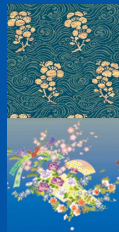


Outline of the Master Plan of Kyoto City

Life of peace, City of prosperity,
Built on mutual trust Kyoto, in the 21st century



2001-2010



January 2001 (Heisei 13)



Kyoto City

On the formulation of the Master Plan of Kyoto City



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Yorikane Masumoto
Mayor, Kyoto City

The major policies to be implemented in Kyoto City up to 2010 are summed up in “the Master Plan of Kyoto City”. This Master Plan was formulated on a basis of repeated discussions and opinion-sharing amongst many citizens and authorities who offered their time to sit on the Committee of the Master Concept of Kyoto City, with the goal of materializing a vision of “Peaceful Life” and “Prosperous City” on the strong bonds of trust between citizens and government.

I want to express my heartfelt gratitude to all those citizens and committee members who worked so hard to formulate this plan.

Now, with the dawning of 21st century, we are facing a great age of unprecedented transformation, accented by rapid advancements in IT, a dwindling birthrate that is quickly falling behind the pace at which society is aging, seriously worsening ecological problems, and the greatest need ever to decentralize the power of government.

In an age of such dramatic change, I am determined to carry out this Master Plan, in spite of the severe financial situation, in order to build, together with the citizens of Kyoto, a 21st century the city whose “life of peace” and “city of prosperity” can be felt throughout the world.

To see this Master Plan through, the entire staff of the city government will team up in partnership with every citizen to work diligently towards a common goal. On the behalf of the Kyoto City Government, I most earnestly ask for your continued understanding and support.

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System of the Comprehensive Planning for Kyoto City

The City Doctrine (The Ideals of Kyoto City)

Declaration of Kyoto as a City Open to the Free Exchange of World Cultures

Approved and declared on October 15, 1978, by the City Council

Any city is in need of some ideal. When the ideal is based upon an accurate evaluation of conditions in the world and upon a deep reflection on its proper traditions, and if the citizens endeavor to realize that ideal, then that city can be expected to play an important role in the historical development of the world. In this spirit we have decided to declare the City of Kyoto to be a culturally free city, open to exchange of the cultures of the world.

A free city for international cultural exchange is one where peoples of any country may assemble freely and in peace, regardless of race, creed or social system, for the purpose of cultural exchange.

Kyoto is an ancient city which has preserved old cultural heritages and scenic natural beauty for over one thousand years. We cannot, however, merely take pride in past glories, nor live isolated. We must communicate widely with the world, and through international exchanges Kyoto must be always renewed culturally and continue to create her own unique culture. It is our hope, therefore, to make Kyoto a center of international cultural exchange.

A declaration of ideals is, of course, much easier than its execution, but we, the citizens of Kyoto, would like calmly to make this resolution and pledge our efforts towards what we can do for the realization of this ideal.

Basic Policies of the Kyoto City Government

The Master Concept of Kyoto City (The Grand Vision)

Long-term concepts for the development of Kyoto City in the 21st century
<2001~2025>

Adopted on December 17, 1999, as a resolution of the City Council based on Article 2 of Local Government Law

Plans of Each Section

The Master Plan of Kyoto City

Plan to show principal policies of the whole city for embodiment of the Master Concept of Kyoto City
<2001~2010>

Adopted on January 10, 2001

Plans of Each District

The Master Plan of Administrative District

Guidance for attractive districts making use of characteristics in each district based on the Master Concept of Kyoto City
<2001~2010>

Adopted on January 10, 2001

※ “The Master Plan of Kyoto City” and “the Master Plan of Administrative District” are of the same importance in city government, though they are complementary to each other. “The Master Plan of Kyoto City” looks at the city as a whole, whereas “the Master Plan of Administrative District” addresses district-based individuality.

Preface

1 The Purport of Formulating this City Plan

“The Master Plan of Kyoto City” was formulated to materialize “the Master Concept of Kyoto City” that was adopted in December 1999 by resolution of the City Council.

Amidst great social transformation taking place in Japan that has seen a decline in economic growth and a rapidly aging population against a falling birthrate, Kyoto has encountered various problems and is trying to maintain its glamour and vitality as a city. The Master Concept was created to reform the social structures of Kyoto from a global viewpoint and make Kyoto a “peaceful and prosperous place to live” on a strong basis of “mutual trust between citizens and government”.

Based on of these concepts, the Master Plan suggests important policies to be implemented with the strong involvement of Kyoto citizens from 2001 through 2010.

2 On the Formulation of the Plan

In formulating the Master Plan of Kyoto City, it was necessary to approach the plan from various points of view, in addition to recognizing the socio-economic goals of the Master Concept. The following are some special viewpoints that were taken into account when formulating the plan this time.

(1) True Decentralization of Governmental Power

According to the “Package Law to Promote the Decentralization of Government” that went into force in April 2000, the relationship between the “nation government” and “local governments” was legally transformed to a basis of “equality and collaboration”, making it systematically possible for a local government to realize, together with residents, a richly individual local society.

Kyoto City, too, seeks the transformation to a decentralized administrative system in the principle of self-determination and self-responsibility. From this point of view, the plan was formulated to give

full play to its function as a metropolis and to its character as a city with a more than 1200 years of history.

(2) The Severe Financial Situation and Ceaseless Municipal Improvement

Financially, Kyoto City is in a very bad situation, with its already weak financial infrastructure affected severely by the long-term depression that followed the collapse of Bubble Economy. Economic growth to the degree experienced in the past is unforeseeable, and growth in city tax revenue cannot be expected. Also, obligatory expenditures account for an increasingly higher percentage of the local budget because of increased outlays to pay off municipal bonds and increased social welfare expenditure that come with a rapidly aging society such as our own. With such cost increases, it is inevitable that the financial situation will become tougher in the future.

Because of the financial melee, the plan proposes ceaseless restructuring in municipal government through a review of the existing policies and policy prioritizing.

(3) Wide-area Viewpoint and Local Viewpoint

Amid radical changes, to note particularly heightened international competition and the IT revolution, corporate headquarters and people talented in cultural or academic fields are rapidly flowing to the Tokyo area, seriously draining the resources and vitality of the Kinki area.

Moreover, the lifestyles and economic activities of residents are expanding beyond the boundaries of Kyoto City, making it necessary to cooperate with neighboring local governments. Especially, with Kyoto Prefecture, which shares the responsibility of developing Kyoto City with us, it is indispensable to further develop cooperative relations and channels of communications.

On the other hand, local communities are weakening, because of a change in lifestyles, a falling birthrate and a rapidly growing elderly popula-

tion, making review and reform necessary to any attempt at revitalizing them.

Therefore, without restricting our targets to Kyoto City alone, the plan was proposed from both a wide-area viewpoint and a local viewpoint.

(4) Developing Policies Along the Ecological Axes

The affluent way of life that has been supported till now by mass-production, mass-consumption and massive amounts of waste now faces a great crisis. In particular, diminishing resources and an increasing burden on the environment are affecting the global environment and future generations both in space and in time. If the planet should ever exceed its ability to recover naturally, the very survival of humanity would be at stake.

Therefore, the plan proposes that all policies have an “environmental basis”.

