

# 04 Olympic and Paralympic Games Operation

## Accommodation

### ❄️ Responding to diverse accommodation needs

During the Olympic and Paralympic Games, the International Olympic Committee, International Paralympic Committee, International Sports Federations, sponsors, press, and other Olympic officials from all over the world will visit the city. Many guest rooms will be secured in the vicinity of the venues to accommodate these Olympic-related personnel.

As one of the leading tourist cities in Japan that attracts a large number of domestic and international visitors, Sapporo has the capacity to accommodate a large number of visiting Olympic officials with more than 30,000 diverse guest rooms.

In addition, hospitality that meets the diverse needs of Olympic officials and spectators will be provided by utilizing our experience in hosting many large-scale events and international sporting events.

To realize an inclusive society through the Olympic and Paralympic Games, we will promote efforts to make lodging facilities barrier-free to accommodate the large number of wheelchair users who will be visiting through the Olympic and Paralympic Games.



## Transportation

### ❄️ Providing a comfortable travel environment for all

We will provide a smooth and safe transportation environment between each location and competition/non-competition venues for athletes and other Olympic-related personnel by introducing a transportation system using dedicated vehicles and setting up transportation routes.

Fuel cell vehicles (FCVs), electric vehicles (EVs), and other zero-emission vehicles will be used during the Olympic and Paralympic Games in order to reduce environmental impact.

For spectators, we will provide smooth transportation by utilizing the public transportation network and operating shuttle buses between competition venues and transportation hubs. In addition, we will promote barrier-free access to stations and routes to make them more accessible to everyone.

By promoting traffic demand management (TDM) and utilizing ICT, which prevents excessive concentration of traffic demand by shifting transportation means and changing dates and routes to alleviate traffic congestion, we aim to alleviate traffic jams caused by the movement of Olympic-related officials and spectators, thereby ensuring smooth operation of the Olympic and Paralympic Games and reducing the impact on the daily lives of local citizens.



## Countermeasures against heavy snowfall

### ❄️ Ensuring a safe and secure snow removal system

While Sapporo is a large city with a population of over 1.9 million, it is one of the few cities in the world with heavy snowfall, with an average annual snowfall of nearly 5 meters, and has supported the lives of its local citizens by ensuring the necessary snow removal systems.

In the winter of 2021, the city suffered from heavy snowfalls that far exceeded expectations and had a major impact on the lives of citizens. Based on this experience, and after repeated consultations with related agencies and organizations, we have compiled a list of measures to be taken in the event of heavy snowfall, including "early response and reinforcement of snow removal operations" and "enhancement of snow deposition sites, etc."

In addition to ensuring a safe and secure road environment during the winter season so that the Olympic and Paralympic Games will not affect the lives of citizens, the Organising Committee, related local governments, the national government, etc. will work together to develop a snow removal system to ensure the smooth operation of the Olympic and Paralympic Games by utilizing the experience accumulated up to now.



## Security

### ❄️ Realization of a safe and secure Olympic and Paralympic Games by utilizing knowledge from the Tokyo 2020 Olympic Summer Games and other events.

In addition to mobilizing security personnel from all over Japan, a full security system will be put in place with the cooperation of the police and the Self-Defense Forces to ensure the safety and security of the Olympic and Paralympic Games and its spectators.

A security task force will be established within the Organising Committee for the Olympic and Paralympic Games to prevent major incidents such as terrorism and to respond promptly to large-scale disasters, in cooperation with relevant government and municipal agencies involved in security.

We will also develop policies and strategies for security based on our knowledge of past large-scale events, including the Tokyo 2020 Olympic Summer Games.

In recent years, the Olympic and Paralympic Games have been the target of cyberattacks from around the world, and they are expected to continue to increase in future Olympic and Paralympic Games. A dedicated department will be established with reference to past conventions, etc., and full cyber security measures will be implemented.



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## Medical Care and Anti-Doping

### ❄️ Advanced Olympic and Paralympic Games medical care system in collaboration with regional medical services

Medical offices will be set up in the Olympic and Paralympic Villages and at each competition venue to provide adequate medical services to spectators and athletes who need to be examined.

During the Olympic and Paralympic Games, a system will be set up to enable athletes from each country to receive treatment and medical care from their own team doctors, and efforts will be made to improve service levels, while several designated hospitals will be set up in case of emergency.

In addition, we will work closely with medical institutions to ensure that local medical care is not affected.

Doping tests will be rigorously carried out at WADA (World Anti-Doping Agency) accredited analytical laboratories in accordance with the World Anti-Doping Code to ensure a clean and fair competition.

We will promote anti-doping activities throughout the Olympic and Paralympic Games, develop and introduce educational activities related to clean sports, and develop human resources.



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## Preparations for Unforeseen Circumstances

### ❄️ Implementation of appropriate risk management

Leading up to the Olympic and Paralympic Games, a team dedicated to examining risks will be formed to identify various risks that may occur during the event, including natural disasters such as earthquakes, worsening weather conditions such as mild winters and light snowfall, and human-made disasters such as terrorism, crime, and traffic accidents, and to examine preventive measures and countermeasures in advance.

In the event of an outbreak of an infectious disease such as the novel coronavirus, appropriate measures will be taken according to the situation, such as thorough implementation of basic infection prevention measures and separation of lines of flow (bubble system) to prevent contact between people involved, referring to the experience of the Tokyo 2020 Olympic Summer Games.

In preparation for natural disasters such as earthquakes that could significantly affect the operation of the convention, we will minimize damage in the event of such disasters by conducting advance drills and implementing disaster prevention management and other measures.

In addition, a reserve fund will be set aside in the Olympic and Paralympic Games operating budget in case of unforeseen events.



