



Sapporo City Development Strategic Vision

The Strategy

Outline

**SAPPORO
2013-2022**

City of Sapporo

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.

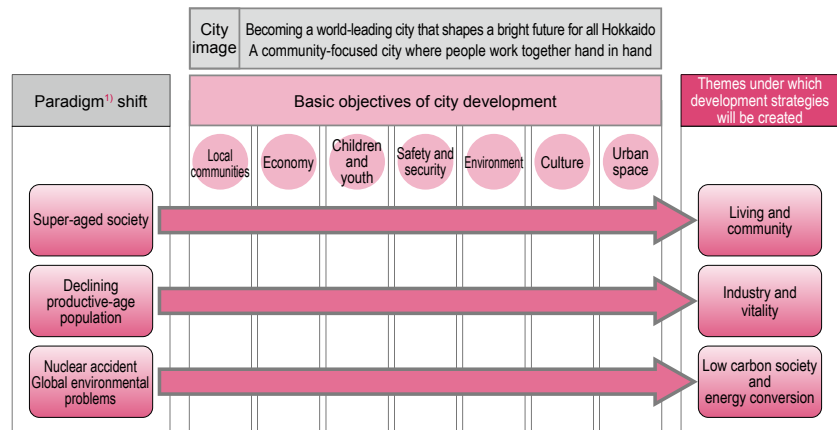
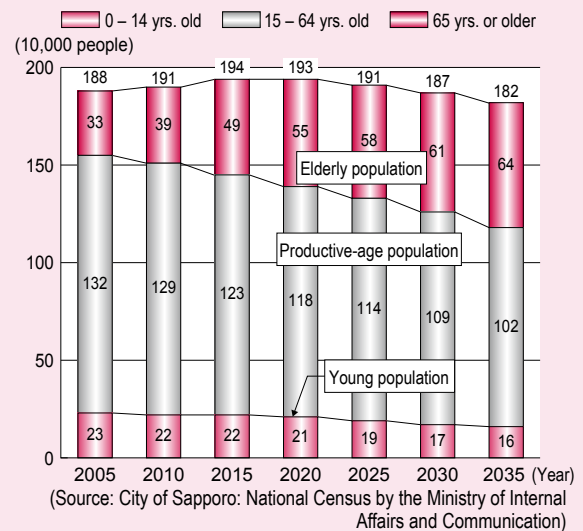
However, fiscally speaking Sapporo faces a difficult future due to declining tax revenues as a result of the decreasing productive-age population and growing social security expenditure.

(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

Chapter 1 Creative strategies

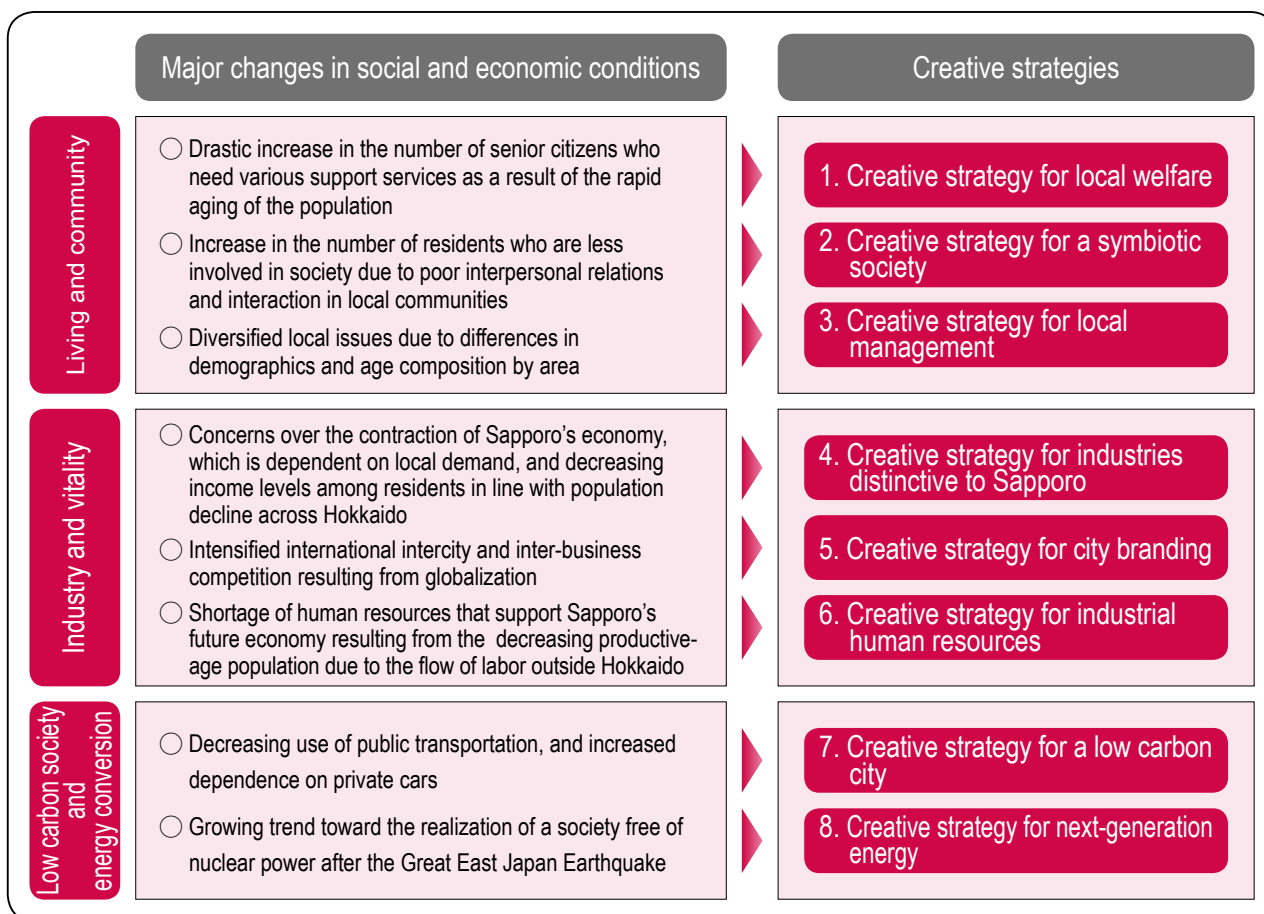
Sapporo is now facing a major period of change.

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 analysis²⁾ 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.



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"

Setting of strategies

Section 1 Living and community

To deal with a growing number of elderly single-person households³⁾ as a result of the shrinking population, declining birth rate and aging population, and social isolation⁴⁾ due to poverty and other factors, it is necessary to foster a sense of mutual assistance⁵⁾ through human connections and mutual support in local⁶⁾ 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 normalization⁷⁾, 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-type⁸⁾ 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 power⁹⁾. 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.

