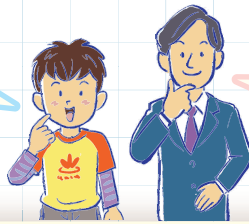


# Broad Outline of Administration Management

~Pioneering the future of Kyoto together with citizens ~

“What is ‘Broad Outline of Administration Management’?”



“‘Broad Outline of Administration Management’ is a list of actions that the city government will take to advance the Master Plan.”

## Basic principles

“Our vision for Kyoto 10 years in the future,” based on the six ideas of “Kyoto’s vision of the future,” which are divided between the 27 policy fields, paints an enriched and powerful picture of what the city will be like when every member and organization of the community, using their full potential, works in cooperation with each other.

In an era when residents are encouraged to be responsible and willingly take the initiative in developing the city, the government is to work with other organizations to build a supporting pillar of strength and prosperity and assist in areas where individuals and communities are unable to manage. To achieve this, we will strive to be flexible in order to quickly and appropriately meet the ever-changing needs of the community, and equip our public servants with expertise enabling them to fulfill their responsibilities. In addition, we will pursue steady fiscal reform to develop sustainable finance and become an open government encouraging citizen participation in pioneering our future.

## Basic plan

### 1 Promote city development made possible by citizen participation and cooperation

We will encourage citizen participation and cooperation in municipal politics, enabling the citizens to use and apply their expertise and abilities in local politics, and promote citizen initiated city development based on the principle of “building my city with my own hands.”

### 2 Information disclosure and promotion of performance evaluation systems

We will share information with the citizens through disclosure and dissemination of information, as well as increase accountability and transparency of the government through performance evaluation systems designed to evaluate policies, implemented measures, and administrative work. Through this, we will strive to become even more open to citizens and develop an effective and efficient city government.

### 3 Develop sustainable government finances and administration

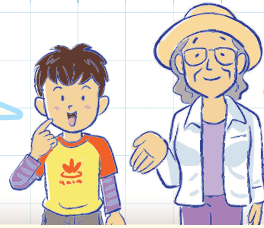
With a firm grasp of changing social needs, we will keep under constant review the distribution of responsibilities to provide the best possible services to our citizens. We will also carry out a fundamental financial structure review to enable us to continue to support citizens’ peaceful and safe lives, and develop necessary policies and projects for both now and the future, in this period of slow economic growth, declining birth rate, and aging society. We will be accountable for the future of Kyoto, striving to reduce government debt to prevent us from burdening the next generation and develop an efficient and flexible yet robust financial structure that will withstand future economic fluctuations. As the development of sustainable government finances and administration is only made possible when the strategies of city development and financial structure reform are brought together, we will advance the policies stated in the Master Plan while at the same time progressing with financial reforms, as one cannot succeed without the other.

### 4 Organizational reform and talent training for development of a trustworthy government, government office improvement

Organizational reform will be undertaken to quickly and adequately meet the needs of citizens, changing social circumstances, and respond to new issues, while achieving the best possible performance with minimal expense. Additionally, all public servants are to creatively and proactively engage in their duties and be highly motivated, while taking into consideration the philosophy of “reforming and creating the government with their own hands.” We endeavor to embed a new organizational culture and become a government that has the trust of its citizens.

# Implementation of the Plan

“What’s important when implementing the plans?”



“It’s important that all those who are involved in city development make a continual effort while sharing our common goals and being mindful of the works progress. Below is a list of things we need to check as we progress the plan.”

It is essential that citizens, NPOs, corporations, universities, the government and all those who support the development of Kyoto share the same vision, are aware of project progress, cooperatively make continuous efforts, and be responsible for their delegated roles, in order to advance the Master Plan as a “combined effort plan.” At the same time, it is also crucial to advance the plan while with flexibility, adequately responding to the changes in socioeconomic circumstances. From this perspective, we complete the following to ensure steady progress and implementation of the policies of the Master Plan.