## Ceremonies and Culture

### ❄️ Community involvement, cultural and educational programs

We will promote the distinctive culture and arts of Sapporo, Hokkaido, including fine arts, music, theatre, and the traditional culture of the indigenous Ainu people, to the world through various cultural programs, including the International Art Festival.

We will also create an irreplaceable legacy that will remain in the minds and bodies of each and every child through education on the Olympic and Paralympic Games, pre-event training camps, and exchanges with Olympians and Paralympians who will visit the host towns for host town activities, succeeding the efforts made at the Tokyo 2020 Olympic Summer Games.

Since the torch relay will be a great opportunity to showcase to the world the magnificent nature, scenic beauty, and culture of Sapporo, and the lives of the people who live there, we will work with other municipalities and citizens to realize a "torch relay that only Sapporo can pull off".

In addition, Sapporo's signature event, the Sapporo Snow Festival, is usually held in early February, and we will consider creating a lively atmosphere unique to Sapporo by linking the event with existing events such as the "Olympic and Paralympic Games x Snow Festival".



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## Facility Development Expenses Estimated main construction costs

### 〈Key points of the facility development expenses〉

- We are planning to renew and renovate existing facilities so that they can continue to be used in the future rather than building new facilities just for the Olympic and Paralympic Games.

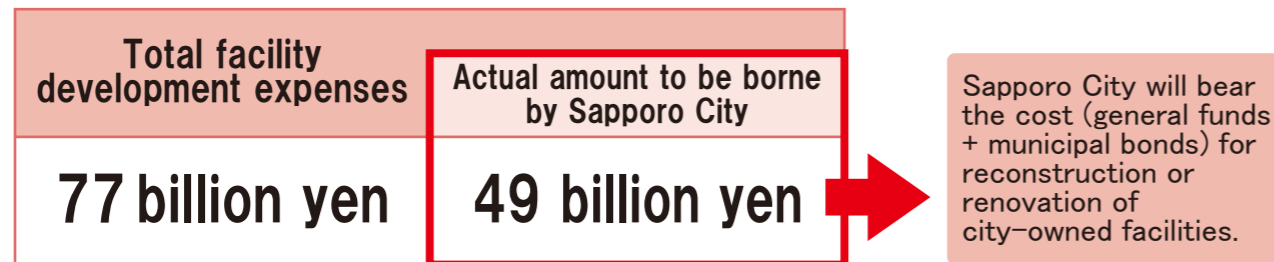
The scale of the Olympic and Paralympic Games differs greatly between the Summer Games and the Winter Games in terms of the number of events, venues, and number of participating athletes. Furthermore, the current plan is to use existing facilities as much as possible to host the Olympic and Paralympic Games, taking advantage of Sapporo's unique characteristics of being able to enjoy winter sports near the heart of the city.

Some of the facilities that we are currently expecting to use for the Olympic and Paralympic Games are aging, and these facilities will need to be extended or updated regardless of whether or not the Olympic and Paralympic Games are held.

The facilities are expected to be renovated so that they can continue to be used in the future, and we estimate that the cost of these renovations will be around 77 billion yen.

It is assumed that the Sapporo City will carry out the renewal and renovation of city-owned facilities and utilize government subsidies, etc. based on the current system, in which case the actual cost is estimated at 49 billion yen.

The cost of maintenance and upkeep for the Olympic and Paralympic Games and subsequent removal of the facilities after the Olympic and Paralympic Games have been completed is included in the temporary facilities expenses of the Olympic and Paralympic Games operation expenses (Organising Committee budget).



### •Main facility development•

**【New Tsukisamu Gymnasium】** 40 billion yen (cost borne by Sapporo City: 22 billion yen)

By rebuilding the Tsukisamu Gymnasium, we will enhance the environment for watching professional sports and expand opportunities to "watch" sports.

It can also expand opportunities to attract international indoor sports competitions and create an environment that is accessible to the public.



**【Okurayama Ski Jump Stadium】** 9 billion yen (cost borne by Sapporo City: 9 billion yen)

By building a normal hill and renovating the Okurayama Ski Jump Stadium, we will promote the attraction of international competitions and increase its attractiveness as a tourist facility.



**【Municipal Tsukisamu Housing Complex】** 19 billion yen (cost borne by Sapporo City: 11 billion yen)

The municipal housing in the Tsukisamu area will be consolidated and reconstructed, used as an Olympic and Paralympic Village during the Olympic and Paralympic Games, and continue to be used as municipal housing after the Olympic and Paralympic Games.



### Facility development expenses for each venue

○ This is Sapporo City's own estimate and is subject to change in the future.

○ Figures are rounded to the nearest billion yen for each facility, but the totals do not match because facilities with a value of less than 1 billion yen are listed in billions of yen.

(Billions of JPY)