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 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

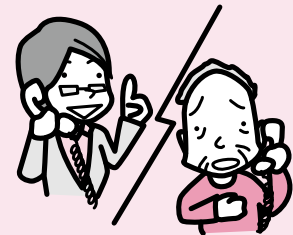


Major efforts

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

Enhanced support for local welfare activities

- Revitalization of local welfare community promotion centers¹⁰⁾ 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 centers¹¹⁾.
- Improvement of collaborative systems with companies and NPOs such as concluding agreements for monitoring activities with home delivery businesses



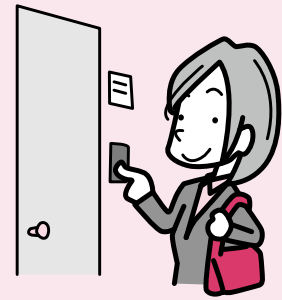
¹⁰⁾ **Welfare community promotion center:** an organization for residents' voluntary welfare activities

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

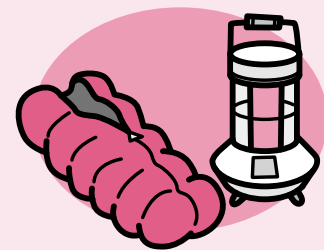
- Expansion of consultation/support organizations in neighborhoods including local community comprehensive support centers¹²⁾
- Strengthening of comprehensive consultation functions through improved intersectional collaboration in ward offices
- Strengthening of hospital-clinic collaboration and medical-nursing 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



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

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 work¹³⁾ 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



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

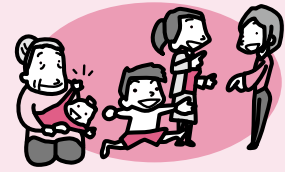
¹⁴⁾ **Day care & child-rearing support center (Cheerful)**: a facility where day care and various other childcare services are provided

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

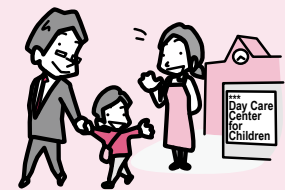
Promotion of an environment where everyone can find it easy to raise children

- 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 childcare¹⁵⁾, 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



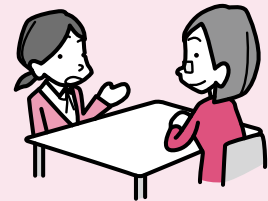
Expansion of opportunities for children and youth to participate in various learning programs and city development activities

- 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

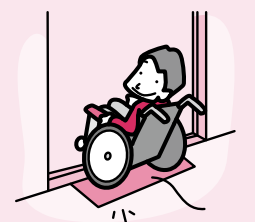
Maintenance and improvement of convenience in daily life

- 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 Japan¹⁶⁾, 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

Creative strategy 3

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

Vision for an ideal city 10 years from now

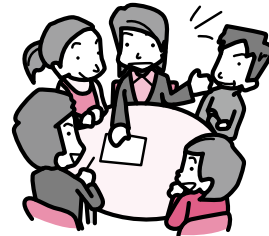
A variety of local resources are created and utilized for local activities thanks to well-developed human resources and deepened collaboration among entities engaged in city development. Local management⁽¹⁷⁾ suited to diverse issues is promoted through residents' voluntary activities to address diverse 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

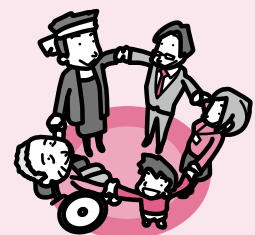
Identification and fostering of human resources for city development

- 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

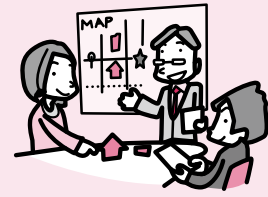
- Effective utilization of schools and other facilities as places for exchange and mutual collaboration among various entities
- Support for companies to start social contribution (CSR⁽¹⁸⁾) activities and assistance for NPOs to work on local issues in collaboration with various entities
- Support for 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 councils¹⁹⁾ 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

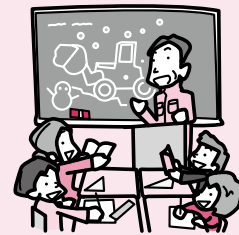
- Examination of effective support for local communities, and the revitalization of ward councils²⁰⁾, local community development councils and other bodies
- Promotion of the utilization of Local Community Charts²¹⁾ and local maps, and support for the formulation of a local development vision by each 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



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

Section 2 / Industry and vitality

Creative strategy 4 | Creative strategy for industries distinctive to Sapporo – advancement of industries through the creation of new values

Vision for an ideal city 10 years from now

New values are created in the food and tourism fields that capitalize on the attractive resources of Sapporo, boosting the city's competitiveness in a variety of industrial fields. The environmental, health and welfare industries create new values by addressing various demands and issues arising from the realization of a low carbon society and the advent of a super-aged society, producing new businesses.

Paradigm shift

Changes for the realization of the vision

Strengthening of industrial power capitalizing on the attractive resources of Hokkaido

- ◆ Creation of new food values and the concentration of food-related companies
- ◆ Intensified efforts to attract MICE²²⁾ events by making the best of the strengths of Sapporo and Hokkaido



Major efforts

4-1. Advancement of industries capitalizing on attractive foods

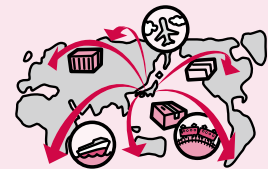
Strengthening of the foundation of food-related industries, and the promotion of collaboration among industries

- Further promotion of efforts to secure safe food, and the improvement of business proposal functions and support functions for testing and trial production
- Development of an industry-academia-government network to promote collaboration among food-related industries and between food-related industries and other industries in order to capitalize on mutual skills and strengths



Support for the creation of new values and the securement of sales channels outside Hokkaido

- Support for the research and development of medical and functional foods and the practical application of technology for preserving freshness
- Support for business expansion in Asia and other countries through the strengthening of international freight transportation, the formation of bases for food sales and information provision and the enhancement of promotional activities



Intensified efforts to attract food-related companies from Hokkaido and elsewhere to Sapporo

- Focused efforts to attract food-related companies, especially bottling or other businesses that are yet to be developed in Hokkaido, by using the tax benefits of the Hokkaido Food Complex International Strategy Comprehensive Special Zone initiative
- Promotional activities in collaboration with neighboring municipalities to attract companies in food and biotechnology fields, where the strengths of Hokkaido can be best utilized



²²⁾ MICE: a collective term for business events that attract large numbers of people

²³⁾ Smart factory: a factory that enables the effective use of energy by networking machines/instruments in the factory

4-2. Unified efforts for the development of an attractive city and tourism promotion

Creation of a new urban tourism unique to Sapporo

- Promotion of the development of an attractive city for residents and visitors alike by discovering, creating and utilizing attractive resources unique to Sapporo, such as nature, food, culture, art and sports, from the perspectives of various generations
- Promotion of information dissemination by residents, and the implementation of effective promotional activities tailored to individual countries and regions



Expanded tourism consumption and enhanced added values

- Creation and enhancement of attractive features that lead to tours and stays in collaboration with other municipalities in Hokkaido, and the improvement of the environment to host foreign visitors, including the wireless communication environment and multilingual services
- Shift in the quality of tourism-related services including the provision of high-end services for wealthy travelers, intensified efforts to attract inbound tourists and MICE events, and the improvement of tourism and MICE promotion



4-3. Creation of an environmental industry in line with changes in energy policy

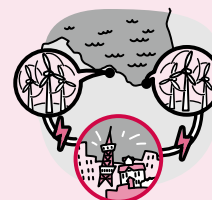
Promotion of the industrialization of energy-related technologies

- Support for the R&D and practical application of technologies for snowy cold regions through industry-academia-government collaboration
- Support for companies that are engaged in the development and practical application of technologies to create solar energy and other renewable energies and technologies to store such energies
- Promotion of energy management by the civilian sector and the introduction of systems and equipment related to smart factories²³⁾ by the industrial sector



Integration of energy-related technologies and efforts to attract related companies

- Support for the installation of large renewable energy systems and the implementation of demonstration tests relating to power generation efficiency and systems involving storage batteries
- Promotion of efforts to attract companies that are engaged in the R&D and manufacture of technologies related to renewable energies and smart grids in collaboration with municipalities in Hokkaido



4-4. Creation of health/welfare industries corresponding to the super-aged society

Promotion of health/welfare industries and R&D relating to functional food

- Support for the research and commercialization of manufacturing technologies related to nursing/medical care
- Development of new industries that integrate medical care, food and agriculture through IT technology
- Support for bio-related companies to conduct R&D on medical care, pharmaceuticals and functional food on the Hokkaido University Northern Campus



Creation of new values by utilizing cutting-edge medical technologies

- Support for companies focused on the R&D of medical materials and equipment, and the promotion of coordination between clinical practice, scientific research and industry



Creative strategy 5

Creative strategy for city branding

– creation of an approach and structure to increase local production, distribution and consumption of goods and services within Hokkaido and attract demand from outside Hokkaido

Vision for an ideal city 10 years from now

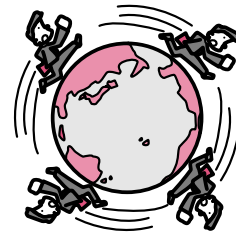
Creative industrial activities and strategic international city promotion increase local production, distribution and consumption of goods and services within Hokkaido and attract demand from outside Hokkaido. Along with these efforts, a structure to strengthen urban competitiveness is created through collaboration across Hokkaido.