## 1 Implementation of the policies stated in the Master Plan

### (1) Formulation and implementation of the Execution Plan

In order to ensure the effectiveness of the plan, we will formulate and implement the Execution Plan as a sub-plan of the Master Plan, which outlines individual projects, schedules, and their goals for the next five years, to promote the Priority Strategies and the Broad Outline of Administration Management.

We publish regular information regarding the progress of projects via the internet etc.

### (2) Coordination of the Master Plan of ward and The Master Plan of City Planning

The Master Plan will be implemented together with the Master Plan of ward as they are equal importance and have a mutually complimentary relationship. We will also formulate and, where appropriate, review field-specific policies such as the Master Plan of City Planning and advance individual and practical activities that are specific to the different fields.

## 2 Review of Master Plan policies

### (1) Introduction of the policy evaluation system

We will undertake annual evaluation to track the progress and outcomes of policies. We will produce evaluation reports to be sent to the city assembly and made available to citizens. These reports will be used to increase the efficiency of city government management, policy design, and planning.

### (2) Appointment of evaluation committee

After policy implementation and progression, we will appoint an evaluation committee, which includes a number of citizens, to assess the progress and achievements of the master plan thus far, and discuss whether any policies need to be reviewed to best suit changes in socioeconomic circumstances.

### (3) Status of implementation information disclosure and reporting

Based on the ordinance on city assembly resolution, we will give an annual report on the Master Plan implementation status to the city assembly and make the report available to citizens.

## 3 Cooperation with the national government and other local municipalities

We will make proposals to the national government and develop a stronger relationship to successfully work in cooperation with the Kyoto prefectural government while fusing policies and promoting their efficient and effective implementation in order to be adequately autonomous in this era of autonomous local government. We will also broadly work together with the local municipalities of other major cities, the Kinki region, and the urban areas of Kyoto Prefecture to further increase the efficiency and effectiveness of policy implementation.

# The Master Plan of Kyoto City Committee Members List

Listed in the alphabetical order, excluding honorifics, as of November 4, 2010)