3 Objects of the Plan

(1) Object Period

The period of the plan is the 10 years from 2001 to 2010.

(2) Object Area

The object area is Kyoto City. However, strongly recognizing the fact that Kyoto is also a part of the Kansai, Japan and the rest of the world, the goal is to develop Kyoto from a wide-area viewpoint.

(3) Object Policies

Policies are to be developed and implemented by Kyoto City, with Kyoto City providing suggestions and guidance in policies and programs done in conjunction with the national government or Kyoto Prefecture.

As for the duties of citizens and private businesses, Kyoto City announces them and undertakes public relations and promotional activities as a part of city operations.

4 Composition of the Plan

“The Master Plan of Kyoto City” is composed of a “Preface”, “Policies” and “Plan Implementation”.

(1) “Preface”

As an introduction to the Master Plan, the “Preface” outlines the purport and objectives of the Master Plan as well as the policies designed to materialize the Master Concept.

(2) “Policies”

“Policies” lays out the basic direction and major policies in individual areas, developed horizontally rather than vertically, as seen by residents, in line with the Master Concepts of “life of peace”, “city of prosperity” and “building bonds of mutual trust between citizens and government.”

Among them, “Chapter 3 Aiming to build relationships of deep trust with citizens” raises the mechanisms and institutions of building trust between citizens and government as a premise for the policies of “Chapter 1 Peaceful Life” and “Chapter 2 Prosperous City”.

Also, each chapter begins with indexes representative of common objectives shared by citizens, to show with data how “life in 2010” can be by steadily implementing the proposed policies in cooperation with citizens.

(3) “Plan Implementation”

“Plan Implementation” proposes specific ways to carry out the plan, such as project management and checks for policies proposed in the Master Plan, restructuring of all administrative operations and finances, and policy implementation through coordination and close communications between the Kyoto City Government, the Prefecture and other municipalities.

Chapter 1 Peaceful Life

- In everyday life, everyone should be fully respected as an individual. Beginning with the elderly and the disadvantaged, all people should have the opportunity to take part in society, and children should grow up broad-minded and socially conscious, which can be achieved by the cooperation between schools, homes and communities. The aim is to make Kyoto a place where all people to lead an active life.
- By enriching public services and supporting networks, such as healthcare, medical care and welfare benefits, that constitute the infrastructure of daily life, people can raise their children with peace of mind and all can live healthfully in body and mind. The aim is to support everyone and have everyone support the city.
- To lessen the burden that urban activity places on the environment and make Kyoto a pleasant place to be, everyone needs to exercises moderation in their ways and habits. The aim is to make Kyoto disaster-tough, crime and accident free, and a place where anyone can live with peace of mind.

Life in 2010 as Proposed by the Data

Section 1 A town where all people can lead an active life

Percentage of women on committees, etc.	22.7% (2000)	35% (based on rising trend in recent years)
Percentage of disability certification	21.7% (1999)	50%
Percentage of families under lowest housing standard	6.3% (1998)	0%
Percentage of houses with facilities for the elderly	42.1% (1998)	60% (well over half)
Percentage of the physically and mentally disadvantaged participating in society (Physically disadvantaged)	16.2% (1996)	50%
(sports, cultural activities, etc.) (Mentally disadvantaged)	17.7% (1996)	50%
(Survey of the physically and mentally disadvantaged persons)		
No. of high schools with counselors	35 (FY2000)	79 (all high schools)
No. of children volunteer leaders	0 (FY2000)	200 (more than 1 in each elementary school district)

Section 2 A town that supports all and is supported by all

Service to certified nursing recipient		
• Service at home		
Visiting service (help at home)	32,000 time/wk (FY2000)	46,000 time/wk (FY 2004)
• Services at facilities		
Person capacity in nursing facilities (including welfare facilities for the elderly, health care facilities for the elderly and sanatorium-type medical care facilities for the elderly)	7,900 persons (FY2000)	9,300 persons (FY2004)
No. of children on the waiting list for nursery schools	533 (FY2000)	0
No. of centers to offer child support	85 (FY2000)	180 (about 1 in each elementary school district)
Percentage of persons receiving basic health checkups	32.6% (1999)	50%
Number of local gymnasiums	10 (2000)	14 (1 for every 100,000 people living within 30-min. walk to facility)

Section 3 A town where anyone can live with peace of mind

CO ₂ emission within city	7,279 kilotons (1990)	Reduced by 10%
Processing of garbage (incineration of flammables and reclamation of nonflammables)	777,790 tons (FY1997)	Reduced by 15%
Rate of resource recovery from processed garbage	2.5% (FY1997)	16%
Percentage of sewered area based on 10 years probable rainfall intensity (62mm/h)	1.0% (FY1999)	30% (1/3 of urbanized area)
Number of fires	330 (ave. 1995~1999)	220 (same as 1980s)
Number of established civic rescue systems for cultural property	20 (2000)	200 (for all properties that require systems)
Number of organizations with civic disaster prevention plans	0 (2000)	6,000 (nearly all self-reliant disaster prevention departments)

Section 1 A town where all people can lead an active life

1 Everyone must be fully respected as an individual

Basic Direction

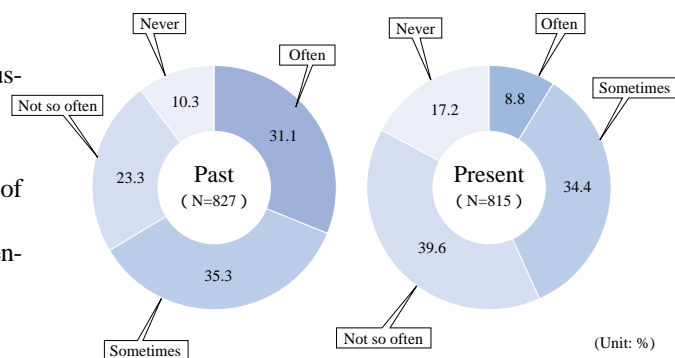
Human rights are a treasure of everyday life. By building up a “Human Rights Culture” in which mutual respect is rooted as a habit, our aim is to make Kyoto a place where all people including children, the elderly and the disadvantaged, men and women alike, regardless of nationality and race, birthplace or upbringing, can lead an active life.

Policies

- (1) To build a “Human Rights Culture” in which mutual respect is rooted, and to cherish human rights in everyday life
 - Carrying out a diversity of undertakings to root respect for human rights in daily life
 - Carrying out the education of human rights in nursery schools, kindergartens and schools
 - Promoting social involvement and communication, aimed at creating an affluent society and fomenting coexistence
 - Supporting the grassroots volunteer activities
 - Building the Kyoto Human Rights Research Institute
- (2) To create a society where both men and women can participate on equal terms and be autonomous
 - Respecting the human rights of men and women
 - Ensuring equal opportunities and fairness between genders in the office, home and community
 - Expanding women’s involvement in policy and decision-making processes
 - Supporting women’s international activities
 - Adopting 3rd sector projects for promoting gender equality and enacting laws to promote gender equality
- (3) To respect the human rights of children
 - Preventing child abuse and advocating their rights
 - Promoting education that fosters a social consciousness in children
- (4) To respect the human rights of the elderly
 - Supporting the autonomy and social involvement of the elderly
 - Protecting the rights of elderly suffering from dementia
- (5) To respect the human rights of the disadvantaged
- (6) To end the special measure to solve the Dowa Affairs and promote undertakings thereafter
 - Ending the special measure to solve the Dowa Affairs
 - Promoting general undertakings
- (7) To materialize a multicultural society
 - Expanding the involvement of foreign nationals in municipal government
 - Upgrading systems for providing information and counseling for diversified needs
 - Strengthening measures against housing problems
 - Promoting the elimination of job discrimination
 - Education and awareness to create a multicultural society
- (8) To address various human right issues in modern society
 - Promoting awareness and correct knowledge and understanding of HIV, etc.
 - Promoting undertakings for various human right issues in modern society

[Related Data]
Discrimination experienced by foreign nationals (past and present)

Q: In your daily life, did you ever have a feeling that you, as a foreigner, were discriminated against by the Japanese?