Paradigm shift

Changes for the realization of the vision

Enhanced environment to attract vitality from home and abroad

- ◆ Promotion of international strategies to attract overseas demand
- ◆ Improved wide-area transportation networks



Major efforts

5-1. Active implementation of international strategies to attract vitality from overseas

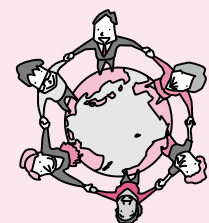
Promotion of marketing activities in Asia and cold climate regions and intensified efforts to attract MICE events

- Implementation of business matching using the overseas bases of Sapporo City and local financial institutions
- Promotion of international cooperation by hosting trainees from overseas in a variety of fields, including those relating to environmental conservation, education and health and hygiene, and by sending engineers to developing countries
- Intensified efforts to attract inbound tourists and MICE events and the promotion of tourism and MICE events
- Promotion of efforts to flexibly respond to international development, including the formulation of a global strategic plan that shows the direction future global strategies should take, the establishment of a public-private international working-level conference and the implementation of overseas city promotion through cross-sectoral collaboration



Creation of a structure to promote globalization among companies and residents

- Promotion of overseas experiences for young people and the provision of opportunities to experience diverse cultures in seminars and other events
- Efforts to attract international students, support for attracting recruits to Hokkaido and support for global-minded people to find employment by matching companies and Japanese students with overseas experience
- Promotion of an environment where people from overseas can enjoy living by strengthening livelihood, medical and educational support based on the needs of people from overseas living in Sapporo



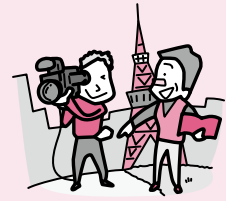
²⁴⁾ **Coworking**: a style of work in which individuals work independently while sharing a workplace to support business creation

²⁵⁾ **ICC**: an abbreviation for the Intercross Creative Center, a facility to support creative talent and companies in creating new businesses

5-2. Creativity for making innovation happen

Development of entrepreneurs engaged in creative manufacturing

- Support for coworking²⁴⁾ and other new work styles and the strengthening of the incubation function
- Promotion of efforts for industrialization by ICC²⁵⁾, Sapporo City University and other creative organizations and people for the development of creative industries and human resources



Promotion of creative activities and exchange among local industries

- Promotion of efforts to attract visitors and MICE events and to increase sales outlets for local products by using visual media
- Promotion of communication and collaboration between artists and various companies, including manufacturers, by means of the Sapporo International Art Festival and other events



5-3. Strengthening of wide-area collaboration networks and the improvement of the investment environment

Revitalization of the flow of people, products and information with other areas in Hokkaido and elsewhere

- Promotion of collaboration in Hokkaido in various industrial fields, including the sixth industry²⁶⁾ and stay-type tourism
- Promotion of efforts to bring forward the start of the Hokkaido Shinkansen, the improvement of arterial road networks, the expansion of overseas airline routes and the utilization of Okadama Airport, New Chitose Airport and Ishikari Bay New Port



Creation of attractive features in the center of Sapporo, the capital of Hokkaido

- Formulation of a basic improvement policy for the Sapporo Station Exchange Zone, an access point to other parts of Hokkaido, deliberations on the possibility of the improvement of the Kita 5 Nishi 1 area, and the redevelopment of Sapporo Subway Station and other areas



Promotion of an environment better suited to attracting companies

- Promotion of backup bases for national government agencies and the hosting of the headquarter functions of private companies for business continuity at the time of a disaster, the improvement of the Higashi-kariki distribution industrial zone, and deliberations on the possibility of new locations suited to attracting companies

5-4. Active implementation of city promotion strategies

City promotion to enhance the attractive features of Sapporo

- Effective worldwide promotion of the attractive features of a lifestyle unique to Sapporo using the SAPP_URO (Sapporo smile) symbol for city promotion and other means



Increase in the number of residents who have an awareness of the city's attractive features and take part in city promotion

- Enhancement of the attractive features of the Snow Festival and other existing winter events, hosting of the 2017 Asian Winter Games, and the promotion of efforts to attract international winter sport events to raise the city's international profile
- Promotion of exchanges and collaboration with the world and the attraction of creative human resources by participating in the Media Arts²⁷⁾ category of the UNESCO Creative Cities Network and regularly holding the Sapporo International Art Festival



²⁶⁾ **Sixth industry:** the idea of integrating the primary, secondary and tertiary industries to develop new industries

²⁷⁾ **Media arts:** a new artistic expression using digital technology, the concept of which has a positive impact on creative industries

Creative strategy 6

Creative strategy for industrial human resources

– development and utilization of human resources that support the future economy of Sapporo and Hokkaido

Vision for an ideal city 10 years from now

Creative human resources for the future of Sapporo and Hokkaido have been developed, and everyone is active in society. All residents, including women and senior citizens, fulfill their potentials, helping to solve diverse social issues and realize sustainable economic development.

Paradigm shift

Changes for the realization of the vision

Creation of an environment where women are active in society

- ◆ Support to help women make the most of their abilities by starting businesses and finding jobs
- ◆ Improvement of the convenience of various childcare services and after-school children's clubs

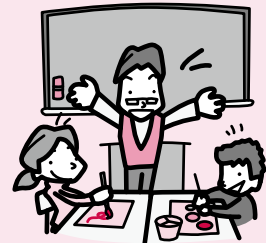


Major efforts

6-1. Development and utilization of creative human resources for the future

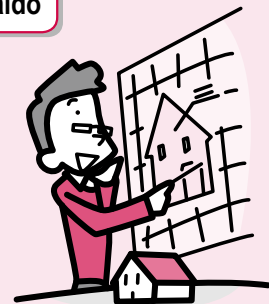
Creation of an environment suited to enriching the experiences of children

- Improvement of various educational programs including opportunities to learn about the nature and history of Sapporo, enjoy culture and art and become informed about food education, as well as developing scientific literacy²⁸⁾ and identifying ideal career paths
- Promotion of education to deepen international understanding, and to provide opportunities for international exchanges and overseas experiences for young people



Development of creative human resources for the future of Sapporo and Hokkaido

- Promotion of the production of sophisticated professionals by universities and other schools in the city, and the improvement of seminars and other events regarding the development of work abilities
- Promotion of human resources for art management²⁹⁾ through lectures to learn necessary theories at the Art Center (tentative name) and on-site training



²⁸⁾ **Literacy:** the ability to master and apply knowledge from a certain field

²⁹⁾ **Art management:** improvement of the quality of art resources (facilities, events, artists, residents) and coordination of collaboration among them

