

Sapporo faces severe fiscal difficulties in the future due to declining tax revenues as a result of the shrinking productive-age population as well as increasing public debts and growing social security expenditure (such as social assistance expenditure) accompanying the rapid aging of the population.

In these circumstances, to effectively proceed with the efforts to enhance the attractive features of Sapporo outlined in Chapter 1 (*Creative strategies*) and Chapter 2 (*Urban space that supports strategies*), it is necessary to address administrative and fiscal management based on new perspectives and values resulting from the paradigm shift in Sapporo's city development vision and strategy and to utilize limited management resources.

Accordingly, this chapter highlights important perspectives to be noted for future administrative and fiscal management.

## Administrative and fiscal management perspectives

### 1. Further advancement of resident autonomy – city promotion led by residents

- Promotion of city development led by residents through the provision of more detailed and easy-to-understand information and discussions with residents
- Support for new public services to carefully address various local issues

### 2. Administrative organization that can accommodate change

- Strengthening of the coordinating functions of ward offices and liaison centers, and the promotion of a flexible organizational management system through the establishment of a cross-sectoral project team and other efforts
- Development of employees who can appropriately deal with changes in administrative issues through various training programs including OJT

### 3. Sustainable fiscal management

- Implementation of systematic fiscal management including the maintenance of fiscal discipline by setting benchmarks
- Promotion of fiscal administration based on flexible year-round agile management<sup>43)</sup>
- Establishment of a robust industrial foundation through measures and projects for the revitalization of the local economy, and the continuous reviewing of administrative work and projects

### 4. Desirable service levels and relationship between benefits and burdens

- Deliberations on the desirable levels of administrative services and the relationship between benefits and burdens in consideration of residents' opinions, the need to use tax revenues and intergenerational balance in the allocation of management resources

### 5. Conservation and utilization of city-owned properties

- Promotion of the complex utilization and functional shift of city-owned buildings when renovating them to improve convenience for residents while curbing the total amount of buildings in use
- Further quality improvement of city-owned properties and facilities to achieve maximum results at minimum expenditure

### 6. Strengthening of collaboration with residents and companies

- Promotion of efforts to further deepen mutual collaboration between residents, companies and the government
- Improvement of public facilities within urban infrastructure, and support for private companies to actively invest in improving infrastructure through deregulation and subsidy systems

### 7. Establishment of a collaborative framework with the Hokkaido Government and other municipalities in Hokkaido

- Establishment of mutually-beneficial relations with the Hokkaido Government and other municipalities in Hokkaido by defining role allotment between the Hokkaido Government and the City of Sapporo and deepening collaboration in various fields

<sup>43)</sup> **Year-round agile management:** the active management of systems and businesses in an expeditious and flexible manner throughout the year while responding to changing situations