Reference: Survey on the Consciousness and Facts of Foreign Residents in Kyoto City (1997)

2 All people should have equal opportunities to lead an active life

Basic Direction

Kyoto should be a place where all citizens, young and old, can lead an active life. In particular, there should be facilities and equal opportunities for the elderly and the disadvantaged to participate constructively in society and their communities. The aim is to make Kyoto a place where people can interact with others, lead a rewarding life and be active members of society.

Policies

- (1) To make Kyoto a place where anyone would want to live
 - Building homes where people can live in peace
 - Striving to make a town that is people-friendly
 - Maintaining high-quality residential areas and living environment
 - Preserving and renovating the wooden houses typical of Kyoto
 - Making Kyoto a place to settle down
- (2) To provide opportunities for the elderly and the disadvantaged to participate constructively in society
 - Building Welfare general center for the elderly
 - Increasing opportunities in local areas for the elderly to participate in society
 - Promoting and sponsoring events to serve as venues for communications between generations
 - Promoting the self-reliance and social involvement of the disadvantaged
 - Creating an environment where people can enjoy sports
 - Supporting social involvement by utilizing IT
- (3) To ensure opportunities for the elderly and the disadvantaged to improve their abilities or work
 - Ensuring opportunities for the elderly to work and exhibit their abilities in full
 - Creating and promoting opportunities for the disadvantaged to work and live in their local communities
 - Job support utilizing IT
- (4) To make Kyoto a place where everyone can work comfortably and rewardingly
 - Developing comprehensive measures to improve worker benefits
 - Upgrading public support for those who work

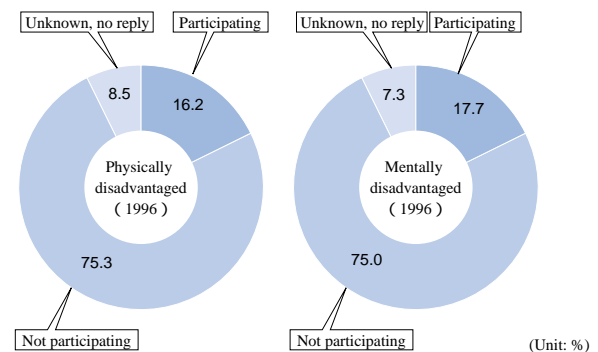
- Providing learning opportunities to those who work and want to learn

[Related Data]

About 1 to every 6 physically and mentally disadvantaged persons is involved in society

Percentage of the physically and mentally disadvantaged involved in sports and cultural activities

Q: Are you now participating in a sport or cultural activity?



Reference: Survey of the physically and mentally disadvantaged persons

3 Children should be raised to be broad-minded, socially conscious and independent

Basic Direction

For children, “home” is where they can find the greatest reassurances. While a warm and carefully protected “neighborhood” is an indispensable element for children, a “school” where their potential can bloom from within a group environment also plays an important role in a well-rounded development.

The home, community and school all play specific roles in a child’s education. The three must work together to raise children that are broad-minded, socially conscious, who respect life, human rights and society’s rules, and who have “the ability to think and act by themselves”.

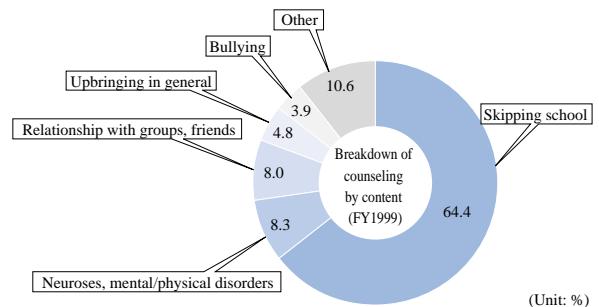
Policies

- (1) Communications between the school, the home and the local community
 - Opening up schools to the community and improving the educational functions of the home and community
 - Promoting the activities of Committee on Human Resource Development of the 21st Century
- (2) To promote education that raises socially conscious children
 - Promoting the education of Kyoto’s history and traditions, which can thus be passed down to future generation
 - Promoting education that nurtures children with a rich sense of humanity and sound bodies and minds
 - Promoting the education that nurtures a child’s independence
 - Promoting education that ensures everyone treasures and respects human rights
- (3) To promote education for disadvantaged children
 - Upgrading scholastic education for disadvantaged children
 - Restructuring that links schools for disadvantaged children to the community
- (4) To improve the abilities and awareness of educators
- (5) To create pleasant and comfortable learning environments
 - Bringing school facilities up to date
 - Building facilities for enjoying nature
 - Making high schools more interesting to young people

[Related Data]

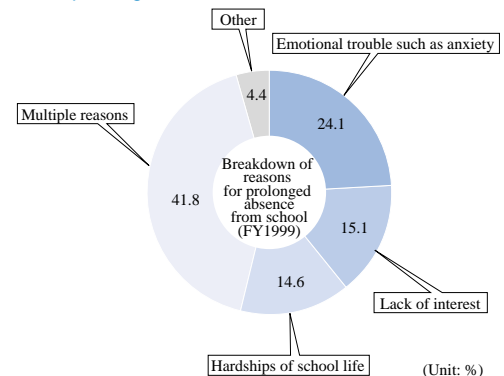
About two thirds of all counseling had to do with children skipping school

Content of counseling in regards to education



Note: Counseling at Nagamatsu Memorial Education Center
Reference: Board of Education

Reason for prolonged absence from school



Note: Long absences are absences of 30 days or more from municipal elementary and middle schools.
Reference: Board of Education

Section 2 A town that supports all and is supported by all

1 People must support each other to live with peace of mind

Basic Direction

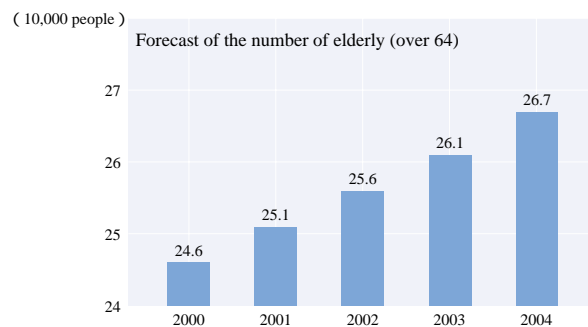
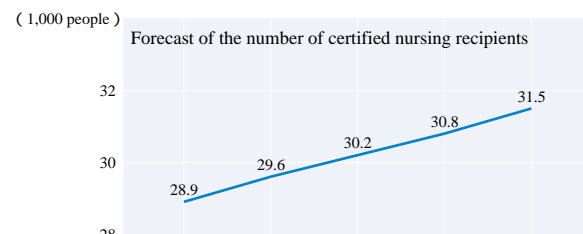
The aim is to provide quality services and supporting networks in healthcare, medical care and welfare in order that people can lead happy healthy lives in the communities where they have become accustomed to living.

