

The background features a stylized illustration of a yellow pagoda on the left side. To the right and in the foreground, there are silhouettes of people walking in a park-like setting. The entire scene is overlaid with a pattern of brown, circular, organic shapes that resemble tree rings or cellular structures.

Sapporo City Development Strategic Vision

**The Vision
Outline**

**SAPPORO
2013-2022**

City of Sapporo

Against the backdrop of its growing population and expanding area, Sapporo has promoted systematic city development based on the Sapporo Basic Concept and the 1st to 4th Sapporo Long-term Comprehensive Plans, and has received high praise from home and abroad as an attractive city that harmoniously combines a rich natural environment with urban functions suitable for the capital of Hokkaido. Above all, most residents have a strong attachment to Sapporo and hope to continue living in this city.

However, amid growing concern over a shrinking population and the advent of an unprecedented super-aged society, as well as increasing demand for an energy policy review, values based on the past social structure, which saw constant growth, are changing, and we are now at a major turning point.

In the midst of these circumstances, the Sapporo City Development Strategic Vision (the Vision) has been formulated as a basic city development guideline for the next 10 years to further improve the city's attractive features, vitality and living standards and pass on its charms to the future.

This strategic plan illustrates a future vision for the city as our goal and sets forth basic objectives for city development to realize the goal. It specifies efforts residents, companies, the government and other entities should make towards creating a concrete image of the direction of future city development.

The Vision has been developed as a "city residents' plan" with the participation of many residents; public meetings and the World Café event were held in addition to discussions by the Sapporo City Development Strategic Vision Council, garnering participation from many citizens and allowing for collaborative development.

In order to pass on this attractive city developed by our predecessors to our children, who are the future of Sapporo, citizens, companies and other entities need to recognize this Vision as their common guidelines and play their own roles in city development. I am fully convinced that such efforts will open the way to a new future for Sapporo and Hokkaido.

Finally, I would like to express my sincere gratitude to council members for their efforts and to my fellow city residents who have been involved in this initiative in various forms.

February 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

Background and purpose of the city plan's formulation and the position of the Vision

Chapter 2 Changes in social and economic conditions and Sapporo

Issues surrounding Sapporo and the future direction of city development in light of these issues

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

Human resource development to boost the vitality of the city

Sapporo develops along with Hokkaido.

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

Setting of measures in line with the three selected themes

Living and community

Industry and vitality

Low carbon society and energy conversion

Chapter 1 Introduction

Purpose of the city plan's formation

To address changes in social and economic conditions surrounding Sapporo

Sapporo has promoted systematic city development based on the Sapporo Basic Concept (adopted in 1998) and the 4th Sapporo Long-term Comprehensive Plan (formulated in 2000), both of which targeted 2020 to achieve their goals.

However, the social and economic conditions surrounding Sapporo have changed far beyond expectations since these plans were formulated, with current major issues including the declining birth rate and aging population, shrinking population, Sapporo/Hokkaido's long-stagnant economy as well as energy policy review triggered by the Fukushima No. 1 Nuclear Power Plant accident.

Under these circumstances, the Sapporo City Development Strategic Vision (hereinafter referred to as the Strategic Vision) has been formulated for us to share a vision for an ideal city and the direction city development should take to make that vision a reality.

Position and period

The highest-ranking plan for city development in Sapporo

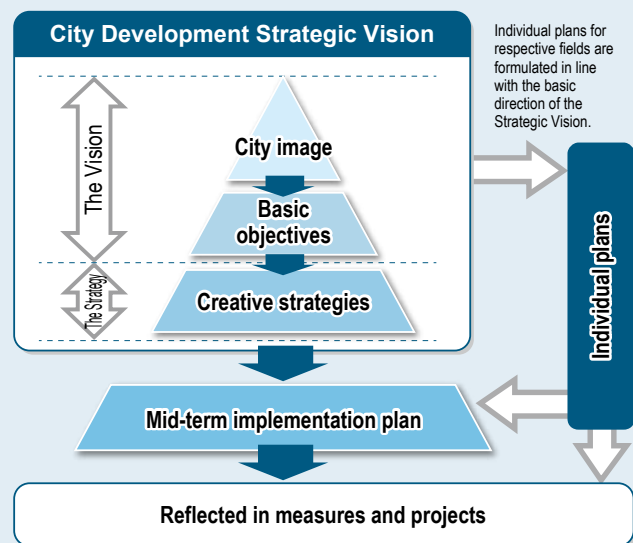
◆ Position of the Strategic Vision

The Strategic Vision, which illustrates basic guidelines for new city development, is the highest ranked plan for city development in Sapporo, comprehensively covering a wide range of fields.

There are a variety of individual plans for respective administrative fields, including plans based on laws and regulations and plans independently formulated by the City of Sapporo. All of these are formulated and promoted in line with the basic direction of the Strategic Vision.

◆ Plan period and target year

The plan period is 10 years from FY 2013 to FY 2022, and the target year is 2023.



Characteristics

This is a vision that can be shared with city residents.

◆ Vision that can be shared with city residents

This “city residents’ plan” is based on the idea of a vision that can be shared with city residents. The plan, which has been formulated with the participation of city residents, aims to develop a resident-autonomy city.

◆ The Vision and the Strategy

The Strategic Vision consists of the Vision, which illustrates a future vision for an ideal city, and the Strategy, which describes prioritized and intensive administrative measures.

