## Chapter 4 Basic objectives of city development

To realize the vision for an ideal city, it is necessary for us to share specific objectives and make concerted efforts to address issues toward the objectives. To this end, we have divided city development into seven fields and have set basic objectives for each of the fields. To clearly indicate the direction future city development should take, we have set a future vision for the city for each basic objective and have specified what should be done by city residents, companies and other entities in order to achieve them.

For the implementation of city development, it is important for various entities including city residents, companies and the government to participate and take responsibility for promoting this initiative.

Seven fields	Key perspective	24 basic objectives
Local communities	Mutual support and networking in local communities	<ol> <li>A city where people in various fields are connected to each other through coexistence and interaction</li> <li>A city where people in various fields participate in local development activities</li> <li>A city where various local issues can be solved</li> </ol>
Economy	Economic development supporting life and employment	<ul> <li>4 A city whose economy is led by industries capitalizing on the city's strengths</li> <li>5 A city where industrial advances are achieved through various collaborations</li> <li>6 A city where stable employment is secured for residents</li> <li>7 A city whose strengths are capitalized on to connect it with other parts of the world</li> <li>8 A city where industries supporting local communities are valued</li> </ul>
Children and youth	Healthy development of children and youth who are the future of the city	<ul> <li>9 A city where people can give birth to and raise children without anxiety</li> <li>10 A city that supports the development and independence of children who are the future of the city</li> <li>11 A city where young people can be independent and play an active role in society</li> </ul>
Safety and security	Development of a safe people-friendly city	<ul> <li>12 A city where everyone can live a healthy life without anxiety</li> <li>13 A city where local communities are well prepared for and resistant to disasters</li> <li>14 A city where everyone can enjoy living in a safe environment</li> </ul>
Environment	Sustainable city development that can be passed on to the next generation	<ul> <li>15 A city where people coexist with a rich natural environment</li> <li>16 A city where resources and energy are effectively used</li> <li>17 A city where residents learn about and act for the environment</li> </ul>
Culture	Fostering creativity through culture, art and sports	<ul> <li>18 A vibrant city developed through creative efforts</li> <li>19 A city bustling with excitement brought about by culture, art and sports</li> <li>20 A city where each resident has an awareness of and promotes the city's attractive features</li> </ul>
Urban space	Compact city development to enhance the city's attractive features and vitality	<ul> <li>21 A compact city centered on public transportation</li> <li>22 A city center full of attractions and vitality as the face of Sapporo</li> <li>23 A city where greenery is fully utilized to increase urban value</li> <li>24 A city where urban infrastructure is appropriately maintained and conserved</li> </ul>

## Local communities – networking and mutual support

#### Current status and issues

Local<sup>4)</sup> issues have become complicated and diversified due to changes in people's awareness and lifestyle, and it is now difficult to solve them through previous approaches alone.

In the future, residents' mutual support and aid are expected to play an important role in solving local issues. Accordingly, it is necessary to strengthen local networks and revitalize local community groups such as neighborhood associations.

Social contribution activities by volunteers, NPOs and companies have also spread, and local issues are expected to be solved as a result of collaboration between the people responsible for these activities.

## Key perspective in light of the current status and issues

#### Mutual support and networking in local communities

For the realization of mutual support in local communities, it is important for local residents to accept each other regardless of generation, gender, nationality, cultural differences and disability, and deepen connections through social participation and interaction. In addition, individual residents, neighborhood associations, NPOs and companies need to consider local issues as their own problems, act voluntarily and build a network through mutual collaboration.

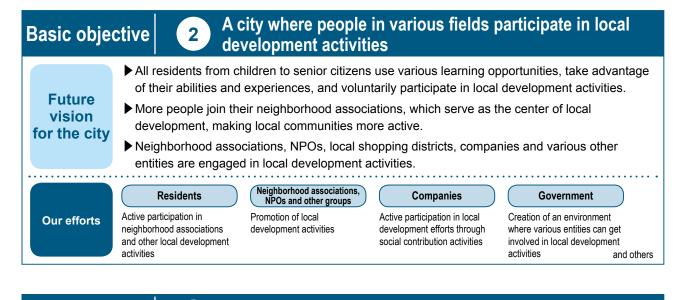
Through these efforts, it is possible to improve the ability of local communities to solve various issues and develop a city where residents support each other.