Utilization of the knowledge and experience of outstanding human resources

- Support for universities and other schools to attract international students, and the implementation of related promotional activities
- Provision of opportunities for residents to experience art by inviting artists from home and abroad, and the promotion of residency in two areas³⁰⁾ to attract creative people from outside Hokkaido and provide opportunities for them to be active in Sapporo
- Strengthening of support for matching outstanding people and companies, and the promotion of job-hunting seminars and employment matching for global-minded people including international students



6-2. Realization of a society where everyone can be active

Creation of a women-friendly environment

- Support for women to realize their potential to start businesses and find jobs, and assistance for women to re-enter the workforce by providing opportunities to improve their careers through public programs
- Improvement of authorized childcare facilities, the promotion of holiday childcare and community-based childcare such as employer-provided childcare, and the expansion of community child/childcare support programs including extended day care and temporary childcare, and support for changing the status of facilities to authorized childcare institutions
- Improvement of after-school children's clubs, and deliberations on the possibility of the parallel establishment of schools and kid's halls
- Promotion of the idea of work-life balance among residents and companies in the city, and the dispatch of advisors to companies that make efforts to achieve a better work-life balance



Promotion of activities to solve social issues

- Support for people to start social businesses³¹⁾ and the like by providing management consultation, loans and opportunities to meet other entrepreneurs and receive advice from seasoned entrepreneurs
- Support for senior citizens who have a wealth of knowledge and experience to work in companies and social businesses, and assistance for senior citizens to be engaged in subsistence agriculture on unused farmland or to become farmers



³⁰⁾ **Residency in two areas:** being based in the Tokyo metropolitan area and Sapporo

³¹⁾ **Social business:** an enterprise that applies business strategies to solve diverse social issues including environmental, medical care and welfare problems

Section 3 / Low carbon society and energy conversion

Creative strategy 7 | Creative strategy for a low carbon city – creation of an eco-friendly city

Vision for an ideal city 10 years from now

With greenhouse gas emissions from running private cars being reduced, a sustainable compact city with an eco-friendly transportation system is created thanks to urban functions being centered around transportation hubs³²⁾, such as subway stations, and daily-use public transportation convenient for shopping and hospital visits. The eco-friendly city exists in harmony with nature, and abounds in greenery.

Paradigm shift

Changes for the realization of the vision

Creation of an eco-friendly compact city

- ◆ Promotion of the development of an eco-friendly city center
- ◆ Support for the introduction of daily life-related functions around subway stations



Major efforts

7-1. Reconstruction toward a sustainable compact city

Reconstruction toward a low carbon city

- Reviewing of the Sapporo Urban Planning Master Plan³³⁾ and deliberations on the possibility of formulating a plan for creating a low carbon city
- Reviewing of the policy for city redevelopment for reconstruction toward a compact city

Promotion of integrated urban functions in the city center and around subway stations

- Reviewing of the plan for city center development
- Improvement of exchange zones (Sapporo Station, Odori, Sosei), and the promotion of city development in the area immediately east of the Sosei River
- Promotion of the focused placement of ward offices and other public facilities around subway stations, and support for the introduction of daily life-related functions
- Promotion of the improvement of the urban area centered on Shiroishi Ward Office, which is directly connected to Shiroishi Subway Station



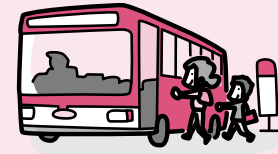
³²⁾ **Transportation hub:** a place where multiple types of transportation means are connected

³³⁾ **Urban Planning Master Plan:** an overall city plan that sets forth a future vision for an ideal city and the direction city development should take to make the vision a reality as guidelines for city development

7-2. Establishment of an eco-friendly transportation system that supports various activities

Promotion of the use of public transportation

- Promotion of the use of public transportation through the improvement of the convenience of facilities around stations by making them barrier-free
- Raising public awareness of resident-supported public transportation by providing opportunities to learn about public transportation in schools and communities



Establishment of easy-to-use local public transportation systems

- Promotion of efforts to optimize services including the reviewing of route buses to meet local demands and to secure transportation for daily use in collaboration with various entities

Improvement of travelling comfort and the transportation environment in the city center and around subway stations

- Making the streetcar track into a loop route, and deliberations on the possibility of its extension to three areas (city center, east of the Sosei River, Souen)
- Introduction of a system to provide information at streetcar stops on tourism and events in areas along the streetcar track, and the formulation of guidelines to create attractions in areas along the streetcar track to enhance the cityscape
- Promotion of the connection of underground walkways and buildings along the streets above, the construction of aerial corridors and the improvement of private open space areas
- Promotion of comprehensive measures for bicycle parking, including the expansion of bicycle-parking areas to private grounds and the improvement of public bicycle-parking areas as part of redevelopment projects, the reviewing of the Bicycle-parking Installation Ordinance, and the expansion of the areas where the parking of bicycles is prohibited
- Promotion of rules and etiquette for the use of bicycles, raising the awareness of automobile drivers about paying attention to bicycles using roads, and efforts to define the areas where bicycles can be used



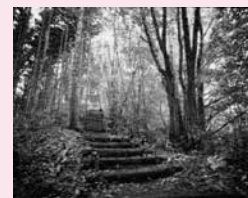
7-3. Promotion of the development of a verdant city that coexists with nature

Promotion of biodiversity conservation

- Promotion of biodiversity, and the implementation of surveys and monitoring to clarify the habitat status of wildlife

Promotion of afforestation and green networking

- Promotion of afforestation on private land through redevelopment, the operation of a deregulated land use planning system, and subsidies for tree-planting activities
- Creation of new open spaces in the city center
- Reconstruction and redevelopment of park functions better suited to local characteristics and residents' needs
- Expansion of places for children to play freely (e.g., play parks) using existing parks and public spaces while training volunteers who monitor children as they play



Promotion of forest conservation and land use better suited to the characteristics of urbanization-restricted areas³⁴⁾

- Deliberations on and implementation of forest management techniques corresponding to forest functions and forest categories such as natural or artificial forests

³⁴⁾ **Urbanization-restricted area:** an area where urbanization is restricted to prevent unruly urban development

Creative strategy 8

Creative strategy for next-generation energy – improvement of energy efficiency and stability

Vision for an ideal city 10 years from now

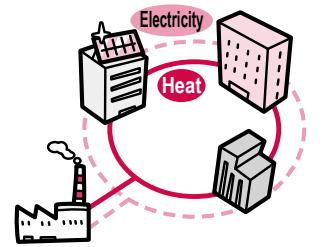
New technologies are actively introduced with the spread of next-generation energy systems³⁵⁾. Independent energy networks are also built to support efficient and stable energy supplies. Residents have a heightened awareness of the environment, helping to promote energy saving, energy creation and energy accumulation at home and within companies. A recycling-oriented society is realized thanks to further reduced waste generation and the effective use of the energy generated from refuse incineration.