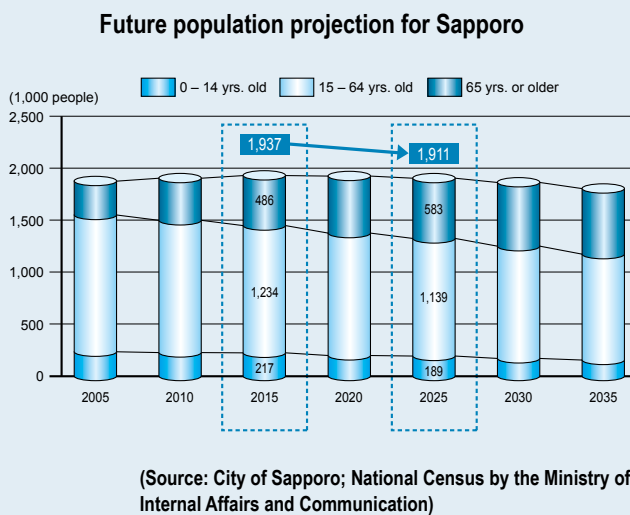
Chapter 2

Changes in social and economic conditions and Sapporo

An upcoming depopulating super-aged society is expected to affect our lives in various ways. The globalized world economy now has a stronger impact on local economies and employment. In addition, the accident at the Fukushima No. 1 Nuclear Power Plant has changed our attitude towards energy, affecting our lives greatly. In future city development, it is necessary to accurately understand these changes and set a course to realize a vision for an ideal city while taking advantage of the strengths of Sapporo.

1 Changes in social and economic conditions surrounding Sapporo

Future population projection The population of Sapporo is expected to take a downward turn from around 2015.

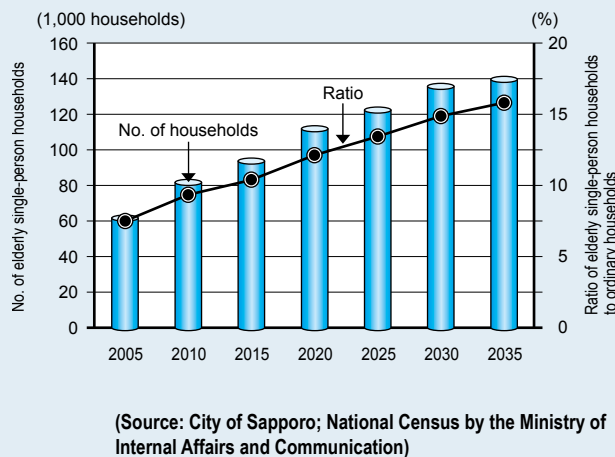


- ◆ The population of Sapporo has been constantly increasing, but is expected to take a downward turn after peaking around 2015. The productive-age population¹⁾, which supports Sapporo's economy, has already begun to decrease and is estimated to further decrease.
- ◆ It is estimated that one in three people will be senior citizens in 2025 as a result of the rapid aging of the population due to extended average life spans and declining birth rates.

Point City development with an eye on a declining population is necessary.

Advent of a super-aged society The number of elderly single-person households is expected to further increase with the rapid aging of the population.

Future outlook of the number of elderly single-person households and their ratio to ordinary households



- ◆ The number of senior citizens is expected to increase significantly despite the declining population. The number of people in need of nursing care and disabled people (both groups who need to be assisted or watched) is also on the rise.
- ◆ It is estimated that the number of elderly single-person households will further increase and that approximately one in eight households will be an elderly single-person household in 2025.

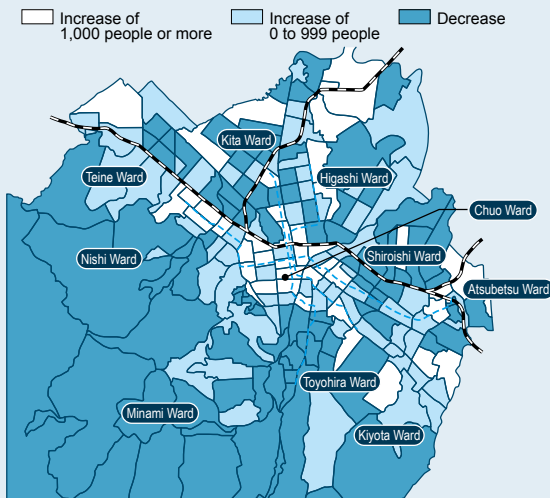
Point It is important to support each other in local communities.

¹⁾ **Productive-age population:** the population of those aged 15 years or older and less than 65 years of age

Changes in population by area

The population shift and age composition significantly vary depending on the area.

Increases in population by ward in Sapporo (2000 – 2010)



Note: results from National Census

Source: City of Sapporo

- ◆ The population has already begun to decrease in many older large suburban housing estates, where such problems as the aging of the population and an increasing number of empty houses are seen.
- ◆ On the other hand, young generations have begun to enter areas where there are many condominiums and newly-developed suburban residential areas, where population increases and low aging rates are seen.

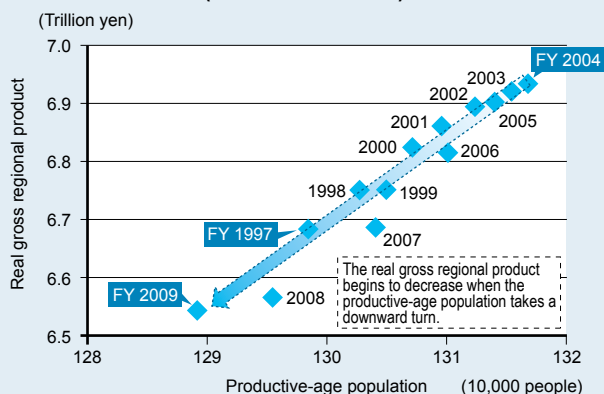
Point

It is important to promote city development corresponding to each area's situation and characteristics.