#### Setting of basic objectives

tives	A city where people are connected to each other through coexistence and interaction
c objectives	A city where people in various fields participate in local development activities
Basic	3 A city where various local issues can be solved

8

Basic objective A city where people are connected to each other through coexistence and interaction						
	In each neighborhood in the city, everyone lives independently through mutual support, fulfills his/her potential and actively participates in society.					
	There are cross-community, multi-layered diverse networks for city development.					
Future vision	The city has a gender-equal society where men and women respect each other and share social responsibilities.					
for the city	People have a heightened awareness of multicultural symbiosis <sup>5</sup> , accept each other and live together regardless of differences in nationality and culture.					
There are many places nearby for children as well as adults to meet and communicat revitalizing local communities.						
	Residents         Neighborhood associations, NPOs, companies and other groups         Government					
Our efforts	Active participation in social interaction Creation of places for residents among locals and mutual support activities Creation of places for residents and other initiatives and others					



Basic obje	ctive 3 A	city where various	local issues can	be solved
Future vision for the city	activities by reside Various entities are Social businesses	•	ups, companies and othe I development activities t	,
Our efforts	Residents Active participation in local development activities	Neighborhood associations Active collaboration with various entities toward the resolution of local issues	Companies, NPOs and other groups Promotion of efforts using business strategies toward the resolution of local issues	Government Correct understanding of local issues and the quick establishment of a support system by ward offices and

<sup>5)</sup> Multicultural symbiosis: people from different countries and ethnic groups recognize each other's cultural differences and live together as members of the local community while trying to build an equal relationship

liaison centers

and others

- <sup>6)</sup> Social business: an enterprise that applies business strategies to solve diverse social issues including environmental, medical care and welfare problems
- <sup>7)</sup> Community business: an enterprise that applies business strategies to solve local issues through the collaboration of residents, NPOs, companies and other bodies

## Economy – supporting livelihood and employment

#### Current status and issues

2

The revitalization of industries boosts the vitality of cities, secures stable employment and supports the sustainable development of society, so it is essential for securing a safe living environment for residents.

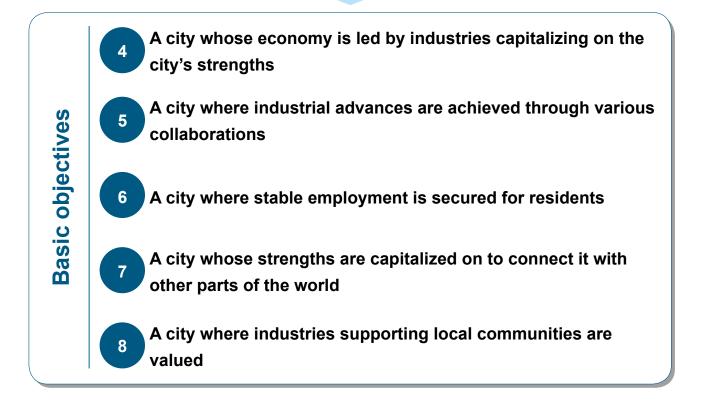
Accordingly, there is a need to establish a robust economic infrastructure that can respond to the changes in social and economic conditions surrounding Sapporo, including a shrinking population, an aging society with fewer children and increased globalization.