- ① **ABO, Chiaki**  
Attorney at law
- ② **Deputy Division Leader \*AKIZUKI, Kengo**  
Professor of the Graduate School of Law, Kyoto University
- ① **ASAHARA, Nobuharu**  
Beijing Olympic medalist, Osaka Gas Co., Ltd.
- Vice President \*ASAOKA, Mie**  
Managing Director of the NPO Kiko Network, attorney at law
- ② **ASO, Keiko**  
Essayist
- ① **ASARI, Misuzu**  
Associate Professor of Environment Preservation Center, Kyoto University
- ③ **ARAMAKI, Atsuko**  
Branch Manager of Kyoto Branch, Alzheimer's Association Japan
- ④ **DOI, Tsutomu**  
Chairperson of Ukyo-ku Master Plan Formulation Subcommittee,  
Program-specific professor of the Unit for Liveable Cities, Graduate  
School of Engineering, Kyoto University
- ① **EGASHIRA, Setsuko**  
Attorney at law
- ① **ENDO, Yuri**  
Public recruited Member
- ④ **FUJII, Satoshi**  
Professor of the Graduate School of Engineering, Kyoto University
- ④ **FUJITA, Akiko**  
Freelance Editor
- ① **HAMASAKI, Kanako**  
Managing Director of REN Produce
- ② **\*HIRAI, Seichi**  
Director-General of Kyoto City Mirai Machi-zukuri 100 Nin Committee,  
Senior Managing Director of NISHIRI Co., Ltd.
- ③ **HARA, Takeshi**  
Corporate Adviser of the Kyoto City Council of Social Welfare
- ② **HASHIZUME, Shinya**  
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Director of Research Institute for Tourism Industry, Osaka Prefecture  
University
- ② **Division Leader \*HORIBA, Atsushi**  
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- ① **HOSODA, Kazumi**  
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- ② **ICHIKAWA, Mitsugu**  
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- ① **IKENOBO, Yuki**  
Ikenobo Headmaster Designate
- ① **Division Leader \*INUI, Kou**  
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- ② **INOUE, Gen**  
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- ① **ISHIDA, Suteo**  
Chairman of Kyoto Environmental Preservation Public Corporation
- ① **ITAKURA, Yutaka**  
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- ② **IWAI, Yoshiya**  
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Chief Priest, Honen-in
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Tourism Association, Chairman of Kyoto Tourism Federation
- ③ **KATO, Hiroshi**  
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- ② **KAWAMURA, Ritsuko**  
Associate Professor of the Faculty of International Relations, the College  
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- ④ **KAWASAKI, Masashi**  
Professor of the Graduate School of Engineering, Kyoto University
- ④ **KAZUSA, Syuhei**  
Director of Kinki Regional Development Bureau, Ministry of Land,  
Infrastructure and Transport
- ④ **KOJIMA, Fusae**  
President and Executive Director of the NPO Kyomachiya Revitalization  
Study Group
- ② **\*MATSUYAMA, Daikou**  
Chairperson of the Builders of Kyoto/Youth Conference U35, Associate  
Priest at Taizoin, Myoshin-ji
- ④ **MITSUMOTO, Daisuke**  
Public recruited Member
- ③ **Division Leader \*MORI, Yoichi**  
President of Kyoto Medical Association
- ③ **MOTOMURA, Tetsuro**  
Public recruited Member
- Vice President \*MUNETA, Yoshifumi**  
Chairperson of Next Generation's Sakyo-ku development Meeting,  
Associate professor at the Graduate School of Life and Environmental  
Sciences (specializing in Environmental Sciences) at Kyoto Prefectural  
University
- ① **MURAI, Nobuo**  
Secretary General of Ward Council Representative Meeting Liaison  
Council
- ③ **NAGAYA, Hirohisa**  
Former Vice President of Kyoto-PTA Liaison Council
- ① **NAKAGAMI, Kenichi**  
Chairperson of Shimogyō-ku Master Plan Formulation Subcommittee,  
Professor of the Department of Policy Science, College of Policy Science,  
Ritsumeikan University
- ② **\*NIKAWA, Tatsuro**  
President of the Society for Creation of Future Kyoto, Professor at the  
Graduate School of Policy and Management, Doshisha University
- ② **NISHIMURA, Akemi**  
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- ③ **Deputy Division Leader \*NISHIOKA, Syoko**  
Director of Bukkyō University Shijo Extension Center, Professor of the  
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- ③ **NISHIWAKI, Etsuko**  
Director of the Kyoto City Liaison Council of Local Women's Societies
- ① **OBATA, Masao**  
Public recruited Member
- ① **OBOROYA, Hisashi**  
President of Kamigyō-ku Master Plan Formulation Subcommittee,  
Honorary Professor of Doshisha Women's College of Liberal Arts
- ④ **ODA, Naofumi**  
Chairperson of Yamashina-ku Master Plan Formulation Subcommittee,  
Professor of the Faculty of Urban Environmental Design, the  
Department of Contemporary Management, Kyoto Tachibana University
- President \*OIKE, Kazuo**  
President of the International Institute for Advanced Studies, former  
President of Kyoto University
- ③ **OOMAE, Emi**  
Public recruited Member
- ④ **OOSHIMA, Sachiko**  
Managing Director of Suuku Sousei, Rakuraku Machibura Kai
- ④ **SAITO, Osamu**  
Corporate Adviser of The Kyoto Shimbun Co., Ltd.
- ③ **SHIGETA, Masako**  
Lecturer in the Department of Epidemiology for Community Health and  
Medicine, the Graduate School of Medical Science, Kyoto Prefectural  
University of Medicine
- ① **SHIGEYAMA, Senzaburo**  
Ohkura school kyogen actor
- ② **SHINOHARA, Soichi**  
Professor of the Graduate School of Economics, Doshisha University
- ② **SON, Mihen**  
Fellowship Researcher of Japan Society for the Promotion of Science
- ③ **SUGAHARA, Satoko**  
Former Vice President of Kyoto City Private Kindergarten Association
- ④ **TAKADA, Mitsuo**  
Professor of the Graduate School of Engineering, Kyoto University
- ③ **TAKASHITA, Yoshiki**  
Vice President of Kyoto Physically Handicapped Person Organization  
Union Meeting, Attorney at Law
- ② **TANAKA, Syo**  
Public recruited Member
- ③ **TANAKA, Seiji**  
Director of Taiwa Gakuen Education Inc.
- ④ **TANIGUCHI, Tomohiro**  
Chairperson of Nakagyō-ku Master Plan Formulation Subcommittee,  
Professor of the Graduate School of Policy and Management
- Vice President \*TATEISHI, Yoshio**  
The Head of Kyoto Chamber of Commerce and Industry
- ④ **TOGASHI, Hitomi**  
Public recruited Member
- ③ **TSUDOME, Masatoshi**  
Representative of Minami-ku Master Plan Formulation Subcommittee  
Professor of the Department of Social Sciences, College of Social  
Sciences, Ritsumeikan University
- ② **TSUJI, Toshiko**  
Public recruited Member
- ④ **Division Leader \*TSUKAGUCHI, Hiroshi**  
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Engineering, Ritsumeikan University
- ④ **Deputy Division Leader \*UEMURA, Taeko**  
Poet, Representative Director of Kyonan Souko Co., Ltd.
- ③ **YAMAORI, Tetsuo**  
Chairperson of Higashiyama-ku Master Plan Formulation Subcommittee,  
Religious scholar
- ③ **YAMAUCHI, Ihoko**  
Executive Director of Kyoto City Preschool Federation