Venue	Event	Total amount (billion yen)	Actual cost borne by Sapporo City	
			Actual cost borne by Sapporo City	Other
<b>【Competition venue】</b>				
Nishioka Biathlon Stadium	Biathlon Para biathlon/Para Cross-Country Skiing	0.2	0	0.2
Spiral Nagano Bobsleigh Luge Park	Bobsleigh/Skeleton/Luge	0	0	0
Tsukisamu Gymnasium	Curling Wheelchair curling	0	0	0
New Tsukisamu Gymnasium	Ice Hockey 1 Para ice hockey	40	22	18
Hokkaido Makomanai Park Indoor Stadium	Ice Hockey 2	0.4	0	0.4
Sapporo Community Dome	Figure Skating Short Track Speed Skating	0.1	0.1	0
Obihiro Forest Speed Skating Oval	Speed Skating	0	0	0
Okurayama Ski Jump Stadium	Ski Jumping Nordic Combined (Ski Jumping)	9	9	0
Shirahatayama Open Stadium	Cross Country Skiing Nordic Combined (Cross Country Skiing)	0.7	0.7	0
Niseko	Alpine Skiing (Downhill, Super giant slalom, Combined) Para Alpine Skiing	0	0	0
Sapporo Teine	Alpine Skiing (Giant slalom, Slalom)	0	0	0
Sapporo Kokusai Ski Resort	Freestyle Skiing / Snowboard (Slopestyle / Giant parallel slalom / Snowboard cross) Para snowboard	0	0	0
Sapporo Bankei Ski Area	Freestyle Skiing/Snowboard (Halfpipe, mogul & aerial)	0	0	0
Existing facility in the city	Freestyle Skiing/Snowboarding (Big Air)	0	0	0
<b>【Non-competition venue】</b>				
Sapporo Dome	Opening Ceremony/Closing Ceremony/Medal Plaza	2	1	1
Sapporo Convention Centre	MPC	0	0	0
New exhibition facility	IBC	0	0	0
Municipal Tsukisamu Housing Complex	Olympic and Paralympic Village	19	11	8
APA Hotel & Resort (Sapporo)	Olympic Village	0	0	0
<b>【Acquisition of land】*Not disclosed due to ongoing negotiations</b>				
Land acquisition		6	5	1
<b>Total</b>		<b>77</b>	<b>49</b>	<b>28</b>

## Operating Expenses for the Olympic & Paralympic Games Estimated budget of the Organising Committee

### Key points to be considered in the budget of the Organising Committee

- In principle, no taxpayer funds will be used in the plan.
- A reserve fund will be set aside for unforeseen events.
- We will strive to operate the convention efficiently and in line with revenues.

The expenses required for the operation of the Olympic and Paralympic Games will be covered by the revenues collected by the Organising Committee, which estimates the budget at 220-240 billion yen.

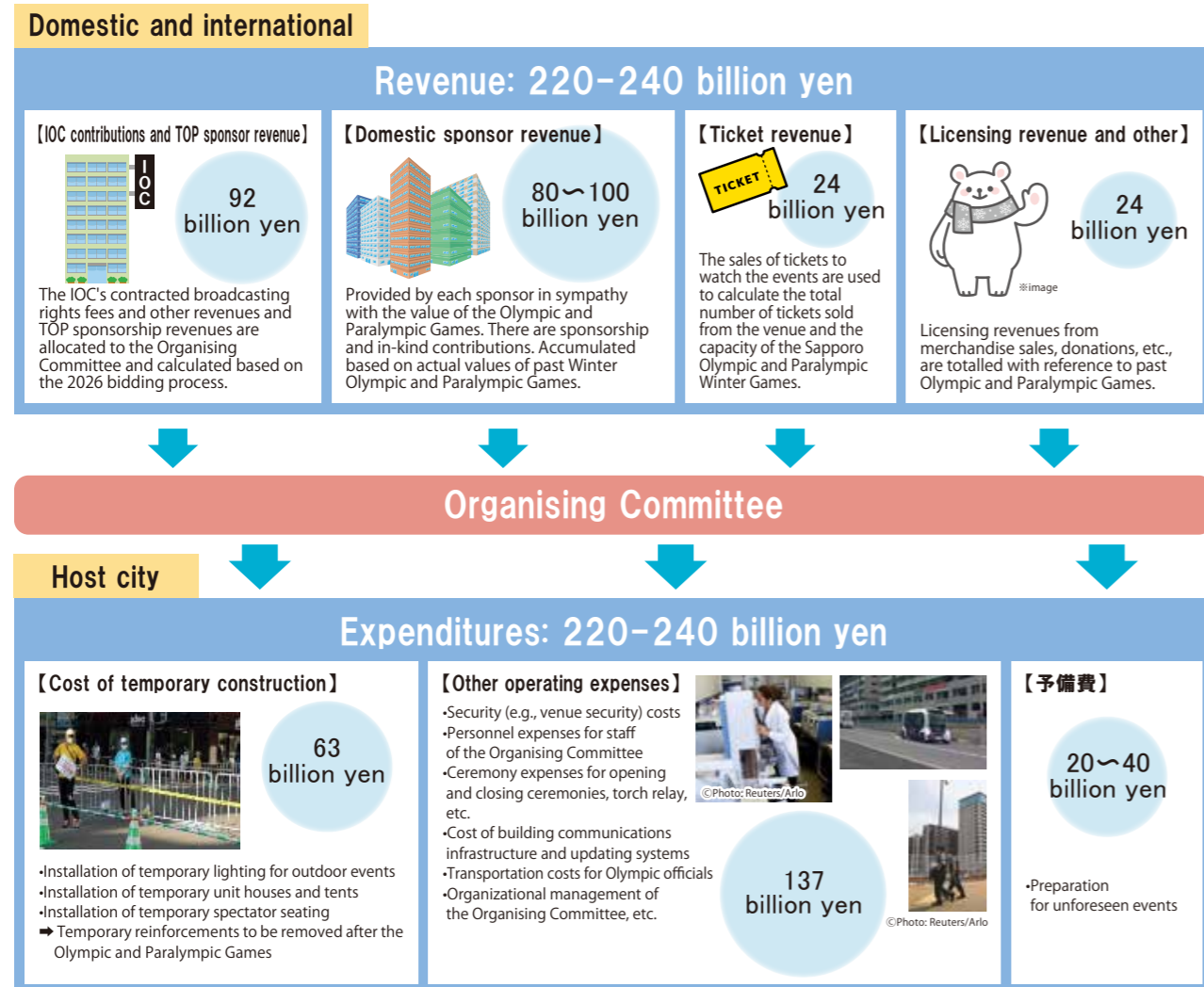
Revenues will consist of IOC contributions, sponsorship revenues, ticket sales revenues, etc., and in principle will be funded by private funds and not by tax revenues.