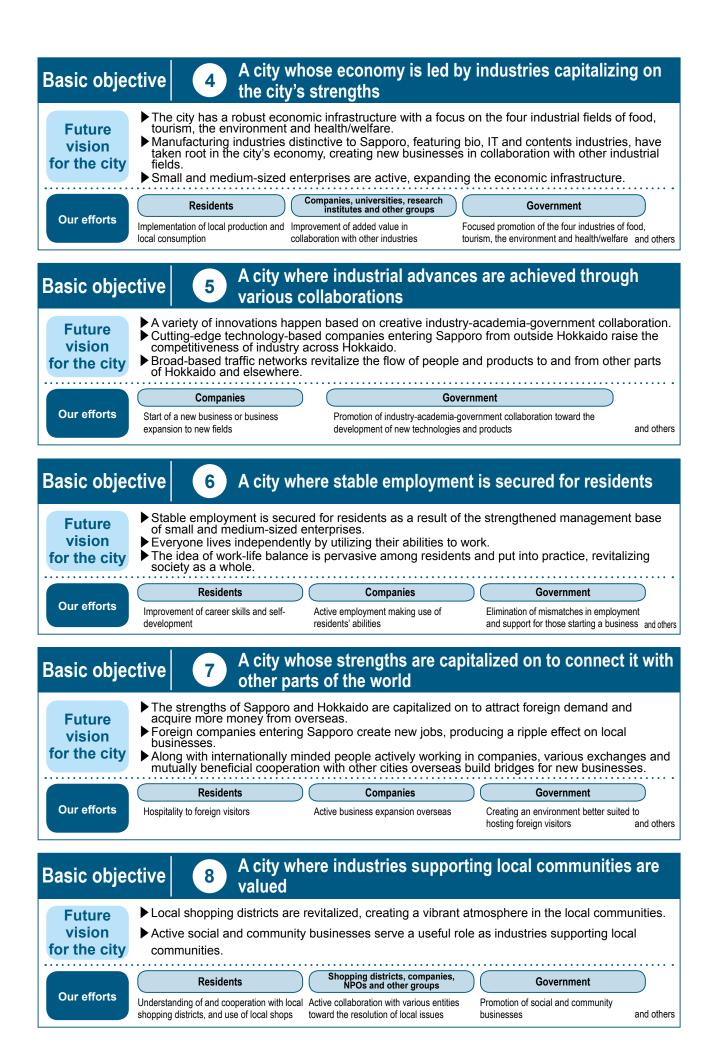
## Key perspective in light of the current status and issues

#### Economic development that supports life and employment

For securing economic development and stable employment, it is important to clearly identify the industrial fields that can lead Sapporo's economy and actively promote them. It is also necessary to revitalize the industry as a whole and increase Sapporo's industrial competitiveness by creating added values through the use of creativity and regional characteristics and responding to globalization. Furthermore, there is a need to develop industries that support local communities.

Setting of basic objectives





## Children and youth – healthy development

#### **Current status and issues**

With the birth rate continuing to drop nationwide, Sapporo's total fertility rate<sup>8)</sup> remains at extremely low levels compared to the majority of large cities in Japan, raising concerns about the effect this could have on the city's vitality.

The declining birth rate is considered to be attributed in part to a growing anxiety about and burden of parenting due to the isolation of families with small children. Also contributing to a declining desire to become parents are problems children and youth can experience as they grow, such as bullying, abuse, truancy and shutting themselves away from society.

Accordingly, all of society needs to cooperate in supporting children's development, creating an environment where everyone can give birth to and raise children without anxiety and helping young people with problems to become self-reliant and participate in society.

## Key perspective in light of the current status and issues

#### Healthy development of children and youth who are the future of the city

For the development of a city where everyone can give birth to and raise children without anxiety, it is necessary to promote support for childcare and support for child development<sup>9)</sup> in society as a whole, reduce parents' anxiety about and the burden of raising children and address various problems that can arise during a child's development.

Particularly, to raise children to be self-reliant adults based in Sapporo, it is important to provide all children with education to foster a zest for life and develop creativity, and to offer practical learning opportunities to stimulate social development.

It is also necessary to help all young people to become socially independent and voluntarily participate in local communities, and to foster the development of the youth who are the future of Sapporo.

Setting of basic objectives

A city where people can give birth to and raise children without anxiety
 A city that supports the development and independence of children who are the future of the city
 A city where young people can be independent and play an active role in society

3

<sup>&</sup>lt;sup>8)</sup> Total fertility rate: The sum of age-specific birth rates for women who are 15 to 49 years old, and is equivalent to the average number of children each woman has in her lifetime.

<sup>&</sup>lt;sup>9)</sup> Support for child development: support for children to mature into independent adults with social skills

Basic obje		ity where people hout anxiety	can give birth to a	and raise children
<ul> <li>Future vision for the city</li> <li>A variety of childcare services that meet diverse needs are provided. Support systems for families with elementary school children are also in place, such as an after-school care program for children<sup>10</sup>.</li> </ul>				
Our efforts	Residents Active participation in a variety of childcare support activities	Neighborhood associations, NPOs and other groups Promotion of childcare salons <sup>11)</sup> and other childcare support activities	Companies Development of a work environment to provide a better work-life balance	Government Improvement of consultation/ support systems to prevent the isolation of families with small children and others