Paradigm shift

Changes for the realization of the vision

Efficient and stable energy networking

- ◆ Promotion of energy networking by area
- ◆ Promotion of energy management in the city center



Major efforts

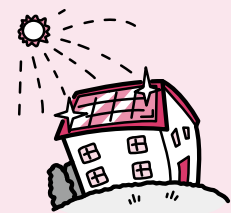
8-1. Promotion of next-generation energy systems

Formulation of an energy policy vision

- Formulation of a future vision and a medium-term basic plan for energy policy

Promotion of advanced systems

- Strengthening of support for the introduction of energy-saving/renewable instruments and the installation of large-scale renewable energy systems such as mega solar power systems
- Promotion of efforts to match business operators who want to install solar power systems on unused land and land owners
- Promotion of the research and spread of Sapporo-style next-generation housing³⁶⁾ using technology for snowy cold regions and next-generation automobiles
- Support for the installation of cogeneration systems³⁷⁾ and mixed energy systems that efficiently combine battery and renewable energies



Promotion of the wide-area use of renewable energy

- Support for the introduction of renewable energy in the suburbs of Sapporo, and deliberations on the possibility of wide-area use

³⁵⁾ **Next-generation energy system:** a general term for systems that enable the efficient use of energy, including solar power and other renewable energy systems and systems that generate electricity and heat at the same time

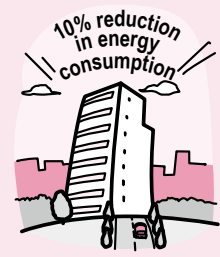
³⁶⁾ **Sapporo-style next-generation housing:** housing that meets the city's own standards for super-insulated houses

³⁷⁾ **Cogeneration system:** a system to increase general energy efficiency by using exhaust heat produced at the time of power generation for air conditioning and hot-water supplies

8-2. Independent energy network

Promotion of independent energy networks

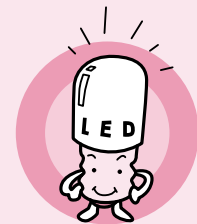
- Deliberations on a future vision of energy measures in the city center
- Improvement of energy supply bases by area and the networking of the supply bases and buildings
- Development of a structure to promote the connection of buildings that consume energy to the networks and the introduction of low carbon systems in the buildings
- Deliberations on the roles and future visions of heat supply businesses³⁸⁾ with their operators
- Deliberations on and the promotion of efficient and stable energy use capitalizing on existing heat supply networks for city development around Shin Sapporo Subway Station and Makomanai Subway Station



8-3. Promotion of residents/companies' efforts to reduce loads on the environment

Promotion of a shift to an eco-friendly lifestyle

- Active introduction of solar power, LED lighting, dispersed power systems and the like in city-owned facilities
- Promotion of environmental education in schools, the Sapporo Science Center and Maruyama Zoo, and the strengthening of learning functions so that children can consider, learn and act for the environment through hands-on learning
- Promotion of the visualization of energy at home and the introduction of an energy management system in each building
- Encouragement of energy-saving projects, and the promotion of efforts to spread energy-saving know-how obtained from efforts in city-owned facilities to private facilities
- Support for the research and spread of energy management in smart communities and individual city blocks



8-4. Creation of a recycling-oriented society

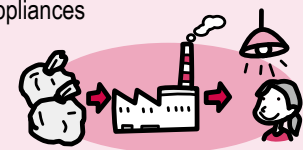
Promotion of waste reduction

- Promotion of the composting of food waste and the visualization of the merits of waste reduction
- Support for and promotion of efficient recycling through collaboration among local business operators including those in shopping districts
- Promotion of the recycling of refuse incineration ash, the effective usage of waste-derived biomass resources and the recycling of useful metal contained in post-consumer small appliances



Promotion of highly efficient energy recovery

- Promotion of waste power generation and heat utilization by introducing a system to efficiently recover energy from refuse incineration at waste disposal plants
- Improvement of collaborative frameworks including efforts to promote wide-area waste disposal with neighboring municipalities



³⁸⁾ **Heat supply business:** an organization that supplies heat in a certain area

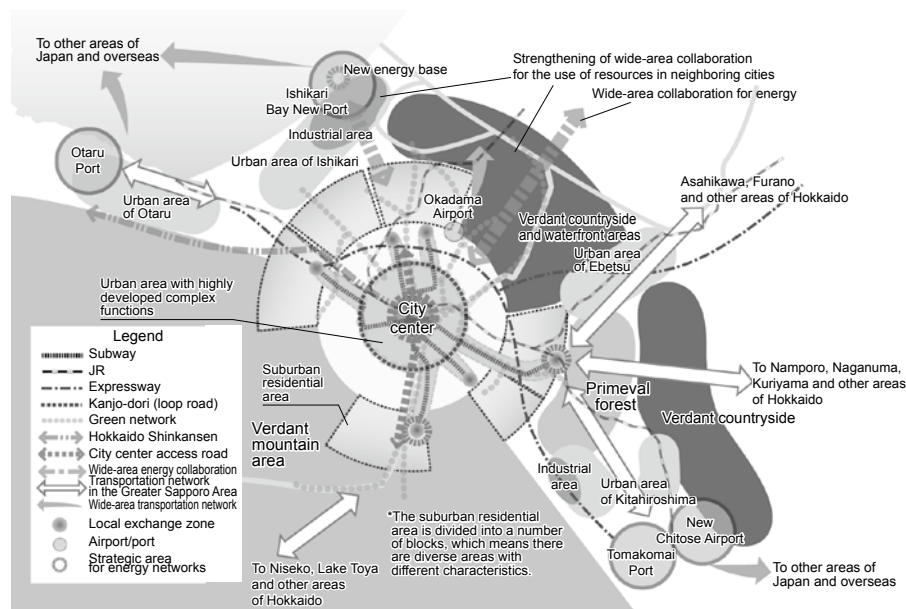
As a basic principle for city development to support the creative strategies described in Chapter 1 and realize the vision for an ideal city, a basic concept to develop an urban space and the measures to be taken intensively in the coming 10 years are outlined here as the creative strategy for urban space development.

1. Basic objective of urban space development

The basic objective for the development of a future urban space is set below.

Redevelopment toward a sustainable Sapporo-style compact collaborative city

- A compact city with diverse urban functions around subway stations that enables residents to enjoy urban services efficiently
- A city where residents can enjoy a lifestyle unique to Sapporo, and where they can choose to live in a variety of living environments, including well-maintained suburbs
- An environmental city where new energy networking is promoted along with city development centered on public transportation
- The central city of Hokkaido, connected to other areas in Hokkaido and elsewhere through diverse transportation networks to generate urban vitality
- A disaster-resistant and safe city where urban functions are efficiently maintained and conserved



Concept for an ideal urban space Co-creation City Sapporo – SLIM City Sapporo

*SLIM comprises of the first letters of “sustainability,” “livable,” “innovation” and “managing,” and SLIM city Sapporo is the concept of a city incorporating all these ideas.

³⁹⁾ **Sapporo Residential Area Basic Improvement Plan:** A plan formulated by the City of Sapporo in 1973 to form comfortable and safe living areas and promote orderly city development. This plan applies to approximately 15,000 ha of urbanization promotion areas excluding areas designated as densely-inhabited districts in 1970.

⁴⁰⁾ **Side reservation:** a construction method in which a track is laid onto the side of a road so that passengers can board streetcars from the sidewalk

2. Ideal urban space and the creative strategy for urban space development

1. Attractive urban area

(1) Urban area with highly developed complex functions

Ideal urban space	Definition The area within Kanjo-dori (loop road) and areas alongside subways lines and around JR stations
Creative strategy for urban space development	<ul style="list-style-type: none"> ● Relatively high-density, high-quality urban area with residential functions and other diverse functions supporting life <p style="text-align: center;">Promotion of an urban area with highly developed complex functions</p> <ul style="list-style-type: none"> ● Promotion of housing complexes and locations convenient for daily life through redevelopment and other projects ● Promotion of the reviewing of systems related to landscapes and the creation of landscapes unique to Sapporo

(2) Suburban residential area

Ideal urban space	Definition An area that has systematically been developed mainly as a low-rise housing area based on the Sapporo Residential Area Basic Improvement Plan ³⁹⁾ and other plans
Creative strategy for urban space development	<ul style="list-style-type: none"> ● Residential area where everyone can live in a good environment with peace of mind <p style="text-align: center;">A suburban residential area where everyone can live with peace of mind</p> <ul style="list-style-type: none"> ● Promotion of locations convenient for daily life and efforts according to local characteristics ● Promotion of efforts to secure transportation for locals