Expenses are expected to include security, transportation, lodging, and temporary construction costs such as for the temporary additions of spectator seating.

In addition, a contingency fund are expected for unforeseen circumstances, such as the response to the novel coronavirus at the Tokyo 2020 Olympic Summer Games.

Sapporo City has been involved in organizing international winter sporting events, including three Asian Winter Games, and has accumulated know-how in the operation of large-scale sporting events.

We will continue to examine ways to reduce costs, based on the principle of fully utilizing these experiences and managing the Olympic and Paralympic Games in a way that is commensurate with revenues.



Funds raised from Japan and abroad will be used to hold the Olympic and Paralympic Games and for promoting consumption in Sapporo City, Hokkaido.

### Expenses required to operate the Olympic and Paralympic Games

○ This is Sapporo City's own estimate and is subject to change in the future.

#### Revenues

Item	Amount (billion yen)
IOC contributions	64
TOP sponsor revenue	28
Domestic sponsor revenue	80~100
Ticket sales	24
Licensing	9
Other	15
<b>Total</b>	<b>200~240</b>

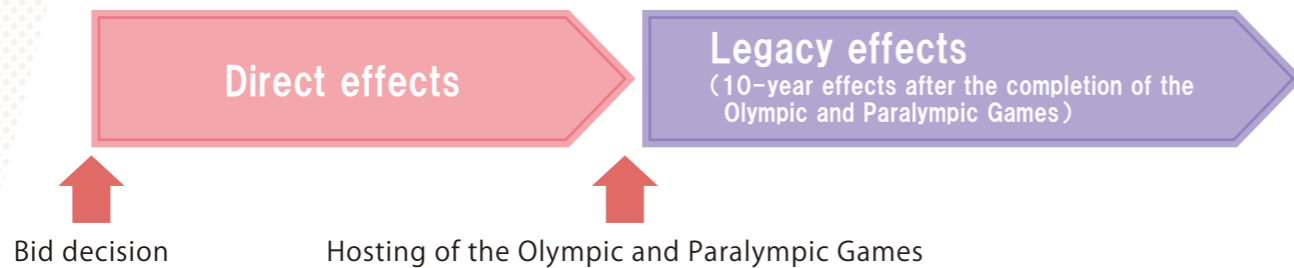
#### Expenditures

Item	Amount (billion yen)
Venue infrastructure	75
—Cost of temporary construction	63
—Energy	12
Olympic/Paralympic Games services and operations	51
—Lodging, medical care, security, transportation, etc.	
Technology	25
Human resource management	16
Ceremonies and culture	3
Communication, marketing and look	6
Organizational management and legacy	8
Other (including marketing royalties)	16
Reserve fund	20~40
<b>Total</b>	<b>200~240</b>

## Economic Ripple Effects

### Economic ripple effects

- Based on the opinions of experts, Sapporo City estimated the various effects by organizing the amount of increased demand (facility development costs, Olympic and Paralympic Games operation costs, and consumption expenditures) generated by investments and expenditures related to the hosting of the Olympic and Paralympic Games, and then using the 2015 input - output table for Sapporo and Hokkaido.
- Economic ripple effects include "direct effects" from the bid decision to the conclusion of the Olympic and Paralympic Games, as well as "legacy effects," such as the continuous increase in tourists that will result from the hosting of the Olympic and Paralympic Games.



### 1. Direct effects (effects from the bid decision to the end of the Olympic and Paralympic Games)

A direct effect of **approx. 750 billion yen** (approx. 350 billion yen for Sapporo City) if the Olympic and Paralympic Games are held using the increased demand (facility development costs, Olympic and Paralympic Games operation costs, and consumption expenditures)

### 【Increase in demand】



\*Consumption expenditure: Amount of spending by spectators, athletes, media personnel, etc.

	Induced production (total amount of production activity resulting from increased demand)	Induced gross value added (income generated by production activities)	Employment effects
Nationwide	Approx. 750 billion yen	Approx. 350 billion yen	Approx. 55,000 people
Hokkaido	Approx. 450 billion yen	Approx. 250 billion yen	Approx. 35,000 people
Sapporo	Approx. 350 billion yen	Approx. 200 billion yen	Approx. 25,000 people

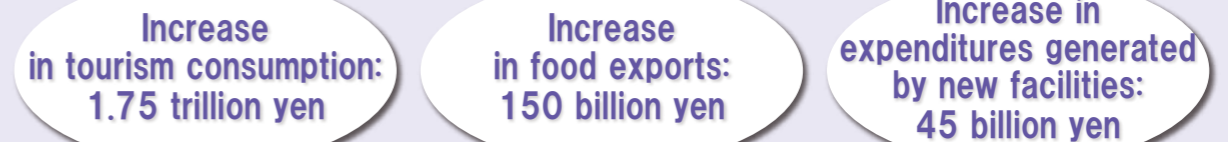
○This is Sapporo City's own and is subject to change in the future.

### 2. Legacy effects (10-year effects after the completion of the Olympic and Paralympic Games)

By hosting the Olympic and Paralympic Games, Japan, Hokkaido, and Sapporo will gain recognition, and tourism consumption and other can be expected to increase after the conclusion of the Olympic and Paralympic Games.

Economic ripple effect of **approx. 2.5 trillion yen** (approx. 400 billion yen for Sapporo City) due to increased inbound tourism as a result of greater recognition of the city hosting the Games, an increase in food exports, and higher spending generated by new facilities

### 【Increase in demand from legacy effects】



	Induced production (total amount of production activity resulting from increased demand)	Induced gross value added (income generated by production activities)	Employment effects
Nationwide	Approx. 2.5 trillion yen	Approx. 1.25 trillion yen	Approx. 55,000 people
Hokkaido	Approx. 1.4 trillion yen	Approx. 700 billion yen	Approx. 130,000 people
Sapporo	Approx. 400 billion yen	Approx. 200 billion yen	Approx. 40,000 people

○This is Sapporo City's own estimate to host the Olympic and Paralympic Games and is subject to change in the future.