Policies

- (1) To make it possible for those who have become accustomed to living in a community to support each other and live peacefully
 - Restructuring the mechanisms of mutual support in local communities
 - Promoting volunteer welfare activities
 - Promoting counseling and assistance to ensure people lead healthy and cultural lives
- (2) To upgrade services that support the lives of the elderly and their families
 - Building the infrastructure of home and facility services for certified nursing recipients
 - Upgrading home services for those other than certified nursing recipients
 - Upgrading facility services for those other than certified nursing recipients
 - Promoting measures for elderly suffering from dementia
- (3) To upgrade services that support the lives of the disadvantaged and their families
 - Building a system of support services such as nursing (care management)
 - Upgrading home services to support living in the local community
 - Upgrading facility services
 - Formulating and promoting a new master plan for the disadvantaged

[Related Data]

The number of elderly who need nursing care is increasing



Note: 1. Estimate based on the rate of the elderly population of certified nursing recipients at the time of Survey on Elderly Who Require Nursing Care (Oct. 1, 1998)

2. "The number of certified nursing recipients" is given only for those over age 64.
Reference: Public Health and Welfare Bureau

2 Parents should feel safe and reassured about having and raising children

Basic Direction

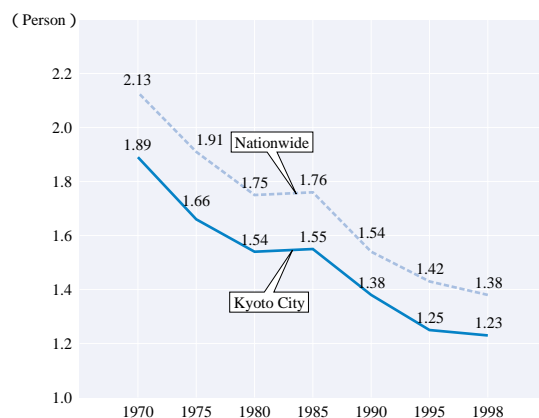
With birthrates falling across Japan, we are promoting as a countermeasure a scheme that would have all of society playing a part in upbringing children and would make parents feel reassured about having them. It would enable children to grow happily and healthily on the basis of the home which plays the most important role in a child's life.

In this way, parents will enjoy having children and children will have opportunities and places to be active. The aim is to make Kyoto a place for raising children and making parents and children smile.

Policies

- (1) To upgrade healthcare and medical care so that mothers and children can lead healthy lives
 - Enhancing and maintaining the physical and mental health of pregnant women
 - Upgrading healthcare and medical care systems for mothers and children
 - Preventing accidents involving children
- (2) To provide daycare services to make child raising easier
 - Upgrading daycare services in accordance with the needs of families with children
 - Upgrading infant daycare and education
- (3) To support child raising for disadvantaged and unprotected children
 - Upgrading care for disadvantaged children
 - Upgrading child support at facilities for disadvantaged children
- (4) Building a support system for families in need of child support
 - Upgrading the functions of general centers to offer child support
 - Upgrading a multi-level child support network from the community to city level
 - Support for single-parent families
- (5) To help children grow up happily and healthily
 - Creating opportunities for children to have diversified experiences
 - Protecting the rights of children and preventing child abuses

[Related Data]
Decrease in "total specific birthrate"



Note: Total specific birthrate is the average number of children born by one woman during the age of 15-49.

Reference: Statistic Information on Kyoto City

3 To live healthily in body and mind

Basic Direction

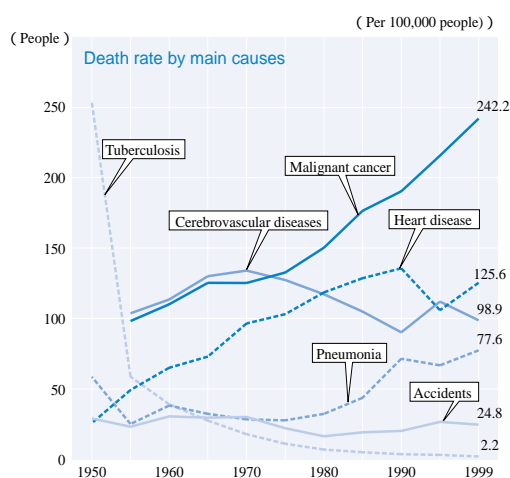
In order to live healthily in body and mind throughout one's lifetime, all citizens must enhance their awareness of physical and mental health, and at the same time, we must build an environment that lets them lead a healthy life through comprehensive disease prevention and hygienic living conditions, and appropriate health and medical services.

Also, it should be possible for anyone, throughout their lifetime, to enjoy sports anytime anywhere. By working with citizens and sports promotion groups, we will strive to provide opportunities and venues for people to enjoy sports.

Policies

- (1) To enhance every citizen's health
 - Self-initiated healthcare
 - Healthcare through health centers
- (2) To promote measures for protecting personal health
 - Building a management system against health crises
 - Promoting measures against serious diseases
 - Promoting measures against infectious diseases, such as tuberculosis
 - Promoting dental healthcare
- (3) To maintain a support system of healthcare and medical services
 - Strengthening the functions of health centers
 - Maintaining Kyoto City Hospital
 - Restructuring and maintaining Kyoto City Institute Lab of Health and Environmental Sciences
 - Securing nurses
- (4) To build a system to support mental healthcare, medical care and welfare services
 - Strengthening the functions of mental health and welfare center
 - Building first-aid systems in mental healthcare
- (5) To promote hygiene in the living environment
 - Promoting measures of food hygiene
 - Promoting measures of total hygiene in the home
 - Promoting measures for pet lovers
- (6) To promote systematic measures of health and medical care
 - Formulating and promoting a new healthcare and medical plans
- (7) To provide opportunities and facilities for sports activities
 - Upgrading the sports promotion business
 - Building sports and recreational facilities
 - Upgrading sports promotion systems
 - Promoting the civic sports promotion plan
- Formulating and promoting a healthcare plans for residents

[Related Data]
Increase in life-style related diseases



Note: Until 1990, "pneumonia" included "bronchitis", and "Accidents" included "harmful phenomena".
Reference: Annual Report of Hygiene in Kyoto City

Section 3 A town where anyone can live with peace of mind

1 To ensure sustainable development that places less burden on the environment

Basic Direction

As the host city for the 3rd Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP3), Kyoto City is working constructively in collaboration with citizens and businesses to prevent global warming, reduce the emission of carbon dioxide (CO₂) and effectively utilize resources and energy, by discussing even economically effective measures aimed at a total solution. At the same time, we are promoting waste reduction, recycling and appropriate disposal.

