation, and increased dependence on private cars ○ Growing trend toward the realization of a society free of nuclear power after the Great East Japan Earthquake	7. Creative strategy for a low carbon city 8. Creative strategy for next-generation energy

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[2] **SWOT analysis:** an analytical tool devised in 1960, which is used when planning a vision for business management or strategy. The term SWOT comprises the first letters of "strengths," "weaknesses," "opportunities" and "threats"

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Setting of strategies

Section 1 / Living and community

To deal with a growing number of elderly single-person households[3] as a result of the shrinking population, declining birth rate and aging population, and social isolation[4] due to poverty and other factors, it is necessary to foster a sense of mutual assistance[5] through human connections and mutual support in local[6] communities and create a local community structure to complement this. In light of a growing sense that the raising of children is the responsibility of society as a whole, in addition to the idea of normalization[7], it is also important to create an environment where anyone can participate in society regardless of age or disability. In addition, to resolve complex and diverse local issues, it is necessary to promote local management by building human resources for city development activities and using local resources through collaboration among participants in such activities.

Section 2 / Industry and vitality

There are concerns about the serious effects of the anticipated population decline on Sapporo and Hokkaido, which are based on a local consumption-type[8] economic structure. These concerns include increasing poverty rates due to the shrinking economy and decreasing income levels among residents. To overcome this problem, it is vital to pursue the advancement of industries by creating new values based on the attractive features and strengths of Hokkaido with the revitalization of its economy in mind, and to establish a robust economic foundation by increasing local production, distribution and consumption of goods and services within Hokkaido and attracting demand from outside Hokkaido. Fostering human resources to support the economies of Sapporo and Hokkaido is also an important task.

Section 3 / Low carbon society and energy conversion

In light of increasing global warming and the accident at the Fukushima Nuclear Power Plant No. 1 resulting from the Great East Japan Earthquake, there is a need to realize a low carbon society and a society free of nuclear power[9]. To this end and to pass on the attractive features developed by our predecessors to the future, we must form an eco-friendly low carbon urban structure. Adopting an energy policy incorporating new technology as a base for city development and promoting energy conversion and efficient energy use are increasingly important for Sapporo, a major energy consumer.

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[3] **Elderly single-person household:** a household with a single person aged 65 years or older
[4] **Social isolation:** a social group or individual that has no connection to society or social stability
[5] **Mutual assistance:** voluntary mutual support among independent individuals to meet various needs in local communities
[6] **Local:** an immediate living area that is smaller than an administrative district.
[7] **Normalization:** the idea of a society where senior citizens and people with disabilities should live with other people through mutual support without being put into in facilities for the elderly or disabled, or social welfare measures based on the idea
[8] **Local consumption type:** a form of behavior with which products and services provided in a region are consumed in the same region.
[9] **Society free of nuclear power:** a society where people can live without nuclear power by promoting renewable energy and energy-saving efforts.

Section 1 / Living and community

Creative strategy 1 | **Creative strategy for local welfare**
– development of local communities where no residents are isolated

Vision for an ideal city 10 years from now

Through mutual support in local communities, assistance is provided for people who tend to be socially isolated, such as senior citizens living alone, people with disabilities and people in need of nursing care, and other people in need of assistance. Community-based welfare services by administrative bodies are also available. There is a well-developed system through which assistance is provided for people in need of nursing care at the time of a disaster, and everyone can live with peace of mind.

Paradigm shift

Changes for the realization of the vision

Strengthened approaches to residents who need support

◆ Enhanced home-visit consultation services by health nurses or social workers

◆ Strengthened local support functions by liaison centers

||||||||| Major efforts |||||||||

1-1. Creation of a mutually supportive environment to prevent residents' isolation

Enhanced support for local welfare activities

● Revitalization of local welfare community promotion centers[10] through improved support such as the introduction of pioneering approaches and the creation of related manuals
● Strengthening of support systems through improved training for social workers and children's social workers
● Establishment of rules for handling information on people who need to be cared for and watched and the promotion of such rules among entities engaged in local activities
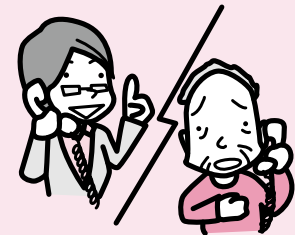
Construction of a multi-layered monitoring system