## Basic objective A city that supports the development and independence of children who are the future of the city

	Children receive edu through playing.	ucation to develop individuali	ty and personality and	enhance their zest for life and cre	∋ativity
Future vision	Children grow to become independent adults with social skills through various hands-on activities in collaboration between their homes, communities and schools.				
for the city	The city has an environment to prevent bullying, truancy, child abuse and other problems, and to quickly and appropriately address such problems.				
	Well-developed consultation/support systems allow children in need of care and assistance to receive appropriate support corresponding to their individual situation.				
	Residents	Neighborhood associations, NPOs and other groups	Companies	Government	
Our efforts	Active participation in various support activities for child development	Cooperation with hands-on and other activities in local communities	Support for volunteer activities	Improvement of consultation/supp systems related to bullying, truano child abuse and the like, and the strengthening of collaboration with families, local communities and re organizations	су, 1

# Basic objective A city where young people can be independent and play an active role in society

	There are well-developed consultation/support systems to help all young people to become socially independent under the collaboration/cooperation of educational institutes, companies, the government and other bodies.		
Future vision	Practical learning opportunities are provided for students through collaboration between local communities/ companies and educational institutes including universities.		
for the city	The city has a good work environment where stable employment is secured for young people and a good support system for entrepreneurs is in place.		
	Most young people voluntarily participate in various city development activities and work on pioneering challenges to make a significant contribution to the resolution of local problems and the improvement of the city's vitality.		
	Residents         Neighborhood associations, NPOs and other groups         Companies         Government		
Our efforts	Participation in collaborative cooperation with hands-on activities in local communities and local communities communities communities communities and solution communities co		

<sup>10)</sup> After-school care program for children: activity by children's clubs and other groups in order to help healthy development and provide guidance for children whose parents are not at home during the day

<sup>11)</sup> Childcare salon: a place for parents and children to casually get together, interact and exchange information

## Safety and security – people-friendly city

#### Current status and issues

As the number of elderly single-person and elderly-couple households increases with the rapid aging of the population, more and more city residents need support and nursing care. Consistent support at various stages of life is required to deal with complex and diverse needs. Accordingly, it is necessary to create an environment where essential services are provided, promote mutual support/aid among residents and secure a safe living environment by taking measures against crime and for traffic safety.

The Great East Japan Earthquake taught us the importance of efforts through mutual collaboration by sharing roles among residents, companies and the government at the time of a massive disaster. It is necessary for each entity to recognize its role and prepare accordingly for disasters.

### Key perspective in light of the current status and issues

#### Development of a safe people-friendly city

It is necessary to create an environment where senior citizens can live in familiar areas without anxiety by promoting health and securing everyday safety through mutual watching/support and anti-crime activities among residents in local communities. It is also important to provide integrated services that meet diverse needs, and to create a reliable medical care system.

In preparation for disasters, there is a need to create a collaborative anti-disaster society in which residents, local communities and the government recognize their own roles and voluntarily work to prepare for and respond to disasters; residents protect themselves (self-help) and help each other in local communities (mutual help), and the government leads fire-fighting operations and rescue efforts (public help).

Setting of basic objectives



4

Basic obje	tive A city where everyone can live a healthy life without anxiety				
Future vision for the city	vision				
Our efforts	Residents         Neighborhood associations, NPOs and other groups         Companies         Government           Active participation in local welfare activities         Promotion of local welfare activities         Provision of health and welfare services that meet local needs         Enhanced consultation/ support systems for residents who need assistance				

# Basic objective A city where local communities are well prepared for and resistant to disasters

	A well-prepared system is in place so that residents can voluntarily act when a disaster or fire occurs, increasing local fire/disaster prevention capabilities.			
Future vision	The city has a higher resistance to earthquakes, and efforts are made to minimize the damage caused by natural disasters.			
for the city	Sufficient consideration is given for a smooth evacuation for residents who have difficulty in escaping alone at the time of disaster.			
	The ability to deal with a massive disaster is established through collaboration between disaster-mitigation organizations, companies, and other municipalities in Hokkaido.			
	Residents         Neighborhood associations, companies and other groups         Government			
Our efforts	Promotion of anti-disaster measures for their houses and stockpiles at home voluntary disaster mitigation activities their houses and stockpiles at home voluntary disaster mitigation activities their houses and stockpiles at home voluntary disaster mitigation activities their houses and stockpiles at home voluntary disaster mitigation activities the voluntary disaster mitigation			