Reduction in economic scale

The real gross regional product has decreased with the fall of the productive-age population.

Productive-age population and real gross regional product (FY 1997 – FY 2009)



Note: The figures in the graph indicate fiscal years. The productive-age populations are based on the Basic Resident Register as of October 1 of each year.

Source: City of Sapporo

- ◆ There is a strong correlation between the productive-age population and the real gross regional product²⁾ in Sapporo. The real gross regional product has decreased since FY 2005, when the productive-age population started on a downward turn.
- ◆ The productive-age population is expected to further decrease. There is also a tendency for more young people to move out of Hokkaido, causing concern that the economic scale may further reduce.

Point

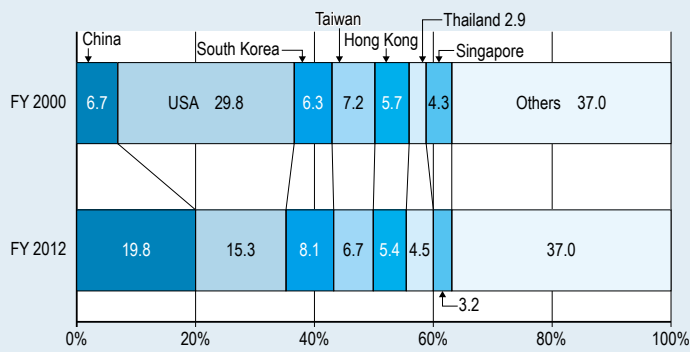
It is important to improve residents' income levels by securing jobs and creating industries with high added value.

²⁾ **Real gross regional product:** The gross regional product means the total value of products and services generated during a certain period. The real gross regional product is the value obtained by subtracting the effect of price fluctuations from the gross regional product.

Advanced globalization

Relationships with other Asian countries whose economies and populations are rapidly growing have been deepening.

Japan's exports by country and region (FY 2000, FY 2010)



Source: trade statistics from the Ministry of Finance

◆ China, India, Indonesia and other Asian countries have seen continuous population increases and economic growth, and the ratio of Japan's exports to Asian countries has been increasing.

◆ The number of foreign visitors to Sapporo has increased in recent years. The number of foreign visitors staying in Sapporo tripled from FY 2001 to FY 2010, 90% of which were from Asian countries.

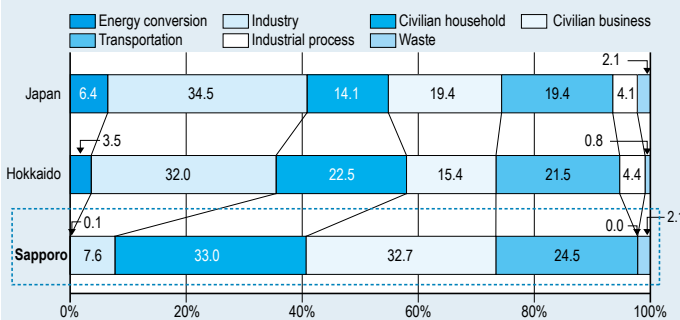
Point

It is necessary to tap into the vitality of booming Asian countries.

Environmental/energy problems

A shift to a society free of nuclear power is desired.

Carbon dioxide emissions by sector (FY 2008)



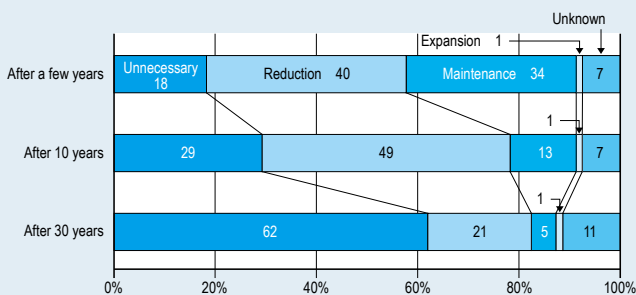
(Source) City of Sapporo, Ministry of the Environment, Hokkaido Government

◆ The ratio of carbon dioxide emissions by sector in Sapporo in FY 2008 was 33.0% for the civilian household sector (emissions from ordinary households), 32.7% for the civilian business sector (emissions from offices, hotels and other service businesses) and 24.5% for the transportation sector (emissions from automobiles). All the figures are higher than those of Japan or Hokkaido, and especially the ratio of the civilian household sector in Sapporo is more than twice that of Japan.

◆ The accident at the Fukushima No. 1 Nuclear Power Plant triggered a review of Japan's energy policy. The FY 2011 public awareness survey on energy shows that people hope future energy policy will focus on denuclearization and the expanded use of renewable energy³⁾.

◆ The Sapporo City Assembly unanimously adopted a proposal to ask for a shift to an energy policy free of nuclear power in June 2011. There has been a growing trend toward denuclearization among the people of Sapporo.

Future nuclear power generation



(Source) FY 2011 public awareness survey on energy by the City of Sapporo

Point

Effective use of resources and efforts by each resident are important for the realization of a low carbon society and a society free of nuclear power.

³⁾ Renewable energy: a generic term for permanently useable energy such as sunlight, geothermal heat and wind power

The attractive features and resources of Sapporo and Hokkaido that should be better utilized based on the changes surrounding Sapporo are outlined here.

Attractive features and strengths of Sapporo

Sapporo, where a rich natural environment and advanced urban functions coexist, is a city to which residents have a profound attachment.

Attractive features and strengths of Sapporo

- ◆ Rich natural environment
- ◆ Few natural disasters
- ◆ Integrated urban functions
- ◆ Culture and lifestyle unique to Sapporo
- ◆ Open-minded and progressive people

- ◆ The results of the FY 2011 city opinion poll show city residents' emotional attachment to Sapporo is extremely high at 97.2%.
- ◆ Sapporo has come first in the attractive city ranking by a private research institute. The city's brand image is also high nationwide.