(A total of 70 people)

(Former Committee Member) Position title at the time of appointment

- ② **TAKASHIMA, Manabu**  
Manager of Kyoto Prefecture Policy Planning Division (Until May 2010)

\*The numbers in front of the names signify the below  
1: Committee member of Uruoi (Enriching) Division  
2: Committee member of Kassaika (Vitalization) Division  
3: Committee member of Sukoyaka (Wellbeing) Division  
4: Committee member of Machi-zukuri (City Development) Division  
\*Member of Fusion Committee  
(Committee Chairperson: Vice President Yoshifumi Muneta,  
Committee Vice Chairperson: Mr. Seichi Hirai)

# Flying into the future! Miyako plan formulation

Encourage strong staff participatio

## The Government

The City Assembly

Report / Suggest  
Give Opinions / Vote

The Mayor

Inquire and consult  
Submit reports

- All government bureaus are to have thorough discussions based on the *principles* of "fusion"
- Support strong committee management, for example, through provision of discussion material
- Propose plans taking in consideration the principles of the formulation of the Master Plan and the committee reports

### Committee for the Promotion of the Formulation of the Master Plan of Kyoto City

#### <Committee Meeting>

General Manager: the mayor  
Deputy General Manager: Three of the Deputy Mayors  
Committee members: Managers, chief policy makers, directors of bureaus and wards

#### <Executive Meeting>

Secretary General: Director of Policy Planning Office  
Deputy Secretary General: Director of Kyoto Sousei Suishin Department  
Secretary: Directors of General Affairs Department

#### <Congress>

Directors of the General Affairs Department from various bureaus  
Directors of community Service Department of the ward on duty

#### <Field and bureau-specific projects>

Directors of departments and sections level city officials

"Fuse" horizontally across fields from five perspectives

Field specific projects

Bureau specific projects

#### <Project support team for the formulation of the next master plan for the Kyoto city>

- Open recruitment and nominated staff from bureaus
- Support citizen participatory projects
- Management of the committee and miscellaneous jobs related to the Master Plan formulation