- By hosting the Olympic and Paralympic Games, the image of Sapporo and Hokkaido will spread throughout the world through various media, dramatically increasing awareness of the city.
- The increase in the number of inbound travellers and the resulting increase in the value of food exports from the province are expected to have further economic effects.

# Efforts Toward the Bid

## ☀ The path to the decision on the host city for the 2030 Olympic and Paralympic Games

The process of bidding for the Olympic and Paralympic Games, including the Tokyo Games, involved a bidding race, so to speak, in which a presentation is made at the IOC Session and the city that receives the most votes from the IOC Committee members is selected as the host city.

However, significant reforms were made at the IOC Session in June 2019 to create a sustainable Olympic and Paralympic Games, and changes were made to the bidding process.

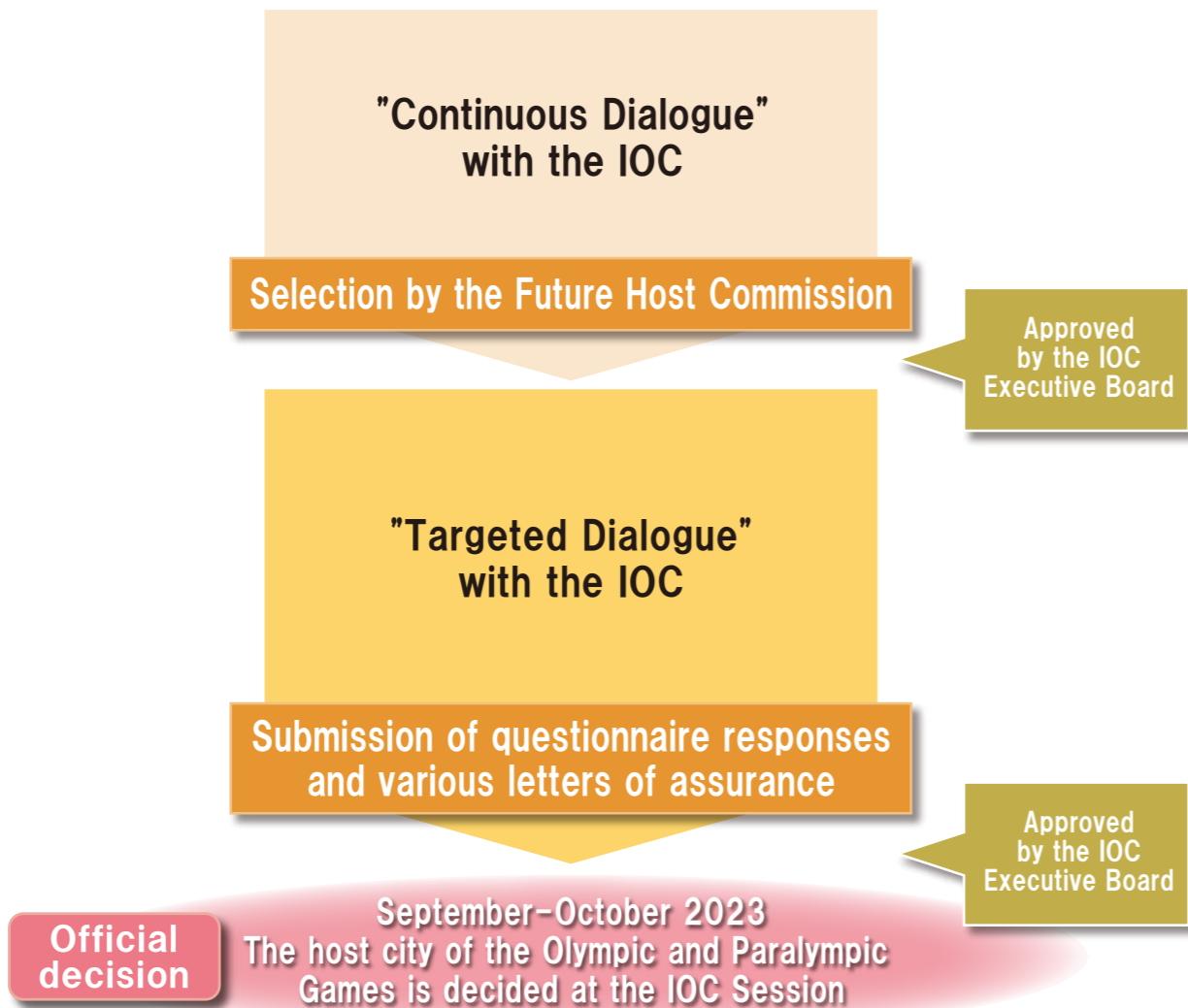
As a result, after "Continuous Dialogue" between the "Future Host Commission" established within the IOC and cities interested in hosting the Olympic and Paralympic Games, in which discussions are held without setting a specific year for the bid, the cities that have been selected as preferred candidates by the IOC Executive Board based on the proposal of the "Future Host Commission" will move to a "Targeted Dialogue" in which a specific year for the bid is set.

Cities that have moved into the "Targeted Dialogue" will be selected at the IOC Session to host the Olympic and Paralympic Games after completing the necessary requirements to become a host city.

Currently, Sapporo is in a "Continuous Dialogue" with the IOC, which will shift to a "Targeted Dialogue" at the discretion of the Future Host Commission.