Point:

It is necessary to promote efforts to further improve the city's livability and attractive features while utilizing its strengths.

Resources in Hokkaido

Hokkaido abounds in resources such as food, tourism and energy, and has a potential for new wide-area networks.

Resources to be further utilized in Hokkaido

- ◆ Abundant food resources
- ◆ Rich natural environment as a means to attract visitors
- ◆ Abundant sources of renewable energy
- ◆ Extension of the Hokkaido Shinkansen Line to Sapporo

- ◆ Most of the attractive features of Sapporo are the same as those of Hokkaido, such as the rich natural surroundings and food. The economies of Sapporo and Hokkaido are closely related and cannot be separated.

Point:

It is important to take advantage of the rich resources in Hokkaido for city development.



Our predecessors developed Sapporo while improving its vitality and the quality of life of its residents. We must pass on this city to the next generation in the best shape possible.

To this end, it is important for residents, companies, the government and other entities to all play a role in city development. A future vision for an ideal city that we should all share is outlined below.

Vision for an ideal city

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

To realize an energetic and vibrant city that attracts people from all over the world, we strive to enhance the attractive resources of Sapporo and Hokkaido and spread them to the world to strengthen our global connections and attract investment and human resources.

Creation of new values and challenges

We aim to develop a city where new values are constantly created by channeling creativity to enhance the valuable resources of Sapporo and Hokkaido (the rich natural surroundings and culture or the knowledge and technology unique to the northern region that were developed by our predecessors) and by creating an environment where young people and various other people can address challenges.

Pursuit of the “Sapporo lifestyle”

We pursue the “Sapporo lifestyle,” a creative way of living that’s accepting of diverse cultures and new things and that makes the most of Sapporo’s artistic, characteristic urban culture and rich natural surroundings, while promoting the attractive features of the lifestyle to the world.

Realization of a world-class environmental capital

We aim to realize an advanced environmental capital by promoting sustainable city development toward a low carbon society and a society free of nuclear power. This will be achieved through the pursuit of eco-friendly lifestyles, while utilizing northern region-style urban functions developed by our predecessors and Hokkaido’s abundant natural energy.

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

We aim to realize close-knit communities in which residents can feel a sense of pride and live rewarding lives.

City development through human connection and mutual support

We strive to develop a city where all people can coexist, fulfill their potentials and contribute to society, and where everyone can connect with each other in an environment based on mutual trust and acceptance regardless of individual characteristics and background.

Collaboration with other municipalities in Hokkaido and the creation of new attractions

With the idea that there is no development of Sapporo without the development of Hokkaido, we are always conscious of the development of the entire Hokkaido, integrate the attractive resources of Hokkaido with the urban functions of Sapporo, and collaborate with other cities and regions to further enhance the attractive features of Hokkaido.

Harmonious coexistence with other cities in the world

Amid calls for the international community to address global issues such as international peace and human rights as well as the environment and energy, Sapporo aims to coexist with the world by fulfilling its responsibilities and roles as a member of the international community.

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 style="list-style-type: none"> 1 A city where people in various fields are connected to each other through coexistence and interaction 2 A city where people in various fields participate in local development activities 3 A city where various local issues can be solved
Economy	Economic development supporting life and employment	<ol style="list-style-type: none"> 4 A city whose economy is led by industries capitalizing on the city's strengths 5 A city where industrial advances are achieved through various collaborations 6 A city where stable employment is secured for residents 7 A city whose strengths are capitalized on to connect it with other parts of the world 8 A city where industries supporting local communities are valued
Children and youth	Healthy development of children and youth who are the future of the city	<ol style="list-style-type: none"> 9 A city where people can give birth to and raise children without anxiety 10 A city that supports the development and independence of children who are the future of the city 11 A city where young people can be independent and play an active role in society
Safety and security	Development of a safe people-friendly city	<ol style="list-style-type: none"> 12 A city where everyone can live a healthy life without anxiety 13 A city where local communities are well prepared for and resistant to disasters 14 A city where everyone can enjoy living in a safe environment
Environment	Sustainable city development that can be passed on to the next generation	<ol style="list-style-type: none"> 15 A city where people coexist with a rich natural environment 16 A city where resources and energy are effectively used 17 A city where residents learn about and act for the environment
Culture	Fostering creativity through culture, art and sports	<ol style="list-style-type: none"> 18 A vibrant city developed through creative efforts 19 A city bustling with excitement brought about by culture, art and sports 20 A city where each resident has an awareness of and promotes the city's attractive features
Urban space	Compact city development to enhance the city's attractive features and vitality	<ol style="list-style-type: none"> 21 A compact city centered on public transportation 22 A city center full of attractions and vitality as the face of Sapporo 23 A city where greenery is fully utilized to increase urban value 24 A city where urban infrastructure is appropriately maintained and conserved

Current status and issues

Local⁴⁾ 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

Basic objectives

- 1 A city where people are connected to each other through coexistence and interaction
- 2 A city where people in various fields participate in local development activities
- 3 A city where various local issues can be solved

⁴⁾ **Local:** an immediate living area that is smaller than an administrative district

Basic objective

1 A city where people are connected to each other through coexistence and interaction

Future vision for the city

- ▶ 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.
- ▶ The city has a gender-equal society where men and women respect each other and share social responsibilities.
- ▶ People have a heightened awareness of multicultural symbiosis⁵⁾, 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 communicate, revitalizing local communities.