(3) Ordinary urban area

Ideal urban space	Definition An area excluding the urban area with highly developed complex functions and suburban residential area
Creative strategy for urban space development	<ul style="list-style-type: none"> ● An urban area comprised of residential areas with functions that support the convenient life and work of residents and industrial and distribution business areas <p style="text-align: center;">Maintenance and conservation of life in the ordinary urban area</p> <ul style="list-style-type: none"> ● Appropriate operation of the Urban Land Use Planning System in Japan according to local characteristics, including those of residential areas and industrial complexes

2. A vibrant city center that attracts the world

Ideal urban space	Definition A nearly diamond-shaped area enclosed by four apexes: (1) the area north of JR Sapporo Station; (2) the area where Odori-higashi meets the Toyohira River; (3) Nakajima Park; and (4) the area west of Odori Park.
Creative strategy for urban space development	<ul style="list-style-type: none"> ● A cosmopolitan city center, with a pleasant environment and integrated sophisticated urban functions that support a high quality of life ● A people-friendly city center with an improved transportation environment and the convenience of movement above and below ground ● A city center as a symbol of the environmental city of Sapporo, where pioneering and active energy measures are taken <p style="text-align: center;">Focused city development suitable for the face of Sapporo</p> <ul style="list-style-type: none"> ● Creation and redevelopment of a vibrant and pleasant city center ● Focused development in the area immediately east of the Sosei River <p style="text-align: center;">Improvement of the convenience of movement and the transportation environment in the city center</p> <ul style="list-style-type: none"> ● Improvement of the convenience of movement by measures such as making the streetcar track into a loop route (with side reservation⁴⁰⁾) and enhancing underground walkways ● Promotion of comprehensive efforts to improve the environment for the use of bicycles <p style="text-align: center;">Advanced and active energy measures</p> <ul style="list-style-type: none"> ● Promotion of the strengthening and expansion of energy networks

3. An exchange zone that supports a variety of exchanges

(1) Local exchange zone

Definition

An area that is around major subway/JR stations, which are transportation hubs, and serves as the base to support life in local communities in terms of urban infrastructure and integrated functions, or an area that acts as the center of each ward, with integrated convenient functions for daily life situated around the ward office

Ideal urban space

- An urban area that has public functions available to both locals and residents in neighboring communities, including a ward office, residential functions, and integrated commercial, business, medical and other urban functions. Particularly, an area with a terminal subway station that serves as the gateway⁴¹⁾ to the area, providing more diverse functions coupled with access to attractive resources, airports and ports in neighboring areas.
- An urban area where a comfortable pedestrian environment is secured even in winter by connecting facilities around stations to the stations via aerial corridors and underground networks

Terminal subway stations: Shin Sapporo, Miyanosawa, Asabu/Shin-Kotoni, Makomanai, Sakaemachi, Fukuzumi
Others: Oyachi, Shiroishi, Kotoni, Kita nijuyo jo, Hiragishi, Sumikawa, Kosei, Tsukisamu, Teine, Shinoro, Kiyota

Creative strategy for urban space development

Promotion of the improvement of functions around subway stations

- Promotion of the development of urban functions and the creation of a comfortable pedestrian environment through redevelopment and other projects
- Deliberations on and the implementation of the placement of ward offices in exchange zones

(2) High-function exchange zone

Definition

A base that is internationally and widely used for industry, tourism, culture, art and sports and has a high level of integrated urban functions that help improve the attractive features and vitality of Sapporo

Ideal urban space

- A city full of attractive features and vitality that is developed through efforts to further enhance the urban functions of Sapporo

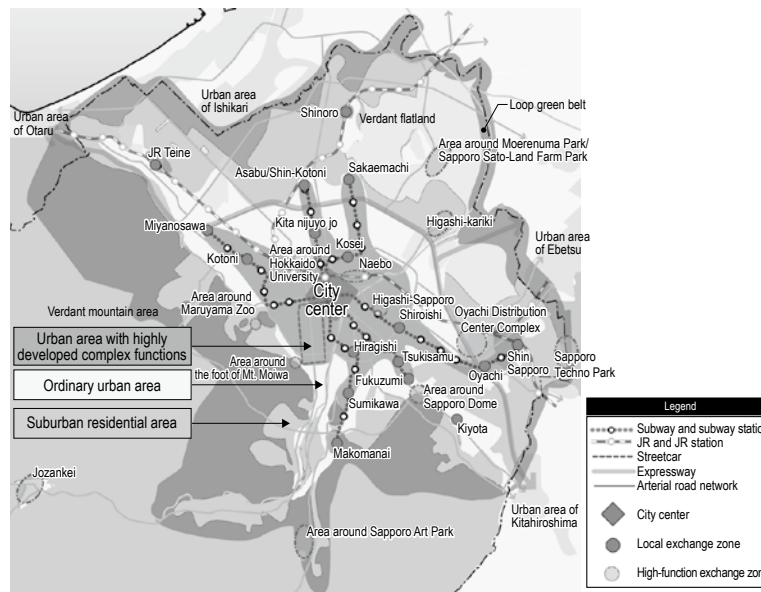
Area around Maruyama Zoo, area around the foot of Mt. Moiwa, area around Hokkaido University, Naebo, Higashi-kariki, area around Moerenuma Park/Sapporo Sato-Land Farm Park, Oyachi Distribution Center Complex, Higashi-Sapporo, Sapporo Techno Park, area around Sapporo Dome, Jozankei, area around Sapporo Art Park

Creative strategy for urban space development

Promotion of efforts to enhance urban functions

- Promotion of efforts to accumulate and enhance urban functions based on the characteristics of individual bases

Location map of urban areas and exchange zones



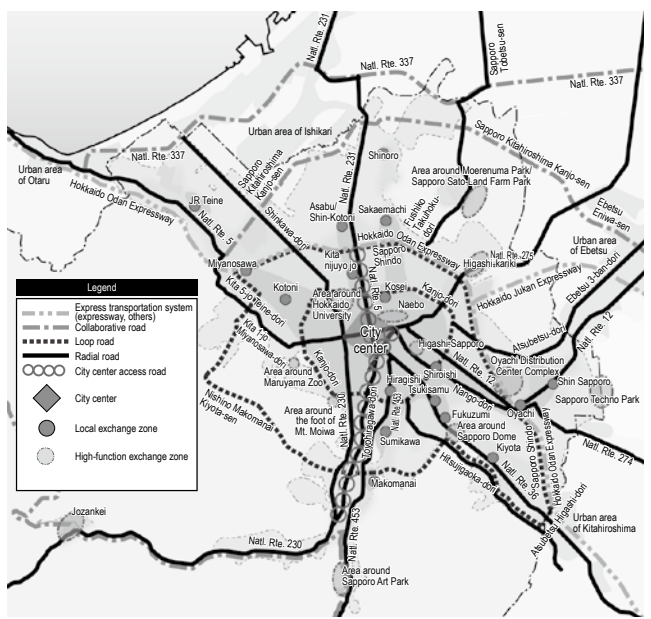
⁴¹⁾ Gateway: an entrance

4. Networks that support a sustainable city

(1) Transportation network

Ideal urban space	<ul style="list-style-type: none"> ● A smooth transportation network to support residents' lives, the economy and tourism is established through the active use of public transportation and the strengthening of the arterial road network.
Creative strategy for urban space development	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> Promotion of the use of public transportation </div> <ul style="list-style-type: none"> ● Promotion of efforts to improve the convenience of transportation hubs such as subway/JR stations ● Promotion of an improved streetcar system and efforts to increase the convenience of buses <div style="border: 1px solid black; padding: 5px;"> Strengthening of the arterial road network </div> <ul style="list-style-type: none"> ● Promotion of the strengthening of wide-area collaboration and the facilitation of transportation in the city