## Basic objective A city where everyone can enjoy living in a safe environment

	<ul> <li>Anti-crime and other measures are taken to create and protect a safe living environment for residents.</li> <li>The city has a safe traffic environment with a low number of road accidents.</li> </ul>			
Future vision	A healthy and safe environment is protected by taking appropriate measures against air and other urban pollution and providing information on them for residents.			
for the city	The introduction of barrier-free <sup>13</sup> and universal designs <sup>14</sup> in crowded areas allows everyone to move safely and comfortably.			
	The safety of winter roads is secured by ensuring residents understand winter traffic precautions and by effectively and efficiently removing snow, allowing residents to enjoy living in a snowy environment.			
	Residents         Neighborhood associations, companies and other groups         Government			
Our efforts	Active participation in local anti-crime activities and traffic safety campaignsPromotion of regional anti-crime activities and traffic safety campaignsPromotion of barrier-free public facilities and the likePromotion of barrier-free public facilities			

<sup>12)</sup> Family doctor: a doctor within the community who understands the patient's constitution, medical history and health condition, and gives health-care advice in addition to medical care

<sup>13)</sup> Barrier-free: removing the barriers senior citizens and people with disabilities face in their social surroundings. It means the removal of not only physical barriers in roads, buildings and transportation but also social, institutional, psychological and all other barriers

<sup>14)</sup> Universal design: design for products, buildings or environments that is created by reflecting the diverse needs of all people rather than special needs for senior citizens and people with disabilities

### Environment – passing on to the next generation

#### Current status and issues

In recent years, environmental issues have become complex and diversified as exemplified by measures against global warming and the energy policy review as a result of the accident at the Fukushima No. 1 Nuclear Power Plant. Addressing such issues requires a multifaceted approach that includes the conservation of the natural environment, an energy policy review and eco-friendly town development.

With the total amount of lush greenery, a treasure of Sapporo, decreasing, it is necessary to protect existing plants and grow new plants through collaboration/cooperation between residents, companies, local communities and the government.

### Key perspective in light of the current status and issues

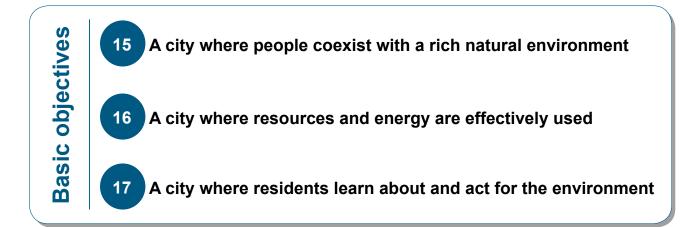
#### Sustainable city development that can be passed on to the next generation

To address complex and diverse environmental issues, residents, companies, local communities and the government need to work together to continue efforts for environmental conservation/creation, including green conservation/creation and waste reduction/recycling.

It is also necessary to work toward a low carbon society and a society free of nuclear power by considering energy use through research and development on renewable energy and fostering residents' awareness of energy use.

In addition, it is important for city residents to learn about environmental conservation/creation, voluntarily create an ideal environment and pass on Sapporo's rich culture and beautiful seasonally changing nature to the next generation as well as promoting Sapporo as a model sustainable city.

Setting of basic objectives



5

Basic obje	ctive 15 A c	city where people	coexist with a ricl	h natural environment	
Future vision for the city	vision The entire water environment is protected in terms of quality and amount, and living organisms, habitats and water-				
Our efforts	Residents Voluntary participation in city development activities for green conservation/creation	Neighborhood associations, NPOs and other groups Implementation of city development activities for green conservation/creation, provision of related information and advice to city residents	Companies Promotion of tree planting on and around their land	Government Green conservation/creation on public land and others	

Basic obje	ctive 16 A	city where resour	ces and energy ar	e effectively used	
Future vision for the city	vision				
Our efforts	Residents Implementation of energy- saving activities in daily life	Neighborhood associations, NPOs and other groups Promotion of waste reduction/ recycling activities such as group recycling	<b>Companies</b> Active introduction of energy-saving facilities and consideration for reducing loads on the environment	Government Promotion of efforts for waste reduction, recycling and reuse and others	