Our efforts

Residents

Active participation in social interaction among locals and mutual support activities

Neighborhood associations, NPOs, companies and other groups

Creation of places for residents

Government

Promotion of multigenerational interaction and other initiatives and others

Basic objective

2 A city where people in various fields participate in local development activities

Future vision for the city

- ▶ All residents from children to senior citizens use various learning opportunities, take advantage of their abilities and experiences, and voluntarily participate in local development activities.
- ▶ More people join their neighborhood associations, which serve as the center of local development, making local communities more active.
- ▶ Neighborhood associations, NPOs, local shopping districts, companies and various other entities are engaged in local development activities.

Our efforts

Residents

Active participation in neighborhood associations and other local development activities

Neighborhood associations, NPOs and other groups

Promotion of local development activities

Companies

Active participation in local development efforts through social contribution activities

Government

Creation of an environment where various entities can get involved in local development activities and others

Basic objective

3 A city where various local issues can be solved

Future vision for the city

- ▶ Complex and diverse local issues are solved through administrative support and voluntary activities by residents, local community groups, companies and other bodies.
- ▶ Various entities are actively involved in local development activities through mutual collaboration.
- ▶ Social businesses⁶⁾, community businesses⁷⁾ and the like are actively involved in efforts to solve local issues using business strategies.

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 liaison centers and others

⁵⁾ **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

⁶⁾ **Social business:** an enterprise that applies business strategies to solve diverse social issues including environmental, medical care and welfare problems

⁷⁾ **Community business:** an enterprise that applies business strategies to solve local issues through the collaboration of residents, NPOs, companies and other bodies

Current status and issues

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

Basic objectives

- 4 A city whose economy is led by industries capitalizing on the city's strengths
- 5 A city where industrial advances are achieved through various collaborations
- 6 A city where stable employment is secured for residents
- 7 A city whose strengths are capitalized on to connect it with other parts of the world
- 8 A city where industries supporting local communities are valued

Basic objective | 4 A city whose economy is led by industries capitalizing on the city's strengths

Future vision for the city

- ▶ The city has a robust economic infrastructure with a focus on the four industrial fields of food, tourism, the environment and health/welfare.
- ▶ Manufacturing industries distinctive to Sapporo, featuring bio, IT and contents industries, have taken root in the city's economy, creating new businesses in collaboration with other industrial fields.
- ▶ Small and medium-sized enterprises are active, expanding the economic infrastructure.

Our efforts

Residents

Implementation of local production and local consumption

Companies, universities, research institutes and other groups

Improvement of added value in collaboration with other industries

Government

Focused promotion of the four industries of food, tourism, the environment and health/welfare and others

Basic objective | 5 A city where industrial advances are achieved through various collaborations

Future vision for the city

- ▶ A variety of innovations happen based on creative industry-academia-government collaboration.
- ▶ Cutting-edge technology-based companies entering Sapporo from outside Hokkaido raise the competitiveness of industry across Hokkaido.
- ▶ Broad-based traffic networks revitalize the flow of people and products to and from other parts of Hokkaido and elsewhere.

Our efforts

Companies

Start of a new business or business expansion to new fields

Government

Promotion of industry-academia-government collaboration toward the development of new technologies and products

and others

Basic objective | 6 A city where stable employment is secured for residents

Future vision for the city

- ▶ Stable employment is secured for residents as a result of the strengthened management base of small and medium-sized enterprises.
- ▶ Everyone lives independently by utilizing their abilities to work.
- ▶ The idea of work-life balance is pervasive among residents and put into practice, revitalizing society as a whole.

Our efforts

Residents

Improvement of career skills and self-development

Companies

Active employment making use of residents' abilities

Government

Elimination of mismatches in employment and support for those starting a business and others

Basic objective | 7 A city whose strengths are capitalized on to connect it with other parts of the world

Future vision for the city

- ▶ The strengths of Sapporo and Hokkaido are capitalized on to attract foreign demand and acquire more money from overseas.
- ▶ Foreign companies entering Sapporo create new jobs, producing a ripple effect on local businesses.
- ▶ Along with internationally minded people actively working in companies, various exchanges and mutually beneficial cooperation with other cities overseas build bridges for new businesses.

Our efforts

Residents

Hospitality to foreign visitors

Companies

Active business expansion overseas

Government

Creating an environment better suited to hosting foreign visitors and others

Basic objective | 8 A city where industries supporting local communities are valued

Future vision for the city

- ▶ Local shopping districts are revitalized, creating a vibrant atmosphere in the local communities.
- ▶ Active social and community businesses serve a useful role as industries supporting local communities.

Our efforts

Residents

Understanding of and cooperation with local shopping districts, and use of local shops

Shopping districts, companies, NPOs and other groups

Active collaboration with various entities toward the resolution of local issues

Government

Promotion of social and community businesses

and others

3 Children and youth – healthy development

Current status and issues

With the birth rate continuing to drop nationwide, Sapporo's total fertility rate⁸⁾ 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 development⁹⁾ 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

Basic objectives

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

⁸⁾ **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.

⁹⁾ **Support for child development:** support for children to mature into independent adults with social skills

Basic objective

9

A city where people can give birth to and raise children without anxiety

Future vision for the city

- ▶ The city has an environment where everyone can raise children without anxiety through the support of local groups, companies, NPOs and the government.
- ▶ The idea of work-life balance is pervasive in society, where both men and women can raise children while working.
- ▶ 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 children¹⁰⁾.

Our efforts

Residents

Active participation in a variety of childcare support activities

Neighborhood associations, NPOs and other groups

Promotion of childcare salons¹¹⁾ 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

10

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

Future vision for the city

- ▶ Children receive education to develop individuality and personality and enhance their zest for life and creativity through playing.
- ▶ Children grow to become independent adults with social skills through various hands-on activities in collaboration between their homes, communities and schools.
- ▶ 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.