### The Society for Creation of Future Kyoto

Founded in October 2008 and is made up of 12 up-and-coming researchers

Prepared a full-scale discussion paper for the formulation of the Master Plan

- ① The purpose of the Master Plan (Framework of the Master Plan and methods of formulation etc.)
- ② "Our vision for Kyoto" and "Priority Strategies" (Goals, tasks, and action plans)

※An interim report submitted in May 2009  
The final report in August of the same year

Submit

Work together

### The Builders of Kyoto/ Youth Conference U35

Founded in September 2009 and made up of youth under the age of 35 who are associated with Kyoto and have made a strong showing in various fields

- Make suggestions for the Master Plan
- Support citizens participatory projects

Give advice and opinions, support

Suggest

# (the Master Plan for the Kyoto city) on system

Encourage strong citizen participation

## The Committee

Chairperson

Collect citizens' opinions through thorough discussions and formulate with a combined effort

### The Master Plan of Kyoto City Committee

#### <General Meeting>

All the members (A total of 70 people: 15 scholars, 34 managing directors of organizations and NPOs, 11 representatives of the subcommittee for the formulation of the ward-specific master plans, 2 members of administrative bodies, and 8 members of the public)

#### <Fusion Committee>

15 people on total including president, vice presidents, division leaders and deputy division leaders

- Review "Our Vision for Kyoto" and "Priority Strategies"
- Coordinate the overall plan

#### <Kyokan (Combined Effort) Division>

Division members other than the president and the vice presidents (Approximately 16 to 17 members from each division)

Uruoi (Enriching) Division

Kasseika (Vitalization) Division

Sukoyama (Wellbeing) Division

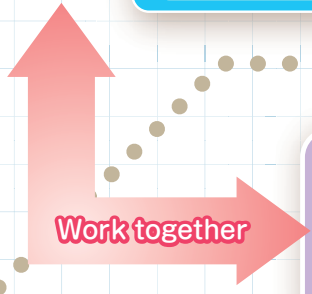
Machi-zukuri (City Development) Division

- Review Policy Structure (Kasseika Division will also review Broad Outline of Administration Management)

Review the plan while encouraging broad citizen participation

- Youth's Suggestion: "My and Kyoto's Manifesto," "Miyako conceptual drawing"
- "Drawings of Kyoto, picture diaries, and posters"
- Public comments (first draft and second draft)
- Symposium
  - Planning and management of The Builders of Kyoto/Youth Conference U35 Dousunnen Kyoto!? (Held in May 2010)
  - Thinking about Kyoto's future Tabemono meeting (Held in January 2011)
- Survey of 12,000 citizens
- Listened to the views of organizations related to the municipal government
- Listened to the views of related governmental bodies
- Invite citizen to propose names for the Master Plan
- Baseline study (baseline material was produced to facilitate thorough discussions about Kyoto's future)
- Interviewed citizens (Kyokan interview) (Staff went out into the city to directly collect opinions from citizens)