Furthermore, we must establish a harmony with the natural environment through support for volunteer efforts in environmental protection and everyone exercising moderation, in order to enable sustainable development, reduce the burden that urban activities place on the environment and ascertain “Kyoto an environment-friendly city”.

Policies

(1) To address environmental issues with “The Miyako Agenda 21 Forum” as the core issues solving organization

- Addressing environmental issues through talking and collaboration between citizens, businesses and the public administration
- Building a system to conserve energy and resources to encourage an environment-friendly way of life
- Expanding markets of eco-friendly products and Supporting green consumers who purchase eco-goods
- Making new industrial systems focusing on recycling
- Developing environment-friendly ways of tourism
- Making an environment-friendly transportation system
- Building a museum dedicated to communities that utilize the culture and environment of the local area

(2) To realize a symbiotic way of life with the environment

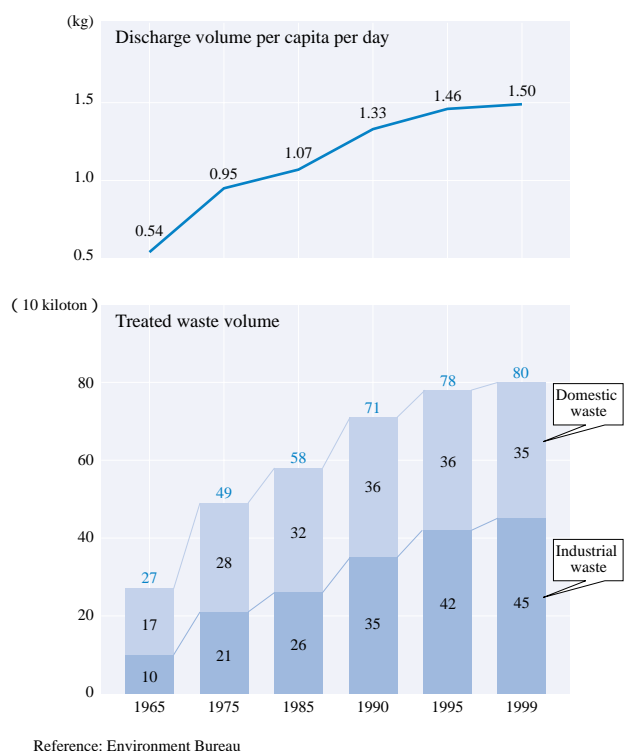
- Preserving and utilizing a rich natural environment
- Promoting environmental education and learning opportunities
- Utilizing resources and energy effectively
- Protecting the surrounding environment
- Promoting a system of environment impact assessment to promote environmental awareness in urban development
- Maintaining and supporting the Research Institute for Humanity and Nature

(3) To develop a recycling society that does not produce waste

- Promoting measures based on the concepts of the Basic Law on Promoting the Development of a Recycling Society
- Promoting the reduction and recycling of waste

- Increasing separated collection of recyclable waste
- Utilizing effectively construction byproducts or sewage sludge
- Establishing a system to properly dispose of industrial wastes
- Building waste disposal facilities

[Related Data]
Increase in waste treatment volume



2 Making daily life safe and strong against disasters

Basic Direction

It is said that the first half of 21st century will be an active period for faults in the inland Kinki area. Considering that the fact that Kyoto is characterized with many wooden buildings and dead-end streets, and that it bears the responsibility to protect the precious cultural property of a city with a long history, it is vital to upgrade infrastructure against big disasters such as earthquakes and fires.

Therefore, we will strengthen urban areas and disaster prevention functions of buildings, to make Kyoto strong against disasters. Also, we will strive to develop strong individuals and organizations who know how to protect themselves.

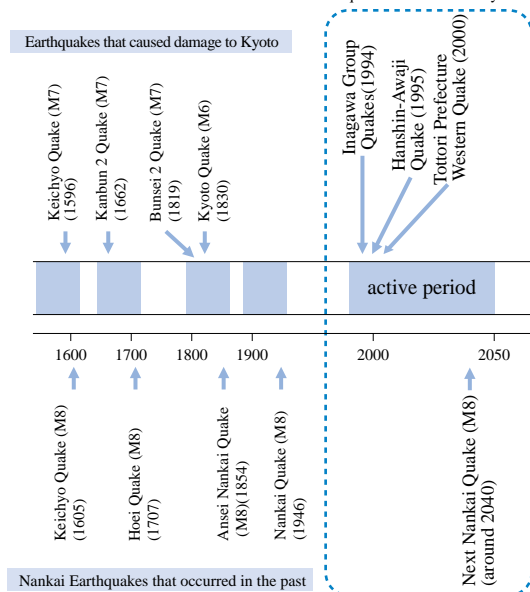
Policies

- (1) To make Kyoto strong against disasters in consideration of local characteristics
 - Making urban areas strong against disasters
 - Making buildings and residence strong against disasters
 - Building a water environment resilient to disasters
 - Promoting measures against landslides and floods
- (2) To make strong individuals who have the wisdom and power to protect themselves in the event of a disaster
 - Improving residents' ability to protect a historically rich city against disasters
 - Promoting safety measures for the elderly, the disadvantaged, children and youth against disasters
 - Improving the citizens' ability to perform first-aid
- (3) To make strong organizations that can protect residents' lives and historical legacies in the event of a disaster
 - Improving community disaster prevention abilities through activities of self-managed disaster prevention organizations
 - Establishing resident disaster prevention councils
 - Upgrading a support system for volunteer activities
 - Maintaining a system of fire-fighting activities
 - Upgrading a system of first-aid activities
 - Promoting disaster prevention measures with cultural properties
 - Promoting disaster prevention in the foothills
 - Strengthening disaster prevention networks

[Related Data] Kyoto's faults are in an active period

Past big earthquakes in the Kyoto area

The period from about 60 years before the Nankai Earthquake to about 10 years after it was an active one in which inland fault earthquakes occurred readily.



Reference: Fire Bureau

Expected Damage of Inland-type Earthquakes (1998)

Expected earthquake	Hanaore Fault	Nishiyama Fault	Obaku Fault	
Length of fault	47 km	42 km	25km	
Magnitude	7.6	7.5	7.1	
Damage to buildings (Completely and half damaged)	275,800 units	136,500 units	162,800 units	
No. of Fires (within 24 hrs.)	88 ~ 320	22 ~ 83	34 ~ 124	
Casualties	Dead	4,800 ~ 7,700 people	900 ~ 1,400 people	
	Injured	75,400 people	28,500 people	1,500 ~ 2,400 people
Damage to utilities	Water (No. of houses w/o water)	About 390,000	About 260,000	About 270,000
	Power (No. of houses w/o elect.)	About 140,000	About 120,000	About 130,000
	Gas (No. of houses w/o gas)	About 580,000	About 470,000	About 420,000

Note: Depending on the season and the time of the day, the number of fires and casualties will vary.

Reference: Local Disaster Prevention Plan of Kyoto City

3 To ensure safety, security and peace of mind in daily life

Basic Direction

In order to ensure safety, security and peace of mind in daily life, it is necessary for citizens, businesses, police and other related entities to communicate and collaborate on preventing crimes or accidents. Also, measures should be promoted to help consumers protect themselves such as providing information that protects them from fraud or other loss.