Our efforts

Residents

Active participation in various support activities for child development

Neighborhood associations, NPOs and other groups

Cooperation with hands-on and other activities in local communities

Companies

Support for volunteer activities

Government

Improvement of consultation/support systems related to bullying, truancy, child abuse and the like, and the strengthening of collaboration with families, local communities and related organizations and others

Basic objective

11

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

Future vision for the city

- ▶ 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.
- ▶ Practical learning opportunities are provided for students through collaboration between local communities/companies and educational institutes including universities.
- ▶ 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.

Our efforts

Residents

Participation in collaborative efforts between universities and local communities

Neighborhood associations, NPOs and other groups

Cooperation with hands-on activities in local communities

Companies

Cooperation with hands-on work experience

Government

Promotion of youth's participation in local communities and others

¹⁰⁾ **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

¹¹⁾ **Childcare salon:** a place for parents and children to casually get together, interact and exchange information

4 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

Basic objectives

- 12** A city where everyone can live a healthy life without anxiety
- 13** A city where regional communities are well prepared for and resistant to disasters
- 14** A city where everyone can enjoy living in a safe environment

Basic objective

12 A city where everyone can live a healthy life without anxiety

Future vision for the city

- ▶ Everyone lives without anxiety thanks to local monitoring activities and well-developed consultation/support systems.
- ▶ Residents are reassured by a strong connection between local communities and medical care that has been developed through the promotion of home medical care and family doctors¹²⁾ as well as enhanced medical consultation/emergency medical systems.
- ▶ Services are provided for senior citizens and people with disabilities to live without anxiety, and housing that meets the needs of various households is stably supplied.
- ▶ Residents strive to live healthy lives, and even senior citizens can live well.
- ▶ Food safety is secured, and everyone enjoys a healthy and varied diet.

Our efforts

Residents

Active participation in local welfare activities

Neighborhood associations, NPOs and other groups

Promotion of local welfare activities

Companies

Provision of health and welfare services that meet local needs

Government

Enhanced consultation/support systems for residents who need assistance and others

Basic objective

13 A city where local communities are well prepared for and resistant to disasters

Future vision for the city

- ▶ 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.
- ▶ The city has a higher resistance to earthquakes, and efforts are made to minimize the damage caused by natural disasters.
- ▶ 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.

Our efforts

Residents

Promotion of anti-disaster measures for their houses and stockpiles at home

Neighborhood associations, companies and other groups

Promotion of emergency drills and other voluntary disaster mitigation activities

Government

Earthquake safety enhancement of public facilities, water supply and sewerage systems, roads and the like and others

Basic objective

14 A city where everyone can enjoy living in a safe environment

Future vision for the city

- ▶ Anti-crime and other measures are taken to create and protect a safe living environment for residents.
- ▶ The city has a safe traffic environment with a low number of road accidents.
- ▶ A healthy and safe environment is protected by taking appropriate measures against air and other urban pollution and providing information on them for residents.
- ▶ The introduction of barrier-free¹³⁾ and universal designs¹⁴⁾ 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.

Our efforts

Residents

Active participation in local anti-crime activities and traffic safety campaigns

Neighborhood associations, companies and other groups

Promotion of regional anti-crime activities and traffic safety campaigns

Government

Promotion of barrier-free public facilities and the like and others

¹²⁾ **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

¹³⁾ **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

¹⁴⁾ **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

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**Basic objectives**

- 15** A city where people coexist with a rich natural environment
- 16** A city where resources and energy are effectively used
- 17** A city where residents learn about and act for the environment

Basic objective

15

A city where people coexist with a rich natural environment

Future vision for the city

- ▶ A verdant city is formed through the advancement of green conservation/creation in forests, farmland and parks as well as private land.
- ▶ The entire water environment is protected in terms of quality and amount, and living organisms, habitats and water-based recreation are also protected.
- ▶ Biodiversity¹⁵⁾ is conserved through efforts to reduce loads on the global environment.

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 objective

16

A city where resources and energy are effectively used

Future vision for the city

- ▶ The city is a recycling society where the reduction, recycling and reuse of waste are actively implemented.
- ▶ Energy-saving technology and next-generation energy systems are further utilized thanks to the advancement of research and development in collaboration with information and telecommunication technology.
- ▶ Energy is effectively used, especially in the city center where a great amount of energy is consumed.
- ▶ An energy-saving lifestyle is established among the residents of Sapporo, where more household carbon dioxide is emitted than other parts of Japan due to its cold and snowy weather.
- ▶ Eco-friendly cars are common and actively used for public transportation, reducing energy consumption for transportation.

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

Companies

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

17

A city where residents learn about and act for the environment

Future vision for the city

- ▶ Residents, companies and other entities independently consider and act for environmental conservation/creation.
- ▶ 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.
- ▶ 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.

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

Companies

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

¹⁵⁾ **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

Basic objectives

- 18** A vibrant city developed through creative efforts
- 19** A city bustling with excitement brought about by culture, art and sports
- 20** A city where each resident has an awareness of and promote the city's attractive features

Basic objective

18

A vibrant city developed through creative efforts

Future vision for the city

- ▶ Culture, art and sports inspire and stimulate residents, and foster their sensibilities and creativity, thereby enriching their lives.
- ▶ 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.