● Promotion of local welfare networks through strengthened integrated support and coordination functions by ward offices and liaison centers[11].
● Improvement of collaborative systems with companies and NPOs such as concluding agreements for monitoring activities with home delivery businesses
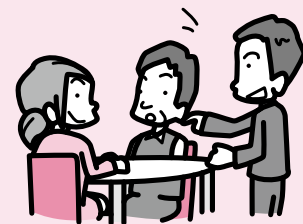
[10] **Welfare community promotion center:** an organization for residents' voluntary welfare activities
[11] **Liaison center:** a local base to support various city development activities including the promotion of resident groups, the collection of local opinions and the publicizing of municipal government activities. There are 87 liaison centers in the city as of April 1, 2013.

1-2. Creation of an environment where community-based welfare services are provided

Construction of a system to appropriately identify residents who need support

- Strengthening of an individual support system involving local activities and home-visit consultations by health, welfare or medical workers
- Shifting the existing organizational structure of ward offices from being task based to locality based
- Strengthening of collaboration between local welfare networks and specialized institutions
- Strengthening of liaison centers' support functions for local welfare activities through the provision of necessary information by ward offices

Promotion of an environment where residents can receive necessary welfare services within local communities

- Expansion of consultation/support organizations in neighborhoods including local community comprehensive support centers[12]
- Strengthening of comprehensive consultation functions through improved intersectional collaboration in ward offices
- Strengthening of hospital-clinic collaboration and medical-nursing networks through meetings and workshops for local medical/nursing facilities
- Securement of an adequate provision of services to support community life and home care, and the improvement of service provision systems

1-3. Creation of local disaster prevention systems

Promotion of the environmental improvement of evacuation shelters

- Improvement of anti-cold measures at evacuation shelters and efforts to make school facilities, such as windows and lighting, earthquake-resistant and barrier-free
- Expansion of supply stockpiles such as food, blankets, sleeping bags and portable oil heaters and their appropriate allocation to all elementary and junior high schools
- Preparation of disaster prevention stockpile warehouses (base warehouses) as supply bases for areas that are likely to be severely damaged and the securement of an emergency transport system after a disaster has occurred
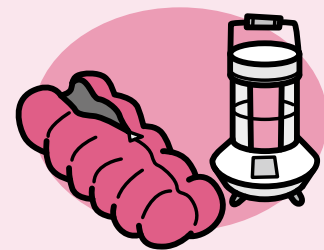
Promotion of practical local disaster prevention systems

- Improvement of training and workshops for local voluntary disaster prevention groups, schools and ward offices
- Promotion of fire/disaster prevention education, including the improvement of disaster prevention activity support education for children of different ages, so that they can act independently in times of disaster
- Improvement of the support system for senior citizens, people with disabilities and other people who need assistance in times of disaster, and the enhancement of living environments in evacuation shelters to better accommodate people who require special care

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[12] **Local community comprehensive support center:** an organization set up under the Long-Term Care Insurance Act to comprehensively improve local residents' health, welfare and medical care

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Creative strategy 2 | Creative strategy for a symbiotic society
– development of local communities where all residents can participate in society

Vision for an ideal city 10 years from now

All residents live financially independent, vibrant and rewarding lives while fulfilling their potentials in society regardless of gender, age and disabilities. There is a growing sense among residents that the raising of children is the responsibility of society as a whole. Everyone can continue to live within familiar communities without anxiety.

Paradigm shift

Changes for the realization of the vision

Enhanced environment where everyone can be active throughout their lifetimes

◆ Expansion of a volunteer point system
◆ Creation of a system that connects life-long learning and city development activities

||||||||| Major efforts |||||||||

2-1. Creation of symbiotic local communities

Promotion of local development toward coexistence and collaboration

● Creation of places for multigenerational exchanges using various social resources such as schools, kids' halls and welfare facilities, and the expansion of places for exchanges among various entities engaged in city development
● Expansion of workplaces where people with disabilities can work together with other people, and the improvement of job assistance services, including encouraging companies to employ people with disabilities
● Expansion of places for volunteer activities to provide work experience for long-term unemployed people, and the reviewing of support systems for people who are not financially independent, such as intermediate work[13] programs
● Improvement of job assistance/consultation systems for single-parent families including support for qualification acquisition

Promotion of an environment where everyone can be active throughout their lifetimes and enjoy fulfilling lives