In the "Targeted Dialogue," based on the convention plan that has been studied so far, answers to the future host city questionnaire and various letters of assurance will be submitted, and the host city for the 2030 Olympic and Paralympic Games will be decided at the IOC Session to be held from September to October 2023.

The details of the host city agreement will also be discussed with the IOC during this process.



# Ensuring Transparency and Fairness

## ☀ Achieving highly transparent and fair organizational management

### Towards the Olympic and Paralympic Winter Games in Hokkaido Sapporo

The City of Sapporo and the Japanese Olympic Committee (JOC) have been forging ahead with bidding activities under a new process established by the IOC ever since the JOC Executive Board's decision on 29 January 2020 to select Sapporo as the nation's candidate to host the Olympic and Paralympic Winter Games. This new process is simpler and less costly than the conventional one and helps candidate cities develop more meaningful Games plans.

In Japan, the City of Sapporo and the JOC established the Hokkaido Sapporo Olympic and Paralympic Games Bid Promotion Committee in May 2022 and have held a series of discussions to promote public understanding and support for the bid. At the third meeting of the Committee held in July, hearings and discussions were conducted on the experiences of the Tokyo 2020 Organising Committee to not only carry on the legacy of the Tokyo 2020 Games, which overcame various challenges, but also apply the lessons learned from the Games to planning for the Hokkaido Sapporo Games.

It was against this backdrop that a former executive board member of the Tokyo 2020 Organising Committee was recently arrested on suspicion of receiving bribes. While this bribery case concerns the Tokyo 2020 Organising Committee and has nothing to do with our bidding activities, those of us involved in the bidding activities must bear firmly in mind that this case has severely tarnished the overall image of the Olympic and Paralympic Games.

In its Olympic Agenda 2020+5 released in March 2021, the IOC reimagined how the Olympic and Paralympic Games can be delivered and made recommendations for efficient Games management, including considerations for sustainability, promotion of the utilisation of existing facilities, cost savings through optimised venue planning and appropriate service levels. Based on this approach, we have been developing plans for the Games in line with the existing city development plan in Sapporo, Japan's candidate city.

However, these efforts cannot be understood without transparency and fairness in the management of the organisation tasked with preparations for the Games. In fact, it was pointed out at the JOC Executive Board meeting held on 25 August that while there is no doubt about the significance of continuing the bidding activities, it is necessary to demonstrate transparency and fairness through operational reform to win public understanding.

While the bribery case is still under investigation, the JOC and the City of Sapporo, which play a pivotal role in the bid, believe that regardless of what the truth of the situation is, we should take this opportunity to hold substantive discussions on how the organisation should be managed. Because of their inherent nature, the Olympic and Paralympic Games require support from a large number of stakeholders, making it imperative to have a system in place to ensure the fulfilment of the organisers' accountability. From this viewpoint, we will consider at the very least the following matters in light of the guidelines set forth in the IOC's Basic Universal Principles of Good Governance (hereinafter referred to as the IOC Governance Principles) and the Japan Sports Agency's Governance Code for National Sport Federation Members.

- (1) Organising Committee Executive Board**  
In view of its importance, the role played by the Organising Committee's executive board is described extensively in the IOC Governance Principles and the Governance Code for National Sport Federation Members. Should Sapporo have the honour to host the Games, we believe it incumbent to have the necessary system in place in line with these guidelines before the establishment of an Organising Committee. Specifically, we will weigh, among other things, the appropriate number of executive board members to be appointed, the clarification of the role of the executive board, and the appointment of executive board members by an Executive Board Member Candidate Selection Committee.
- (2) Management of conflict-of-interest transactions**  
We will consider clarifying our approach to conflicts of interest (e.g., policy formulation) and establishing a system to manage conflict-of-interest transactions (e.g., establishment of a committee) because no Games are possible without the cooperation of many stakeholders and the proper management of conflict-of-interest transactions is crucial to ensuring fairness in the management of the organisation.
- (3) Marketing business**  
The Olympic and Paralympic Games cannot be held without the sponsorship of many companies. Our plan for the Hokkaido Sapporo Games is also to have the Games operations entirely funded by the private sector. As we would have to recruit and select sponsors intensively and reliably during the short lead-up to the Games, we intend to examine what kind of system is appropriate, what role agencies should play, what decision-making process the Organising Committee should utilise in marketing activities, and more.

If our bid is successful, we will need to weigh more specific measures while taking into consideration how the bribery case will pan out. Since such measures require discussions involving many more stakeholders, we will work with relevant organisations to establish a study framework for such discussions.

Although there are limitations to what we can do at this stage before the selection of the host city, we remain committed to gaining understanding of why Sapporo should host the Games because providing an in-depth explanation to the people of Sapporo, Hokkaido, and Japan is more important than ever.

8 September 2022

President, Japanese Olympic Committee

Mayor, City of Sapporo

On September 8, 2022, in response to a corruption case of a former board member of the Tokyo 2020 Organizing Committee, the City of Sapporo and the JOC jointly issued a declaration expressing their determination to reform the organizational and operational aspects of the Games.

On October 17 of the same year, at a meeting hosted by the Japan Sports Agency, it was decided that the entire sports community would work together to ensure the smooth hosting of future major international sporting events.

The City of Sapporo will actively cooperate with the studies conducted by sports organizations and experts to realize highly transparent and fair organizational management, and will continue to provide detailed explanations to citizens.

# 100 Ideas from the Younger Generation

In a survey conducted in March 2022, young people showed a high level of support for the Olympic and Paralympic Games, but a high percentage of them answered "I'm not sure," so, we held workshops targeting young people in their teens and twenties to discuss the significance of the event and the future vision of the city.



\*A total of 18 workshops (14 groups, approx. 400 participants) have been held.

\*Participating organizations: Students of Sapporo City University, Sapporo University, Hokkaido University, Hokkai Gakuen University, etc., YOSAKOI Soran Festival Organizing Committee, etc.