Our efforts

Residents

Interpersonal exchanges through active participation in culture- and art-related activities

Companies

Active support/cooperation for culture, art and sport activities by residents or local communities

Government

Promotion of city development and interpersonal exchange using culture, art and sports
and others

Basic objective

19

A city bustling with excitement brought about by culture, art and sports

Future vision for the city

- ▶ Culture, art and sports, which attract many people, are used in tourism, international exchange and various other fields as appealing resources of Sapporo.
- ▶ Culture, art and sports combine with food, tourism and various other industrial fields to create new added values, increasing the popularity and vitality of the city.

Our efforts

Residents, companies and other groups

Active utilization of culture, art and sports in individual industrial fields

Government

Promotion and active utilization of culture, art and sports that attract many visitors to the city
and others

Basic objective

20

A city where each resident has an awareness of and promotes the city's attractive features

Future vision for the city

- ▶ 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.
- ▶ 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.
- ▶ 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.

Our efforts

Residents, neighborhood associations, NPOs, companies

Active promotion of a lifestyle unique to Sapporo

Government

Promotion of events and winter sports for residents and visitors to enjoy the snowy climate
and others

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,¹⁶⁾ 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 facilities¹⁷⁾ 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

Basic objectives

- 21 A compact city centered on public transportation
- 22 A city center full of attractions and vitality as the face of Sapporo
- 23 A city where greenery is fully utilized to increase urban value
- 24 A city where urban infrastructure is appropriately maintained and conserved

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

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

Basic objective

21 A compact city centered on public transportation

Future vision for the city

- ▶ Diverse urban functions are integrated in the city center and around subway stations, facilitating interpersonal exchanges and creating a vibrant atmosphere.
- ▶ A convenient living space is formed around the city center and areas along subway lines, while in suburbs, residents live in an environment that provides a high quality of life.
- ▶ 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.
- ▶ Residents actively use public transportation, helping form a society that consumes a low amount of energy.

Our efforts

Residents	Companies	Government
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

22 A city center full of attractions and vitality as the face of Sapporo

Future vision for the city

- ▶ High-level urban functions are integrated in the city center, where people-friendly attractive spaces are created.
- ▶ Efforts are made to create culture and vitality, including the promotion of creative activities.
- ▶ Streets lined with lush greenery create a pleasant and cosmopolitan atmosphere suited to the city center.
- ▶ Pioneering eco-friendly city development is promoted through various efforts including the efficient use of energy.

Our efforts

Residents, neighborhood associations, NPOs, companies and other groups	Government
Active participation in plan formulation and activities related to urban development	Formulation/promotion of plans related to urban development and others

Basic objective

23 A city where greenery is fully utilized to increase urban value

Future vision for the city

- ▶ The urban area has ample open spaces¹⁸⁾ that can be used as places to enjoy greenery, relax and meet others, creating a favorable urban landscape that is popular with residents.
- ▶ In urbanization-restricted areas¹⁹⁾, forests, farmland and the like are conserved and used to make the most of their characteristics.

Our efforts

Residents, neighborhood associations, NPOs	Companies	Government
Implementation of and voluntary participation in city development activities for green conservation/creation	Space improvement that enhances the quality of the urban area and leads to the creation of a favorable urban landscape	Promotion of and support for space improvement that enhances the quality of the urban area and leads to the creation of a favorable urban landscape and others

Basic objective

24 A city where urban infrastructure is appropriately maintained and conserved

Future vision for the city

- ▶ Aging urban infrastructure facilities, including water supply and sewerage systems and city-owned buildings, are systematically and efficiently maintained and conserved.
- ▶ Efforts are made to effectively and efficiently reconsider the best use of city-owned buildings, including combining their functions.

Our efforts

Companies	Government
Utilization of their facilities to provide public services that meet local needs	Promotion of the effective and efficient use of city-owned buildings through the integration/combination of city-owned buildings and collaboration with private facilities and others

¹⁸⁾ **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

¹⁹⁾ **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.

1 Basic philosophy and stance

The basic philosophy for the promotion of the Strategic Vision and our basic stance for collaborative city development are outlined here.

Basic philosophy

For children who will shape the future of Sapporo

We must promote sustainable city development in our daily lives, local/corporate activities and every situation while keeping in mind the happiness of children who will shape the future of Sapporo

We also have a mission to raise children to be adults who can communicate and further enhance the attractive features of their hometown Sapporo and Hokkaido.

Children will grow into adults who are proud of Sapporo and actively and voluntarily promote city development, and will pass on the city's attractive features to the next generation to realize an optimum intergenerational cycle.

City development led by residents

For the realization of a community-based society, residents need to voluntarily participate in city development as its leading players.

Accordingly, we promote resident autonomous city development; we voluntarily consider our own local communities and solve local issues by ourselves.

- ◆ Voluntary participation of residents
- ◆ Promotion of networks by a variety of entities

Human resource development to boost the vitality of the city

In order for Sapporo to remain an attractive city in the future, it is necessary to regard people as resources for city development and as a driving force to shape a new era, and to develop their individualities and abilities.

Accordingly, we promote human resource development in a variety of ways so that each resident will play an active role in society.

- ◆ Fostering of Sapporo residents who will play an active role in communities as well as the world
- ◆ Creation of an environment in which residents can play an active role in society
- ◆ Support for the development of children who are the future of the city

basic stance

Sapporo develops along with Hokkaido.

Sapporo's development is inextricably associated with that of Hokkaido.

Accordingly, we play an important role as the capital city of Hokkaido while always considering that the attractive features and economic activities of Sapporo are supported by the people, nature and resources of Hokkaido, and that Sapporo develops hand in hand with Hokkaido.