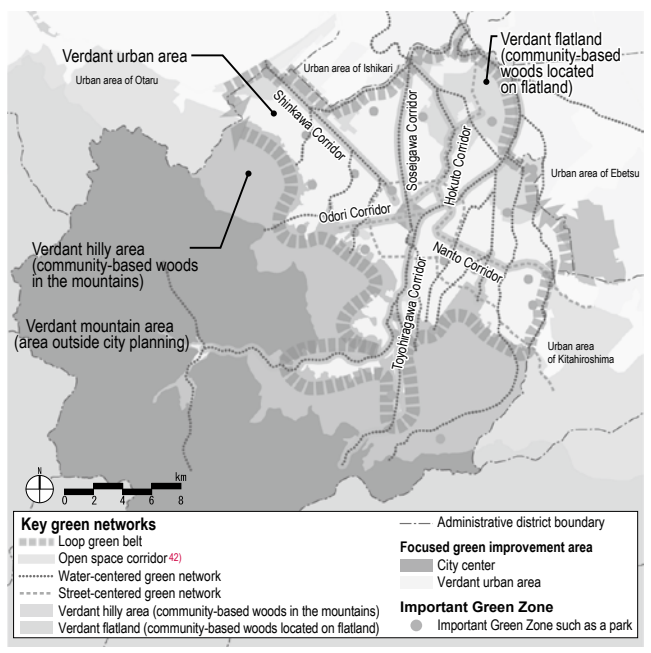
Arterial road network map



(2) Green space network

Ideal urban space	<ul style="list-style-type: none"> ● A verdant city that is created through greening and green networking in key zones and the urban area
Creative strategy for urban space development	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> Promotion of the networking of key green zones </div> <ul style="list-style-type: none"> ● Promotion of the improvement of parks and green spaces as bases for green networks ● Support for the greening of open spaces and private facilities in the city center <div style="border: 1px solid black; padding: 5px;"> Promotion of greening and green networking in the urban area </div> <ul style="list-style-type: none"> ● Promotion of the restructuring and redevelopment of park functions according to local characteristics ● Promotion of the improvement of parks in the established urban area

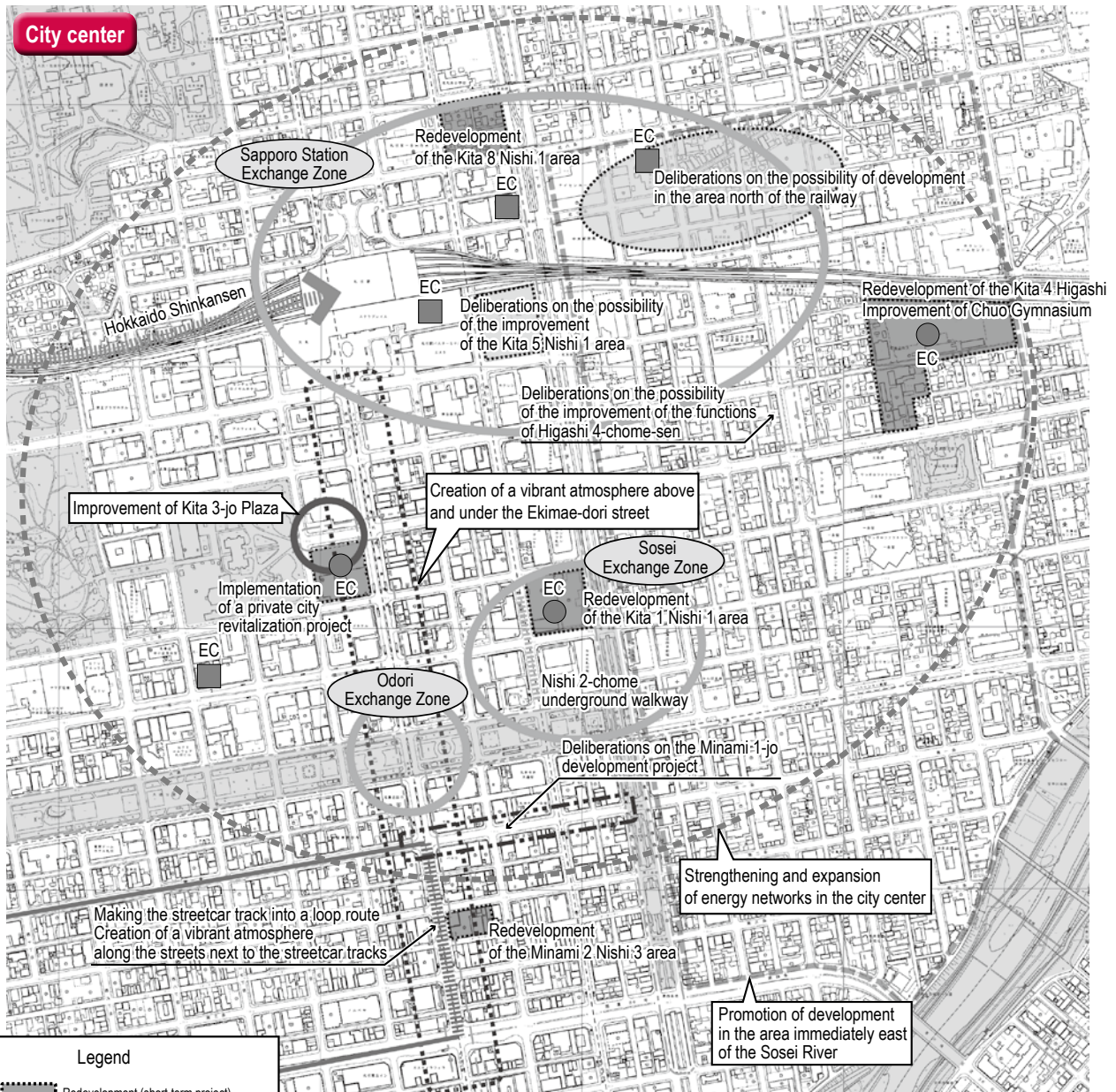
Future vision for greenery



(3) Energy network

Ideal urban space	<ul style="list-style-type: none"> ● A city that has independent energy supply systems and a network connecting them ● A city where renewable energy is used over a wide area, including areas outside the city, and energy-usage efficiency and stability are high
Creative strategy for urban space development	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> Promotion of the development of an energy network in line with city development </div> <ul style="list-style-type: none"> ● Promotion of the development of an energy network in line with redevelopment and the reconstruction of incineration plants <div style="border: 1px solid black; padding: 5px;"> Promotion of energy creation </div> <ul style="list-style-type: none"> ● Support for the introduction of renewable energy using unused land such as landfills

⁴²⁾ **Open space corridor**: the axis of an open space that passes through an urban area and forms a pleasant space within the city



Legend

- Redevelopment (short-term project)
- Deliberations on the possibility of development/improvement
- Creation of a vibrant atmosphere above and under the Ekimae-dori street
- Deliberations on the possibility of Minami 1-jo development project
- Area for development in the area immediately east of Sosei River
- Skeletal axis, development axis
- Exchange zone
- Energy network area in the city center
- Improvement of underground walkways
- Making the streetcar track into a loop route
- Streetcar track (established)
- Hokkaido Shinkansen (planned)
- Important Green Zone

EC (energy center)

- Planned
- Established

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 management⁴³⁾
- 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