Policies

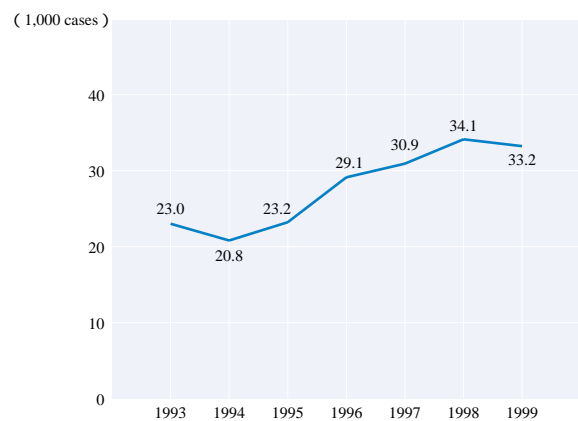
(1) To make Kyoto safe and free of crime and accidents

- Promoting safe living with communities at the core of activities
- Providing information, promoting awareness activities and training human resources
- Promoting traffic safety
- Supporting the volunteer activities of citizens
- Making an environment where anyone can live peacefully and free from crime and accident
- Maintaining emergency systems for crimes and accidents and support for victims, etc.

(2) To make a town where consumers can live peacefully

- Promoting understanding of consumer problems
- Providing learning opportunities to nurture consumers' ability of selection
- Upgrading counseling at the Civic Living Center
- Upgrading information provided to consumers

[Related Data]
Increase in notorious crimes



Reference: Crime Statistics, Kyoto Prefectural Police Headquarters

4 Making Kyoto a nice place to take a walk

Basic Direction

The aim is to make “Kyoto, a town for walking”. There is something enjoyable about walking amongst the historical and cultural assets and natural environment. By maintaining a safe and pleasant traffic environment, people can go about their daily routines on foot. For a visitor, walking is an excellent way to enjoy the city more.

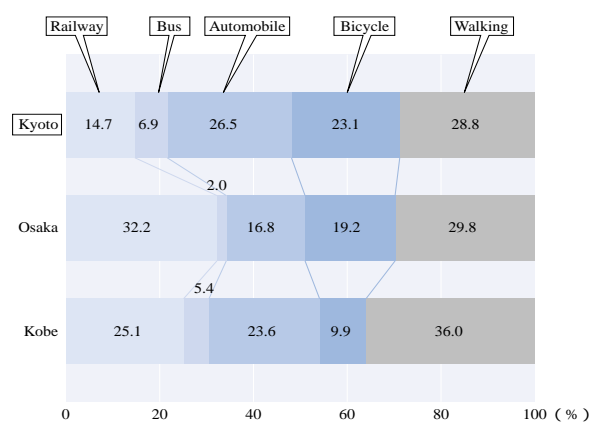
To make such a city, it is necessary to take steps to make walking about more interesting by creating beautiful street landscapes, controlling the flow of traffic and promoting the use of bicycles. By maintaining diverse conditions that make walking easy and pleasurable, the burden on the environment will also be lessened.

Policies

- (1) To create a fostering urban environment for pedestrians
 - Promoting urban beautification
 - Creating and preserving a landscape that is suitable for walking
 - Making the city barrier free
 - Activating sightseeing spots or shopping arcades
 - Promoting “Kyoto, a town for walking” in areas where business and residence coexist
- (2) To build walking paths and promote the use of bicycles
 - Building a network of walking paths that is greenery-rich, safe and pleasant
 - Building an environment for bicycle riding
- (3) To upgrade public transportation to support walking
 - Upgrading public transportation services
 - Upgrading bus service
 - Upgrading railway service
 - Making public transportation barrier free and low polluting
 - Improving the fare and ticket system to promote the use of public transportation
- (4) To build a road network suitable for walking
- (5) To promote new traffic policies for walking

[Related Data]
Higher rate of bicycle use than in other cities

Distribution rates of transportation means in the cities of Kyoto, Osaka and Kobe



Note: “Bicycle” consists of both bicycles and motorcycles.
Reference: 3rd survey of personal trips in the metropolitan areas of Kyoto, Osaka and Kobe (1990)

Chapter 2 Prosperous City

- Kyoto aims at maintaining its natural beauty by preserving the scenic natural beauty and surrounding greenery and by supporting residents in their beautification efforts, while also making it possible to enjoy the rich abundance of culture in this capital of culture and art. Also, we will make Kyoto interesting by promoting exchange in various fields within Japan and with overseas, and by promoting creative learning throughout one's lifetime utilizing Kyoto's abundant learning resources.
- We will vitalize our manufacturing tradition, develop an industrial system unique to Kyoto as a cooperation of industry, academics and government, and create a new kind of tourism to usher in Kyoto of the 21st century. Also, we will make Kyoto a place where young people can learn, work and live by promoting interaction with the many colleges in the city.
- Based on "conservation, renaissance and creation", we will give Kyoto prosperity and unique civic functions. Also, we will support an affluent way of life and diversified city activities by building the transportation infrastructure that gives priority to public transportation in line with the concept of "Kyoto, a town for walking", and by building information infrastructure that meets the communication and information demands of a technologically advanced society.

Life in 2010 as Proposed by the Data

Section 1 A town full of glamour

Extension of sidewalks with no power poles visible (underground power cables)	30km(FY1999)	60km (doubled)
Area of city parks per capita	3.08m ² (2000)	6m ² (doubled)
Number of foreign students	2,677(1999)	3,700 (increased by 1,000)
Number of books in municipal libraries	1.4 mil(FY2000)	3 mil (doubled)
Number of school community plazas	7 zones (FY2000)	17 zones (create 1 zone per year)
Number of local coordinators for life-long learning activities	0 (FY2000)	500 (more than 2 per elementary school district)

Section 2 A town full of vitality

Rate of new business startups	2.3% (1991~1996)	10%
Number of tourists	38.99 mil (1999)	50 mil
Number of tourists from abroad (accommodated)	390,000 (1999)	800,000 (doubled)
Number of subjects provided in City Colleges	250 at 34 universities (FY2000)	500 at 49 universities(doubled)
Number of users of "Youth Action Center"	240,000 (FY1999)	300,000 (by increase rate of recent years)

Section 3 To build the infrastructure to support lifestyles and urban function

Number of communities with "Community Planning"	30 (FY1999)	60 (doubled)
Percentage people using public transportation	48.2% (1998)	55%(return to & of 10 years ago(1990))
Rate of Internet use	28.9% (1999)	90% (tripled)

Section 1 A town full of glamour

1 To make Kyoto beautiful

Basic Direction

In order to make Kyoto an attractive and beautiful town, we will not only strengthen regulations but also have support beautification activities of citizens. We will strive to preserve and improve the scenic landscape and greenery, fully considering local characteristics, the natural environment and the historical importance.

In this way, we can preserve and revitalize our harmony with Mother Nature and historical features. At the same time, we will create new scenic landscapes that will pass the beauty of Kyoto down in posterity.