- ◆ Collaboration with resources in Hokkaido
- ◆ Promotion of economic cycles in Hokkaido
- ◆ Promotion of the attractive features of Hokkaido

Effective use and co-creation²⁰⁾ of limited resources

With social costs being expected to increase to fund measures to deal with global environmental problems and the aging of society and for the maintenance/conservation of urban infrastructure, it is important to respond to changes in social and economic conditions and promote effective city development while paying due consideration to role allotment and collaboration between the public and private sectors.

Accordingly, residents, companies and the government act in unison to make the most of limited resources and create a synergy effect based on their own wisdom and innovative ideas.

- ◆ Promotion of co-creation using the power of the public and private sectors
- ◆ Utilization of resources based on consideration of intergenerational equality

For the effective promotion of the Strategic Vision, it is important to strategically advance city development based on the concept of “selection and concentration,” including the intensive use of resources. Thus, we have selected the three themes below that require the largest paradigm (values) shift over the coming 10 years in light of the changes in social and economic conditions to intensively proceed with measures.

Living and community

How to create a local community where people can live without anxiety by fostering a sense of mutual support in the local community and creating a mechanism to complement such mutual support. This theme has been selected in light of concerns about an increasing number of elderly single-person households as a result of the rapidly aging population and social isolation resulting from a variety of reasons.

Industry and vitality

How to establish a robust economic structure by capitalizing on the attractive features and strengths of Sapporo and Hokkaido and creating new added values for the revitalization of the entire Hokkaido economy. This theme has been selected in light of concerns about the serious effects of an anticipated population decline on Sapporo and Hokkaido, which have a local consumption-type²¹⁾ economic structure.

Low carbon society and energy conversion

How to fulfill the city’s responsibility as a major energy-consuming area with a focus on an environmental energy policy as a core part of city development. This theme has been selected in light of the importance of realizing a low carbon society and a society free of nuclear power to pass on Sapporo’s attractive features made by predecessors to the future, and to address global warming and concerns arising in the wake of the accident at the Fukushima Nuclear Power Plant No. 1, which resulted from the Great East Japan Earthquake.

The direction of measures in line with these themes is set forth in the Strategy.

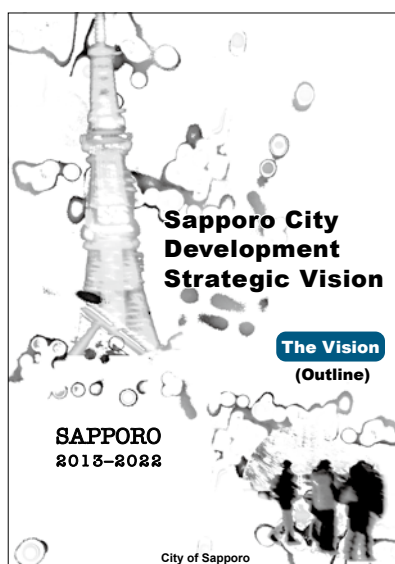
Since the recognition of issues and strategy setting must be reviewed according to the times, an interim examination will be conducted as needed to flexibly respond to such changes through the addition and revision of strategies.

²⁰⁾ **Co-creation:** Efforts for city development in which individual entities are engaged by sharing objectives and making the most of their knowledge, know-how and other resources.

²¹⁾ **Local consumption type:** A form of behavior with which products and services provided in a region are consumed in the same region.

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, which features the TV Tower, a symbol of Sapporo, and an image of people gathering for city development, was made to represent people working together hand in hand to develop a bright city with infinite potential while protecting the beautiful scenery of Sapporo.

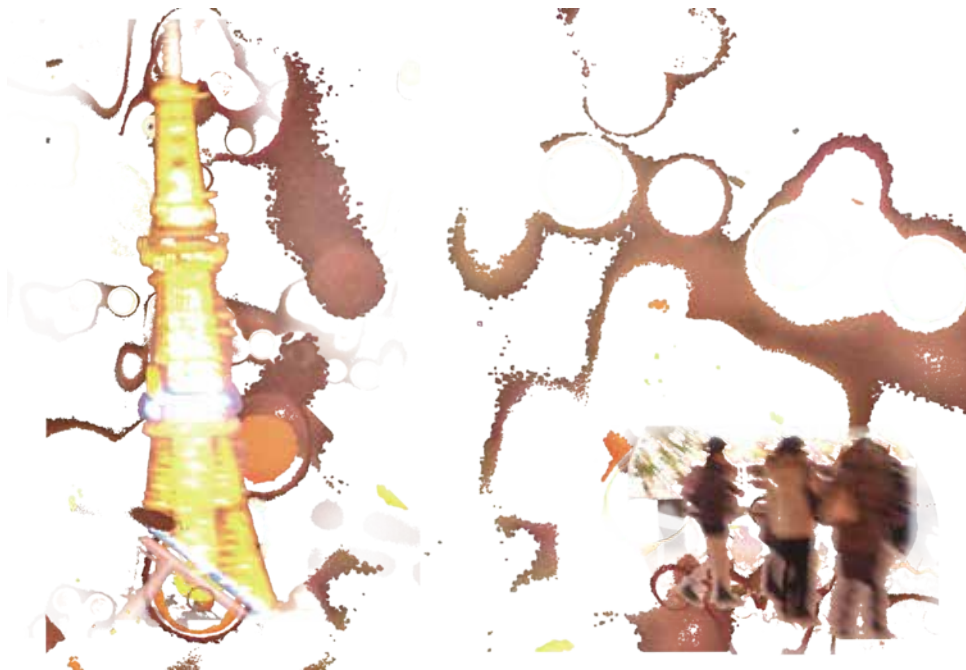
The background pattern represents a variety of people who cooperate with each other to develop a world-leading city.

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

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SAPPORO 2013-2022

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