## Sports and Health

**Encourage "health promotion x tourism" through diverse city walking tours**

**Support the second careers of athletes!**

**Hold classes and competitions in sporting events that originated in Sapporo**

**Establishment of Winter Sports Days a holiday only for Sapporo City**

**Senior citizens can shine in sports too! Kick-off of the Master's League!**

**The winter version of the National Training Centre to open in Sapporo!**

**E-sports promotion! Considered a mecca for professional gamers**

**Bring a winter sports version of the Koshien event (National High School Baseball Championship) to Sapporo**

**City-approved step counting app! Earn electronic "SPOINT" points by exercising!**

**Create a dedicated running lane in Chi-Ka-Ho (Sapporo Ekimae-dori underground walkway)!**

**Enjoy curling similarly to bowling**

**Support the health of rural areas as a hub city for remote medical care**

**Extending healthy life expectancy through collaboration between medical institutions and gymnasiums**

**More and more facilities focusing on mental health**

**Practical use of snow-melting artificial turf to increase the sports population**

**Completion of a public facility where you can "exercise, eat and get fit"**

**Increase sister city ties from a winter sports perspective**

**Public rental system for winter sports equipment**

**No. 1 in Japan in the number of companies sponsoring athletes**

**Subsidies are available for student athletic teams for expedition expenses**

**Devised sports for the physically challenged that can also be enjoyed by able-bodied people**

**AI-based diagnostic imaging for advanced preventive medical care**

**A city where people can enjoy sports for a long time through the spread of sports medicine**

## Economy and City Planning

**2030 city concept "Skyscrapers underground, greenery above ground"**

**Connect skyscrapers with bridges to create an aerial pedestrian zone.**

**Theme park facilities utilizing the nature of the north are popular!**

**Flying drone taxis appear in the skies over Sapporo**

**Fashion brands with Ainu pattern motifs**

**Attract tourists with innovative B-class gourmet cuisine (reasonably priced, down-to-earth dishes) invented by students.**

**Work while you sightsee! Become a mecca for workations**

**Geothermal utilization! Road heating on main roads**

**Replace the fountain in Odori Park with a footbath during the winter**

**Fully automated streetcars to operate 24 hours a day**

**Could subway looping become a reality? Toward a more snow-resistant city**

**Backup for trial immigrants through free rental of vacant houses**

**A city that is actively renovating and utilizing its historic buildings**

**Showcase fashion trends unique to the north to the world!**

**Developing tracks that don't freeze! Say goodbye to delays**

**Increase of venture companies relocating their headquarters from Tokyo to Sapporo!**

**Promoting eco-mobility! Automobile lanes in all directions**

**Special grants for entrepreneurship! Top-class start-up rate in Japan**

**Completing the vertical takeoff/landing "Sapporo Airport" to make air travel more accessible**

**Park development is progressing thanks to crowdfunding by local citizens**

**NFT art and other special features in return for hometown tax donations**

**Enjoy the diversity of cuisines and cultures in this multinational city.**

**Actively open parks to installation art**

**A disappointing landmark gets a new lease on life! Clock tower to be relocated?!**

# 100 Ideas from the Younger Generation



★ Fully equip elevators at all stations in the city

Customers with children are welcome! Such restaurants are highly appreciated.

★ Public transportation with your dog, because they're perfectly trained!

Traffic lights with sounds that can be heard only by those who need to hear them!

★ Smart contact lenses provided free of charge to the hearing impaired

More utilization of women! Establishing offices with daycare centers

A-society where everyone can have a third place (to escape)

The more children you have, the lower your residential taxes! A city with a rising birth rate

Drones will watch over your children's safety

Better understanding of "invisible" disabilities

A-city where medicine is delivered by drones to give peace of mind to both the elderly and the disabled

Same-sex marriage? That's normal now

★ Thriving extracurricular classes to learn about diversity

★ Learning spaces scattered throughout the city! A city of culture and education

★ Braille blocks guide the way via wireless communication

Awarding snow removal eco-points for welfare snow removal for young people.

★ Eliminate disparities in children's experiences! Childcare support for low-income families

The No. 1 city with a brilliant sensibility, as chosen by artists

Completion of a pet shelter with the goal of eliminating euthanasia of pets!

A town where neighbors smile at each other and seniors living alone feel safe

A city that accepts all types of individuality, including hair color, piercings, and nails

## Society

★ Set up areas that allow guide dogs in any restaurant

Promoting childcare education for men! No. 1 in the nation in the rate of childcare leave taken

★ The concept of "not attending school = not learning" is now a thing of the past

A town where neighbors smile at each other and seniors living alone feel safe

★ Greening of building rooftops and walls to create "attractive" urban areas

Make the Odori area a no-access area for gasoline-powered vehicles

★ There is a grant program for building gardens that attract wild birds

★ Firefly release project produced by students!

A-city were My XX is cool, such as "my chopsticks," "my straw," etc.

★ Create a mechanism (fund) for citizens to nurture street trees!

Even trash cans are art! A city with zero littering

Development of an automatic garbage sorting system to achieve a society with zero unsorted garbage!

★ De-plasticize our life. School lunches are served using wooden tableware made in Hokkaido

★ Encourage forest education and tours from a young age

★ Top-class penetration rate of electric vehicles in the country

★ Establish wisdom and mechanisms to prevent bears from being vermin

Visualization and transmission of air cleanliness in numerical values and colors

★ Make the "study of wildlife ecology" a required part of the curriculum

## Environment

★ Support restaurants and companies that are proactive in reducing food waste

Building up momentum to support stores and companies that are proactive to eliminate food waste

★ Recommended installation of composting at convenience stores in the city

Power generation from snow? Nobel Prize for the ultimate clean energy

More than 50% of school lunches are locally produced for local consumption

★ Number of shared cycle ports exceeds 100

★ Collection boxes for 3Rs (reduce, reuse and recycle) promotion are provided throughout the city.