● Promotion of retired people's participation in city development activities by organizing seminars and combining life-long learning and local development activities
● Improvement of the integrated support system for volunteer activities, from training to registration and the coordination of activities, and the expansion of a volunteer point system in which users can earn various benefits by collecting points doing voluntary work

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[13] **Intermediate work:** a work arrangement incorporating a system to provide support for people who have difficulty in finding a job to become socially independent
[14] **Day care & child-rearing support center (Cheerful):** a facility where day care and various other childcare services are provided
[15] **Community-based childcare:** a childcare function in neighborhoods including childcare for a small group of babies

2-2. Creation of an environment where children and youth are nurtured and supported by society as a whole

Promotion of an environment where everyone can find it easy to raise children

- Strengthening of individual support for families with small children through the establishment of a day care & child-rearing support center (Cheerful)[14] in each ward, and the improvement of childcare salons
- Strengthening of consultation/support functions in the Child Consultation Center and other facilities and the improvement of social childcare systems including the development of foster parents
- Promotion of community-based childcare[15], such as small-scale childcare, and holiday childcare, and the improvement of childcare services including extended day care and temporary childcare
- Improvement of the convenience of after-school children's clubs through the parallel establishment of schools and kids' halls and other measures
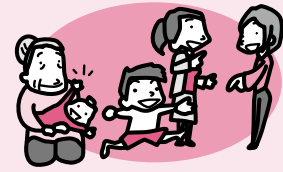
Expansion of opportunities for children and youth to participate in various learning programs and city development activities

- Promotion of systems that support children to learn through the concerted efforts of schools and local communities, including local people's support for schools
- Promotion of further utilization of kids' halls as places that provide opportunities for children to voluntarily get involved in city development activities and learn through interaction with locals
- Promotion of students/young people's participation in city development activities through the expansion of cooperative arrangements with universities
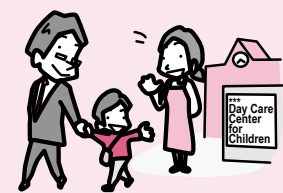
Improvement of support systems for young people who have difficulty in becoming socially independent

- Improvement of independence support programs and the strengthening of consultation/support systems for NEETs and stay-at-home youth at the General Support Center for Youth as a core facility, and the improvement of job assistance services by building networks with local companies and organizations
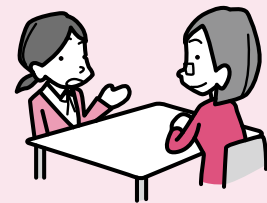
## 2-3. Creation of a walker-friendly city

Maintenance and improvement of convenience in daily life

- Integration of urban functions, including commerce and medical care, and exchange functions through the redevelopment of areas around subway stations, and the intensification of public facilities
- Appropriate operation of the Urban Land Use Planning System in Japan[16], and support for shopping districts that make efforts to create an environment where senior citizens can easily shop
- Promotion of integrated residential functions, including serviced housing for the elderly, in convenient areas
- Examination on the parallel establishment and function integration of public facilities that are built for a specific purpose, including schools, liaison centers and kids' halls

Improvement of the convenience of facilities around subway stations

- Construction of aerial corridors and paths connecting to underground areas as part of redevelopment projects
- Promotion of barrier-free facilities around subway stations and in other focused improvement areas
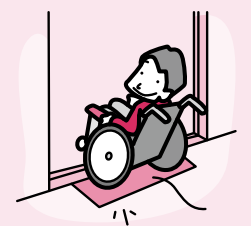
[16] **Urban Land Use Planning System in Japan:** a scheme that sets forth rules regarding land use, and regulates and induces individual construction projects to realize the objectives of city development

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Creative strategy 3 | Creative strategy for local management – promotion of the utilization of local resources

### Vision for an ideal city 10 years from now

A variety of local resources are created and utilized for local activities thanks to well-developed human resources and deepened collaboration among entities engaged in city development. Local management[17] suited to diverse issues is promoted through residents' voluntary activities to address diverse local issues and enhanced support from the municipal government. In addition, a pleasant winter lifestyle unique to Sapporo has been created as a result of snow removal suited to local characteristics through collaboration between residents, companies and the government.