⁴³⁾ **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

Result evaluation indicator list

No.	Indicator	Actual value	Target value
Section 1 Living and community			
Creative strategy 1 Creative strategy for local welfare			
1-1. Creation of a mutually supportive environment to prevent residents' isolation			
1	Ratio of residents who do not worry about dying alone	43.1% (2010)	55% (2022)
2	Ratio of neighborhood associations that have a welfare promotion committee	53.6% (2011)	59% (2022)
1-2. Creation of an environment where community-based welfare services are provided			
3	Ratio of senior citizens who have no one to consult on livelihood, health or welfare problems	27.0% (2010)	20% (2022)
4	Ratio of people who think the city has an environment where people with disabilities can easily live in local communities	28.1% (2012)	60% (2022)
1-3. Creation of local disaster prevention systems			
5	Ratio of families that are prepared for disasters	72.8% (2012)	80% (2022)
6	Ratio of volunteer disaster prevention groups that are engaged in activities in preparation for disasters	84.6% (2012)	95% (2022)
Creative strategy 2 Creative strategy for a symbiotic society			
2-1. Creation of symbiotic local communities			
7	Ratio of people who think the city has an environment where people with disabilities can easily live in local communities (same as creative strategy 1, no. 4)	28.1% (2012)	60% (2022)
8	Activity factor of senior citizens (ratio of senior citizens who are engaged in social contribution activities)	57.8% (2012)	70% (2022)
9	Number of people who have shifted from work at job assistance facilities to ordinary work	231 (2011)	300 (2022)
2-2. Creation of an environment where children and youth are nurtured and supported by society as a whole			
10	Ratio of residents who find it easy to raise children in the city	55.2% (2012)	80% (2022)
11	The number of children waiting to get in to day care facilities	757 (2013)	0 (2015 – 2022)
2-3. Creation of a walker-friendly city			
12	Ratio of people who are satisfied with the living environment in local communities	80.1% (2012)	95% (2022)
13	Number of users of public transportation	1.08 million/day (2012)	1.1 million/day (2022)
Creative strategy 3 Creative strategy for local management			
3-1. Creation of an environment where local activities are revitalized			
14	Ratio of participants in neighborhood associations	71.1% (2012)	75% (2022)
15	Number of NPOs based in the city	857 (2012)	1,300 (2022)
3-2. Promotion of local community management			
16	Ratio of residents who have participated in city development activities	41.8% (2012)	85% (2022)
17	Ratio of participants in neighborhood associations (same as creative strategy 3, no. 14)	71.1% (2012)	75% (2022)
3-3. Promotion of life in harmony with the snowy climate			
18	Number of groups that have participated in collaborative efforts related to winter life in communities	1,096 (2012)	1,400 (2022)
19	Ratio of residents who participate in winter sports	11.7% (2012)	25% (2022)
Section 2 Industry and vitality			
Creative strategy 4 Creative strategy for industries distinctive to Sapporo			
4-1. Advancement of industries capitalizing on attractive foods			
20	Shipment value of products by food manufacturers	205.3 billion yen (2012)	240 billion yen (2022)
21	Gross added value by food manufactures	78.2 billion yen (2012)	94 billion yen (2022)
4-2. Unified efforts for the development of an attractive city and tourism promotion			
22	Satisfaction level as a tourist spot (ratio of people who say they are satisfied)	27.0% (2012)	40% (2022)
23	Total tourism consumption in Sapporo	374.3 billion yen (2012)	470 billion yen (2022)
24	Annual number of visitors	13.04 million (2012)	15 million (2022)
4-3. Creation of an environmental industry in line with changes in energy policy			
25	Ratio of companies that say they will be engaged in the development of new products and technologies or advance into a new field	58.1% (2012)	75% (2022)
26	Number of university-launched venture companies (environment, energy)	21 (2011)	30 (2022)

No.	Indicator	Actual value	Target value
4-4. Creation of health/welfare industries corresponding to the super-aged society			
27	Ratio of companies that say they will be engaged in the development of new products and technologies or advance into a new field (same as creative strategy 4, no. 25)	58.1% (2012)	75% (2022)
28	Sales of the biotechnology industry	31.3 billion yen (2011)	73 billion yen (2022)
Creative strategy 5 Creative strategy for city branding			
5-1. Active implementation of international strategies to attract vitality from overseas			
29	Ratio of companies engaged in globalization	8.7% (2012)	45% (2022)
30	Number of international conferences hosted	83 (2011)	120 (2022)
5-2. Creativity for making innovation happen			
31	Ratio of companies that consider using IT/contents to create high added value	13.2% (2012)	20% (2022)
32	Number of people engaged in the creative industry	37,390 (2009)	39,000 (2022)
5-3. Strengthening of wide-area collaboration networks and the improvement of the investment environment			
33	Exports from the wide-area economic zone including Sapporo	183.8 billion yen (2011)	200 billion yen (2022)
34	Number of companies that have entered Sapporo as the result of measures to attract companies	Accumulated total: 80 (2012)	Accumulated total: 175 (2022)
5-4. Active implementation of city promotion strategies			
35	Satisfaction level as a tourist spot (ratio of people who say they are satisfied) (same as creative strategy 4, no. 22)	27.0% (2012)	40% (2022)
36	Annual number of visitors (same as creative strategy 4, no. 24)	13.04 million (2012)	15 million (2022)
Creative strategy 6 Creative strategy for industrial human resources			
6-1. Development and utilization of creative human resources for the future			
37	Ratio of people who think the city has an environment suited for children to experience nature, society and culture	63.9% (2012)	70% (2022)
38	Number of international students from overseas	1,813 (2011)	3,400 (2022)
6-2. Realization of a society where everyone can be active			
39	Ratio of people who think they have a good work-life balance	47.4% (2012)	70% (2022)
40	Employment rate of women	46.0% (2007)	60% (2022)
Section 3 Low carbon society and energy conversion			
Creative strategy 7 Creative strategy for a low carbon city			
7-1. Reconstruction toward a sustainable compact city			
41	Floor-area ratio ⁴⁴⁾ in the city center	219% (2011)	250% (2022)
42	Floor-area ratio at local exchange zones	93% (2011)	105% (2022)
7-2. Establishment of an eco-friendly transportation system that supports various activities			
43	Level of satisfaction with public transportation	74.7% (2012)	90% (2022)
44	Number of users of public transportation (same as creative strategy 2, no. 13)	1.08 million/day (2012)	1.1 million/day (2022)
7-3. Promotion of the development of a verdant city that coexists with nature			
45	Level of understanding of biodiversity	33.1% (2011)	70% (2022)
46	Size of green areas conserved	21,422 ha (2012)	21,800 ha (2022)
Creative strategy 8 Creative strategy for next-generation energy			
8-1. Promotion of next-generation energy systems			
47	Electricity generated by solar power	10 million kWh (2011)	440 million kWh (2022)
48	Electricity generated by dispersed power system	200 million kWh (2011)	400 million kWh (2022)
8-2. Independent energy network			
49	Number of buildings connected to networks in the city center	106 (2012)	124 (2022)
8-3. Promotion of residents/companies' efforts to reduce loads on the environment			
50	Ratio of people engaged in eco-friendly activities	61% (2012)	90% (2022)
51	Power demand ⁴⁵⁾	9.4 billion kWh (2012)	8.6 billion kWh (2022)
8-4. Creation of a recycling-oriented society			
52	Ratio of households engaged in garbage reduction/recycling (draining, composting, others)	87.5% (2012)	95% (2022)
53	Recycling rate by the City of Sapporo	26.7% (2012)	30% (2022)

⁴⁴⁾ **Floor-area ratio**: the ratio of the target zone area to total floor area of buildings in the zone

⁴⁵⁾ **Power demand**: the amount of power supplied by Hokkaido Electric Power Co., Inc. to residents and companies

Cover design

This is a work by Yuri Sawade, a fourth year student on the Media Design Course of the School of Design at Sapporo City University.



The overall design features a streetcar, an eye-catching symbol of Sapporo, and people working together for city development.

The background pattern, which symbolizes light spreading out, was made to represent a bright future for Hokkaido.

The overall design represents the hope that residents' innovative ideas will help to enhance the attractive features of Sapporo and Hokkaido and create new values.

Sapporo City Development Strategic Vision (the Strategy) (2013 – 2022) (Outline)

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