# Basic objective A city where residents learn about and act for the environment

Future vision for the city	<ul> <li>Residents, companies and other entities independently consider and act for environmental conservation/creation.</li> <li>Children become interested in a wide variety of environmental issues through interaction with nature and daily life-based learning activities, and make efforts to solve immediate environmental problems.</li> <li>Residents, companies and other entities are voluntarily engaged in sustainable city development with a commitment to protect the beautiful natural surroundings/environment of Sapporo and maintain/create beautiful scenery.</li> </ul>			
Our efforts	Residents Active participation in environmental conservation/ creation activities	Neighborhood associations, NPOs and other groups Promotion of residents' understanding of environmental issues through environmental conservation/ creation activities	<b>Companies</b> Implementation of environmental conservation/ creation activities in active collaboration with neighborhood associations, NPOs, the government and other entities	Government Improvement of environmental education by strengthening collaboration between schools and environment-related facilities and others

<sup>15)</sup> Biodiversity: The condition in which diverse living creatures on Earth support each other and are connected to each other. It consists of three diversities: ecosystems, species and genes.

#### Current status and issues

Amid significant changes in social and economic conditions, there is a need for efforts to capitalize on the resources of Sapporo and Hokkaido to effectively disseminate the attractive features of the city, thereby promoting the development and industries of Hokkaido as a whole and enriching life in the city.

Sapporo has in place a structure for fostering residents' creativity with a number of world-class culture, art and sport facilities, and as the host of numerous events.

Culture, art and sports inspire and stimulate people and prompt people to act toward new goals. It is necessary to connect this action to creative activities that produce new things and products.

## Key perspective in light of the current status and issues

#### Fostering creativity through culture, art and sports

Sapporo has an environment where residents can casually enjoy culture, art and sports. It is important to connect the creativity fostered through culture, art and sports to regional revitalization and industrial development, and maintain and improve the city's vitality.

It is also necessary for individual residents to be aware of and try to promote the city's attractive features, which are exemplified by a unique culture and lifestyle that have been shaped by the city's history and a climate that brings an annual snowfall of 6 m.

Setting of basic objectives



6

Basic obje	ctive 18 A vibrant	city developed throug	h creative efforts	
Future	Culture, art and sports inspire and stimulate residents, and foster their sensibilities and creativity, thereby enriching their lives.			
vision for the city	All people from children to senior citizens, whether with or without disabilities, lead fulfilling lives by enjoying not only watching but also participating in culture, art and sport activities.			
	Human exchanges formed through culture, art and sports lead to city development, revitalizing the city.			
	Residents	Companies	Government	
Our efforts	Interpersonal exchanges through active participation in culture- and art-related activities	Active support/cooperation for culture, art and sport activities by residents or local communities	Promotion of city development and interpersonal exchange using culture, art and sports and others	

Basic obje	ctive 19 A city bustling with ex	ccitement brought about by culture,		
Future vision for the city	<ul><li>and various other fields as appealing resourc</li><li>▶ Culture, art and sports combine with food, tou</li></ul>	nd sports, which attract many people, are used in tourism, international exchange ther fields as appealing resources of Sapporo. Ind sports combine with food, tourism and various other industrial fields to create new		
Our efforts	added values, increasing the popularity and w Residents, companies and other groups Active utilization of culture, art and sports in individual industrial	Government Promotion and active utilization of culture, art and sports that		
	fields	attract many visitors to the city and others		

Basic obje	ive A city where each resident has an awareness of and promotes the city's attractive features		
Future	Sapporo, which is located in magnificent Hokkaido and has seasonally changing rich natural surroundings and well-developed urban functions, stimulates residents and visitors alike, thereby fostering their creativity.		
vision for the city	In its unique winter culture, various events and winter sports are held to make the best of the harsh, snowy climate, providing a vibrant atmosphere to the city.		
for the city	Each resident has an awareness of the attractive features of Sapporo and Hokkaido that have been created from a lifestyle unique to Sapporo, and promotes them by diverse means at home and abroad, thereby attracting various people from all over the world.		
	Residents, neighborhood associations, NPOs, companies Government		
Our efforts	ctive promotion of a lifestyle unique to Sapporo Promotion of events and winter sports for residents and visitors to enjoy the snowy climate and o	others	

## Urban space – formation of an attractive and vibrant city

#### Current status and issues

Sapporo has systematically improved and expanded its urban area to respond to the concentration of population and industries. However, the city needs to make a major shift in the future to deal with the advent of a depopulating super-aged society and deepening global environmental problems.

Accordingly, for the formation of a future urban space, it is important to make continuous efforts to respond to residents' various needs to further improve the city's existing attractive features and vitality.