The sky is so close! Eliminate all utility poles

Promote beekeeping competitions in ten districts and brand it as Sapporo honey

A Yezo sika deer select shop! Enlightenment to make the most of every life

★ Local energy production for local consumption! Construction of an eco-friendly power generation facility in Sapporo



## We support the 2030 Games bid

### ❄️ Hokkaido and Sapporo 2030 Olympic and Paralympic bid supporting ambassadors

Athlete committee members of the Hokkaido-Sapporo 2030 Olympic and Paralympic Promotion Committee will be appointed as "Hokkaido-Sapporo Olympic and Paralympic Bid Supporting Ambassadors" to further promote momentum by sending out messages of support through personal SNS and other means and appearing at various events.



Vancouver 2010 Paralympic Games  
Nordic Skiing silver medalist

**Shoko Ota**

I was born without fingers on my left hand, and I ski with just my right hand. At a very young age, I was astonished to witness the powerful and fast Paralympic skiers.

I followed in the footsteps of my seniors, met my superheroes through the challenge of qualifying for the Paralympic Games, and have had many wonderful experiences along the way.

I believe that if the 2030 Olympic and Paralympic Games are held in Sapporo, it will be a wonderful opportunity for children all over Japan to watch the world's top athletes compete and interact with top athletes.

I laced up my first pair of speed skates in gym class at elementary school. I never thought that I would become an Olympic medalist in this sport in the future, but one day I watched the Winter Olympics up close and felt goosebumps on my skin from the sheer magnitude of the event.

From there, I began to think, "I want to compete in the Olympics!" and I steadily built up my body, chased my dream without giving up, and was able to make it come true!

I hope that everyone, from children to the elderly, will sharpen their senses, feel the upheaval of the top athletes at the venue, cheer them on, and share their courage and excitement as they leave their mark on history together. This opportunity is too good to pass up! I'm looking forward to Sapporo hosting the 2030 Olympic and Paralympic Games for the sake of the children of Sapporo and Hokkaido.



Nagano 1998 Olympic Games  
Speed Skating bronze medalist

**Tomomi Okazaki**

I got my start as a competitor in the world of the Paralympics when I saw the downhill competition at the Nagano Paralympic Games on TV.

During my 20-plus years of competing, what I felt most was that it allowed me to "grow as a person". I myself was given the opportunity to be a competitor, and I am sure that if the Olympic and Paralympic Games are held in Sapporo, it will be an event where many opportunities will be available to many people.

I am sure there will be many different opinions, but I would be happy if we could realize such a wonderful event in Sapporo, so that when it is realized and held, everyone involved will be able to enrich their lives, even if just a little bit.



Vancouver 2010/Sochi 2014  
Paralympic Games  
Alpine Skiing gold medalist

**Akira Kano**



Vancouver 2010 Paralympic Games  
Ice Sledge Hockey silver medalist

**Mitsuru Nagase**

When I was 19 years old, laying in bed in the hospital during the winter without any dreams or goals, what gave me great hope was the Nagano Paralympic Games, which were to be held three years later.

The Paralympic Games are an opportunity to consider the diversity of society and to experience human potential, and the three Paralympic Games that have been held in Japan have had a significant impact on me.

Hosting this event in Sapporo will surely give courage and hope to many people and change the society to one that is easier for everyone to live in. Let's work together to make the Sapporo Olympic and Paralympic Games a reality and a success!

I competed in the 1998 Nagano Olympic Games, and with all eyes in Japan were on Nagano at the time, the passionate support of the Japanese people was a great source of strength for us athletes.

I believe that the 2030 Sapporo Olympic and Paralympic Games will be a catalyst for Sapporo's history, which has been built up over the years, to be carried forward to the next 50 years, and that each and every citizen will unite and become a great force to take Sapporo to the next stage.

I would love to work with everyone in Hokkaido to make the 2030 Hokkaido/Sapporo Olympic and Paralympic Games a reality!



Nagano 1998 Olympic Games  
Ski Jump gold medalist

**Masahiko Harada**

## We also support the 2030 Games bid



Singer-songwriter

**Maki Ohguro**

The potential that humans have, the courage, passion, and hope that athletes inspire in us, and the wonder of never giving up and persevering, all help children, the future leaders of our society, to grow emotionally and spiritually.

Hosting the Paralympic Games will increase literacy in various environmental development and awareness, including barrier-free access, and will sustain a convenient and understanding society after the Games.

The goal of hosting the Olympic and Paralympic Games in 2030 will bring the city together, create an everlasting bond, and inspire energetic and innovative ideas for the future development of the city.

Come join us and experience the revitalization of your beloved hometown, making it even more beautiful, livable, convenient, and a wonderful place that you can be proud to call Japan's best, or even the world's best.



Nagano 1998 Olympic Games  
500m Speed Skating  
gold medalist

**Hiroyasu Shimizu**

I was able to achieve my dream of winning a gold medal in Nagano in 1998, and looking back, I feel that I led a very happy life as an athlete.

With the event being held in my home country, I vividly remember the feeling of being "empowered" and "pushed" by the cheers of the entire audience.

More than 20 years have passed since then, but I am still grateful that the Olympic Games are remembered by so many people, and I honestly would feel envious if the Winter Games were to be held in Sapporo.

For the sake of the athletes who are competing, I hope that the 2030 Olympic and Paralympic Games will be held in Sapporo.

# 2030



# Inspire the World with Winter Wonder



Aspiring to welcome the Olympic and Paralympic Winter Games to Hokkaido Sapporo