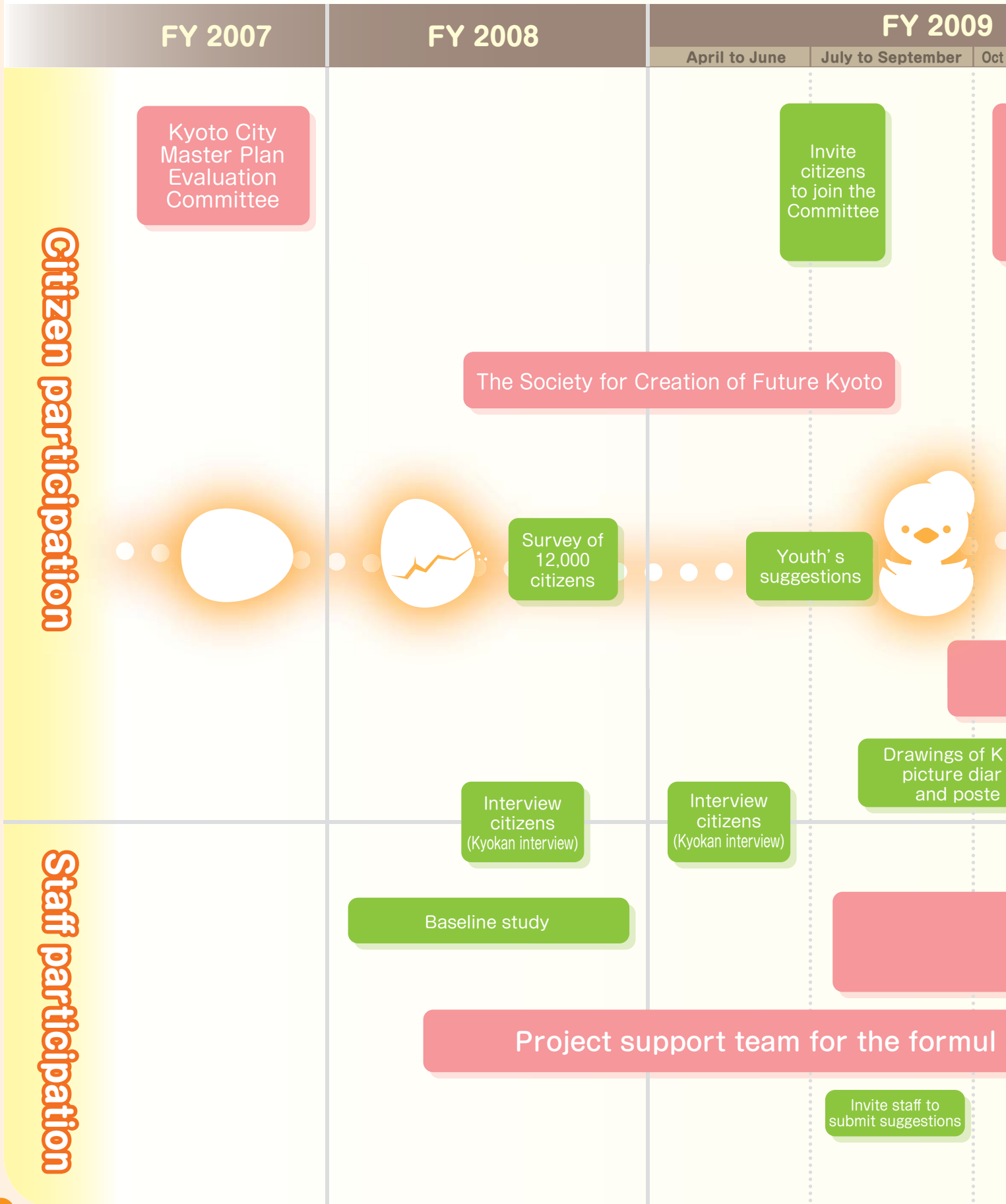
Invite staff to submit suggestions  
Themed on future visions and priority strategies