Policies

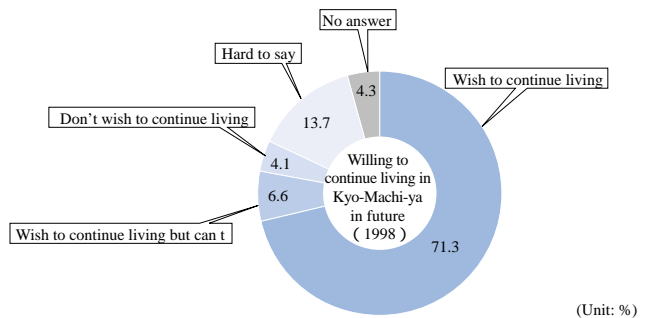
- (1) To promote urban beautification together with citizens and businesses
 - Promoting beautification activities
 - Strengthening monitoring and guidance on beautification
- (2) To create scenic landscape with local flavor
 - Preserving natural and historical landscape
 - Creating and preserving urban landscape suitable for each of areas
 - Cooperating with the Kyoto Center for Community Collaboration (Foundation) to improve landscape in downtown areas
- (3) To utilize water and greenery resources
 - Constructing parks using the natural or historical environment
 - Constructing parks for the relaxation of local communities
 - Upgrading the waterfront environment
 - Systematizing the network of water and greenery
- (4) To preserve the Kyoto's culture of wood

[Related Data]

80% of residents living in Kyo-Machi-ya (Traditional Townhouses) wish to continue living in them.

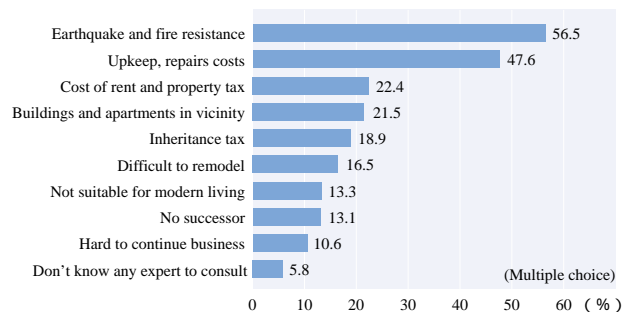
Willing to continue living in Kyo-Machi-ya

Q: Are you willing to continue living in this town?



Problems in continuing to live in Kyo-Machi-ya (Traditional Townhouses)

Q: Are there any problems in continuing to live in your Kyo-Machi-ya?



Reference: Renovation Plan of Kyoto Kyo-Machi-ya (2000)

2 Bringing a mature culture to the forefront

Basic Direction

With the “Kyoto Art Center” set up as a base for promoting art and culture, we will try to foster newcomers in ethnic culture and promote exchange in the arts and culture. In this way, a number of measures will be taken to create and transmit culture.

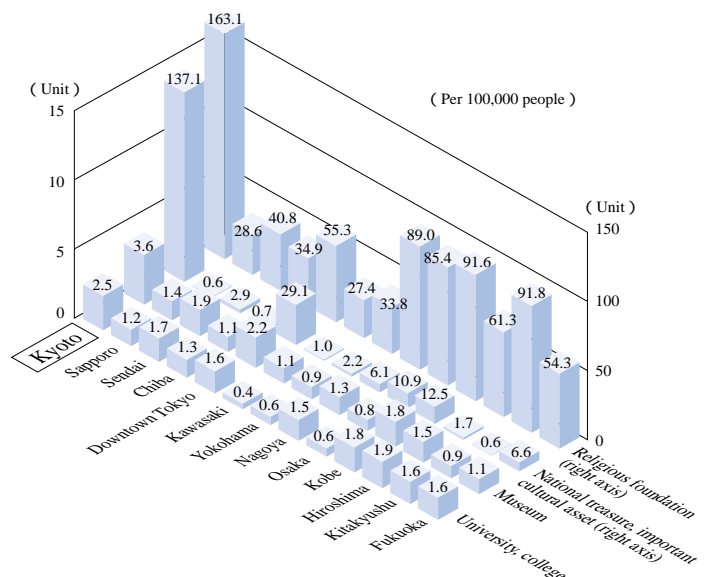
Furthermore, we will strive to preserve the cultural properties that are major elements to Kyoto. At the same time, constructive measures will be taken to make it possible for citizens to enjoy the abundance of culture and art. By strengthening cooperation with tourism and other fields of industry, we aim to make Kyoto a capital of culture at the center of cultural exchange, both within Japan and with overseas.

Policies

- (1) To promote comprehensive measures to create and transmit culture
 - Upgrading the functions of the Kyoto Art Center
 - Upgrading the “Kyoto Arts Festival”
 - Formulating programs to promote the arts and cultural development
 - Building the historical museum that tell the story of Kyoto
- (2) To develop civic culture
 - Supporting the cultural activities of citizens
 - Establishing a system to celebrate the cultural activities of citizens
- (3) To promote exchange in the arts and culture
 - Promoting exchange in the arts and culture with citizens and artists
 - Promoting international exchange in the arts and culture
- (4) To train people in the arts and culture
 - Supporting young artists through “Special Bounty Program for Art and Culture”
 - Supporting creativity and exhibits at the Kyoto Art Center
 - Training new artists at the Kyoto City University of Arts
 - Supporting the education of artists through communication with art-focused universities
- (5) To develop arts and culture that utilize our abundant cultural resources
 - Developing the traditional arts with temples and shrines as venues
 - Improving the functions of cultural facilities
 - Creating a new movie culture
 - Developing a musical culture

- (6) To promote the preservation of cultural properties
 - Investigating undesignated or unregistered cultural properties, both tangible and intangible
 - Reviewing new measures to preserve cultural properties
 - Sharing and utilizing information on cultural properties
- (7) Communication between culture and tourism/industry

[Related Data]
Abundant cultural resources and resources for life-long learning



Reference: Annual report of statistical comparison amongst big cities (1998)

3 To promote exchange in and outside Japan

Basic Direction

While vitalizing the traditions and culture of Kyoto, we seek peace through open interaction with the world. In order to continue being a cultural capital and create new culture, Kyoto City shall promote a variety of international exchange activities with each individual citizen as a host in activities with sister-cities and foreign students. Also, we will promote international cooperation utilizing Kyoto's inherent characteristics, in order to solve global problems and problems common to historical cities.

Meanwhile, we will also try to enhance the city's vitality through extra-city cooperation and regional exchange with neighboring local governments.

Policies

- (1) To promote a variety of international exchange activities
 - Promoting international exchange with sister-city activities as the center
 - Promoting the exchange through new forms of inter-city cooperation
 - Promoting exchange with Asian cities
 - Promoting a variety exchange activities with citizen foreigners
 - Promoting the use of easier-to-understand signs and indications
 - Supporting the State Guest House of Kyoto
- (2) To promote international cooperation utilizing Kyoto's inherent characteristics
 - Promoting international cooperation with Kyoto as a historical city
 - Promoting international cooperation on the grassroots level
 - Promoting international cooperation with overseas local governments
 - Promoting international cooperation in environmental fields
- (3) To promote a variety exchange activities that produce city vitality
 - Promoting wide-area communication
 - Promoting exchange with local governments that share values with Kyoto
 - Promote the exchange of "knowledge"

4 Improving oneself throughout one's lifetime

Basic Direction

Kyoto is favored with abundant learning resources, such as temples and shrines, universities, research institutes, craftsmanship, and traditional culture and arts. By utilizing these characteristics, citizens can find creative learning opportunities and venues, both in and outside Japan, to satisfy the lifelong pursuit of learning.