Paradigm shift

Changes for the realization of the vision

Construction of systems suited to local characteristics and issues

◆ Enhanced immediate administrative functions as common ground between mutual assistance and public help

◆ Development of the networks of various entities engaged in city development
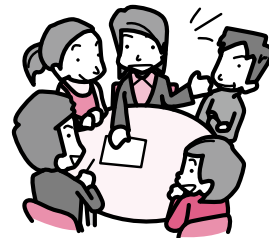
|||||||| Major efforts ||||||||

### 3-1. Creation of an environment where local activities are revitalized

Identification and fostering of human resources for city development

- Increased transmission of information on neighborhood associations via various media to deepen public understanding of their roles, and the promotion of participation in neighborhood associations in collaboration with real estate-related organizations

- Promotion of children's participation in local activities in collaboration with schools, PTAs and neighborhood associations

- Promotion of senior citizens' participation in city development activities by organizing seminars for retired people and combining life-long learning and local community development activities

- Provision of places for activities and operational support for NPOs and volunteer groups by the Sapporo Citizens Activity Support Center and other bodies

Promotion of collaboration among entities engaged in city development and the creation of places where residents can get together or engage in activities
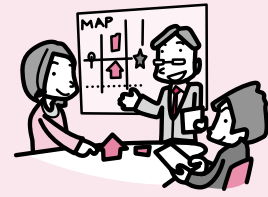
- Effective utilization of schools and other facilities as places for exchange and mutual collaboration among various entities

- Support for companies to start social contribution (CSR[18]) activities and assistance for NPOs to work on local issues in collaboration with various entities

- Support for the utilization of empty houses and shops as places for local activities or culture and art activities
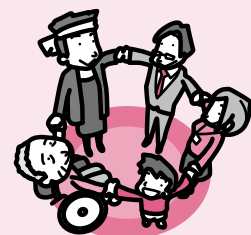
3-2. Promotion of local community management

Strengthening of support and coordination functions by liaison centers and other facilities

- Promotion of participation in local community development councils[19] and other bodies by diversifying the types of participating groups, and the improvement of networks connecting various entities in local communities
- Improvement of support services, such as the provision of administrative information and statistics for entities engaged in local community development and coordination with related departments of the city government by liaison centers and other facilities

Promotion of local community management

- Examination of effective support for local communities, and the revitalization of ward councils[20], local community development councils and other bodies
- Promotion of the utilization of Local Community Charts[21] and local maps, and support for the formulation of a local development vision by each local community
- Promotion of the construction of places where people can share future visions for local communities, identify new roles and possibilities for shopping districts, and create new cooperative approaches
- Examination of cross-organizational support for local communities, and function/role allotment between ward offices and the head government office to construct an effective administrative setup

3-3. Promotion of life in harmony with the snowy climate

Promotion of snow removal suited to local characteristics

- Facilitating the understanding of residents of all ages regarding snow removal through community meetings and lectures at elementary and junior high schools
- Promotion of snow disposal in local areas by using available common lands as sites for accumulating snow
- Securement of local volunteers for welfare-oriented snow removal, facilitating the cooperation of companies and other bodies, and the promotion of youth participation in winter volunteer activities
- Promotion of discussion by residents and experts regarding snow removal in light of population decline and the aging of the population
- Information sharing and the construction of a collaborative framework among bus and taxi business operators to improve the winter road environment
- Improvement of the pedestrian walk environment around public facilities where many residents pass through on foot, and the strengthening of snow removal on school routes
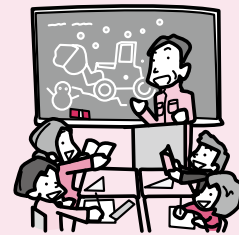
Rich winter life in harmony with the snowy climate

- Identification of local people who are ski instructors or have such skills to dispatch them to winter events or schools
- Improvement of the city's attractive features by promoting an enjoyable winter lifestyle and reviewing existing winter events such as the Snow Festival

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[17] **Local management:** a voluntary effort made based on managerial ideas through collaboration between residents, companies and various other local entities to maintain and improve a favorable environment and values in local communities

[18] **CSR:** corporate social responsibility. This means a responsibility companies should fulfill for society, including legal compliance and social contributions.

[19] **Local community development council:** a network for various local groups to solve issues and realize their goals

[20] **Ward council:** an organization consisting of representatives from various groups in each ward that works to coordinate opinions from the ward's residents and build a consensus

[21] **Local Community Chart:** data compiled by Sapporo City based on rearranged statistics to further revitalize local groups engaged in city development activities

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