In addition, the city's aging urban infrastructure,<sup>16</sup> which has been built to deal with the rapidly increased population, requires appropriate maintenance and conservation as well as the rearrangement of existing facilities according to changes in demographics and age composition.

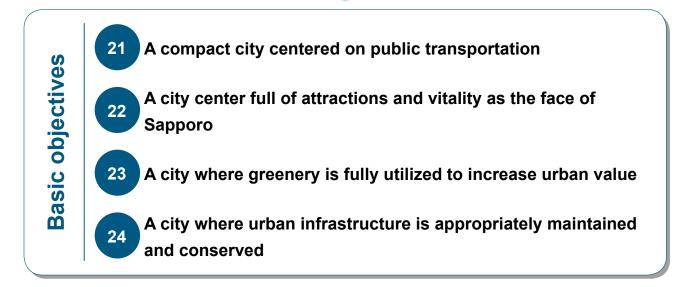
## Key perspective in light of the current status and issues

#### Compact city development to enhance the city's attractive features and vitality

Compact city development centered on public transportation is needed for senior citizens and other people without cars to live safely and comfortably, and to increase the efficiency of energy necessary for city life and urban activities.

To become a city that attracts many people from home and abroad and hosts various exchange events and other activities, it is important to increase the attractive features and vitality of the city center as the face of Sapporo, create an urban space abundant with greenery, and form a good urban landscape. In addition, to continuously support city life and urban activities in a super-aged society with a shrinking population, it is necessary to systematically and efficiently maintain and conserve the city's water supply and sewerage systems and other urban infrastructure facilities<sup>17)</sup> and city-owned buildings, and to effectively and efficiently reconsider the best use of city-owned buildings, including combining their functions.

#### Setting of basic objectives



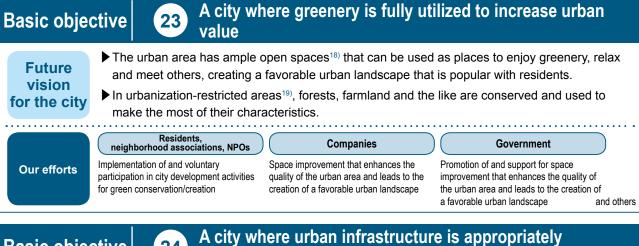
<sup>16)</sup> Urban infrastructure: public facilities including schools, ward offices and other buildings as well as roads, water supply and sewerage systems and parks

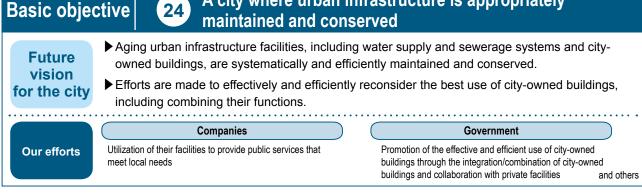
<sup>17)</sup> Urban infrastructure facilities: roads, water supply and sewerage systems and parks that are part of the urban infrastructure (but exclude buildings)

Basic objec	ctive 21 A compa	ct city centered on publ	lic transportation
<ul> <li>Future vision for the city</li> <li>Residents can easily live without a car because everything necessary for everyday life is provided nearby and diverse urban functions are available by means of public transportation.</li> <li>Residents actively use public transportation, helping form a society that consumes a low amount of energy.</li> </ul>			
	Residents	Companies	Government
Our efforts	Active use of public transportation	Active participation in the formulation of city development plans and related activities	Promotion of urban functions and the placement of facilities according to local characteristics and others

## Basic objective A city center full of attractions and vitality as the face of Sapporo

Future vision for the city	<ul> <li>High-level urban functions are integrated in the city center, where people-friendly attractive spaces are created.</li> <li>Efforts are made to create culture and vitality, including the promotion of creative activities.</li> <li>Streets lined with lush greenery create a pleasant and cosmopolitan atmosphere suited to the city center.</li> <li>Pioneering eco-friendly city development is promoted through various efforts including the efficient use of energy.</li> </ul>		
	Residents, neighborhood associations, NPOs, companies and other groups         Government		
Our efforts	Active participation in plan formulation and activities related Formulation/promotion of plans related to urban development and others		





<sup>18)</sup> Open space: a space that is not covered by buildings and other structures, such as a park, plaza, river, farmland and empty land on the premises of a building

21

<sup>19)</sup> Urbanization-restricted area: This is one of the area categories specified in the City Planning Act (Article 7), and an area where urbanization is restricted to prevent unruly urban development.