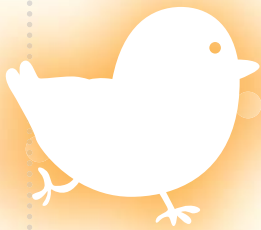
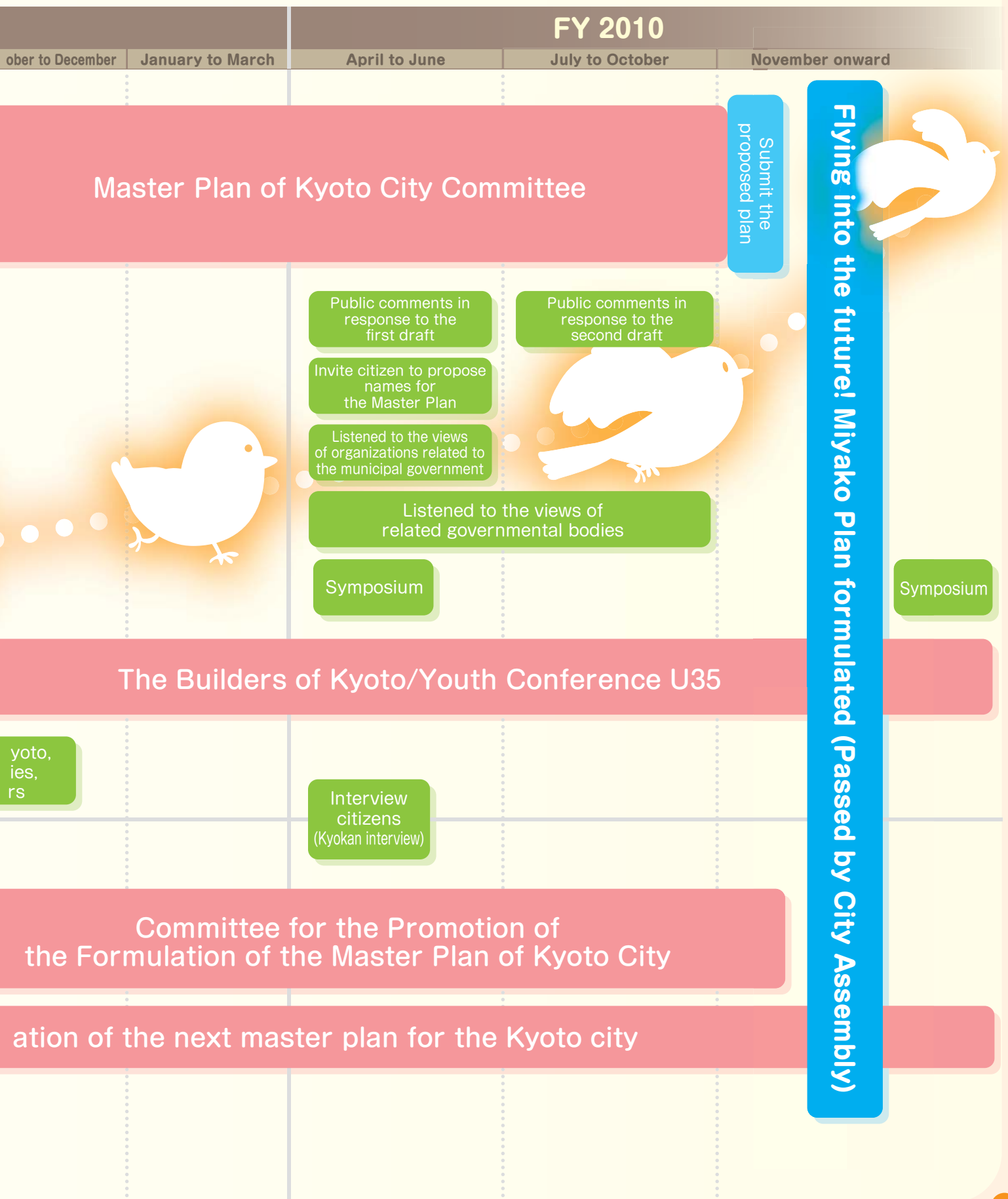
### Formulation of ward-specific Master Plans

- This plan serves as a guideline for the development of each ward, making the most of their attractions and characteristics
- Establish subcommittees for the formulation of the ward-specific Master Plans

# Flying into the future! Miyako plan process of



# (the Master Plan for the Kyoto city) formulation



Flying into the future!

# Miyako Plan

The Master Plan of Kyoto City



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[http://www.city.kyoto.lg.jp/sogo/soshiki/2-9-4-0-0\\_3.html](http://www.city.kyoto.lg.jp/sogo/soshiki/2-9-4-0-0_3.html)