Also, through ritual festivals characteristic to Kyoto, such as “Jizobon”, we can learn from fun community activities in which people of all generations take part.

Policies

(1) To ensure and provide a variety of learning opportunities

- Ensuring and providing learning opportunities characteristic to Kyoto
- Ensuring and providing learning opportunities on social themes, etc.
- Promoting the lifelong pursuit of learning in a barrier-free environment

(2) To upgrade learning facilities to meet the times

- Upgrading the functions of libraries
- Building facilities to career the lifelong pursuit of learning

(3) To take measures for providing new ways of learning support

- Establishing a supporting system for lifelong learning in cooperation with private businesses, etc.
- Transmitting information inside and outside the alluring learning resources
- Creating and developing new learning resources

(4) To develop communities where people of all generations can learn together

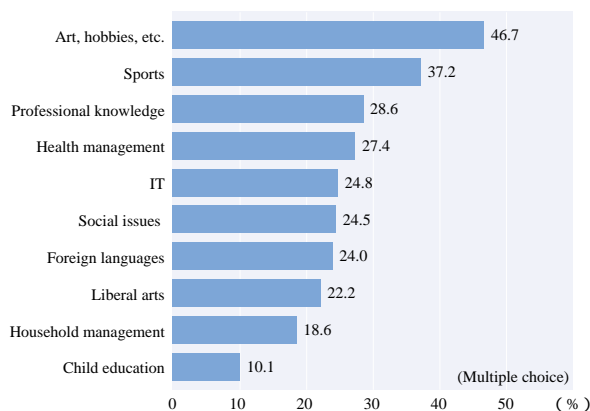
- Developing the human resources to support learning in the local community
- Providing venues and opportunities for learning in the local community

[Related Data]

People have a strong desire to learn arts, hobbies, etc.

Lifelong learning expectations of citizens

Q: If you are thinking of doing something new or continuing doing something, please choose them from among the following.



Reference: Questionnaire on Resident Leisure and Learning Activities (1998)

Section 2 A town full of vitality

1 To have an original industrial structure of an industrial city

Basic Direction

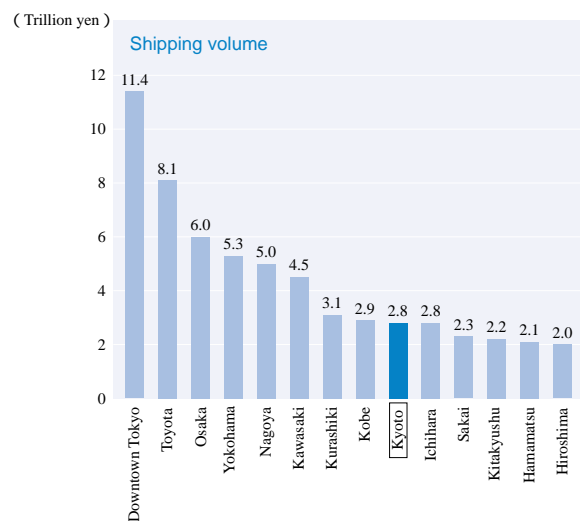
From traditional industries to high-tech industries, from farming and forestry to tourism, we have to establish an industrial system original to Kyoto, which has manufacturing techniques and information technology that produces high quality, long-lasting and high value-added products and services. With skillful design and innovative planning power, we aim to build an “industrial city” where industries support each other with their skills and corporate culture.

Also by realizing commercial growth that is integrated with urban objectives, we will try to promote commerce rooted in local areas, and to maintain the marketing system in order to support the health and diverse gastronomic culture of citizens.

Policies

- (1) To build an industrial city original to Kyoto
 - Developing diversified industries, such as tourism, culture, environment, welfare, etc.
 - Supporting venture businesses, etc.
- (2) To support industrial activation
 - Supporting the management innovation, etc.
 - Supporting the development of “Kyoto, a manufacturing city” and strengthening functions for transmitting and receiving information
 - Revitalizing and renovating traditional industries
- (3) To promote commerce closely connected to local areas
 - Supporting the development of attractive shopping malls
 - Promoting business to vitalize the central downtown area
 - Vitalizing the central wholesale market
 - Formulating and promoting a new vision to develop commerce
- (4) To promote eco-friendly farming and forestry in areas close to citizens
 - Developing farming and forestry continuously
 - Maintaining a market system of farming and forestry products that is closely connected to lifestyles
 - Utilizing the multiple functions of farming and forestry lands
 - Planning and promoting the farming and forestry activities of citizens
 - Vitalizing the mountain areas in the north and other places

[Related Data]
Kyoto, a manufacturing city



Note: Businesses with more than 3 employees
Reference: Industrial Statistics (1998)

2 To create tourism that draws visitors

Basic Direction

Aside from vitalizing the economy, tourism contributes immensely to the improvement of culture or the promotion of international exchange, and helps make a town interesting.

Therefore, we will strive to discover and create tourism resources that are unique to Kyoto, to provide the convenient transmission of information that responds to various needs, to enforce activities that will allure tourists and conventions from Japan and abroad, and to make a town that treats tourists warmly. Furthermore, we will create a tourism industry that is going to lead Kyoto into the 21st century, by making a network that connects citizens, businesses, temples and shrines, cultural facilities, universities, etc.

Policies

(1) To create a tourism industry that will lead Kyoto into the 21st century

- Promoting overnight tourism and hands-on tourism
- Creating new tourism resources
- Creating tourism characteristic to local areas
- Promoting tourism as a “walking around town”
- Promoting eco-tourism and green tourism that conserve the environment and nature
- Promoting cooperation between culture and tourism

(2) To strengthen the transmission of tourism information and the ability to draw tourist

- Strengthening the function of transmitting tourism information
- Strengthening the ability to draw school field trips as a starter for repeated tours to Kyoto
- Promoting and alluring group tours as a part of the business activities of enterprises
- Promoting wide-area tourism in cooperation with other cities

(3) To strengthen the ability to draw tourists from abroad

- Developing detailed local marketing
- Transmitting information to overseas tourism industries

(4) To strengthen the ability to draw conventions

- Promoting activities to draw conventions
- Supporting the holding of conventions
- Supporting the maintenance of the Kyoto International Conference Hall

(5) To make Kyoto a town that treats tourists warmly

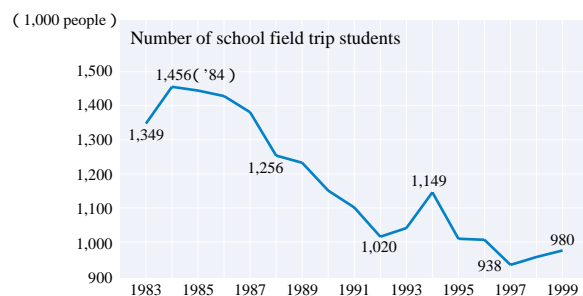
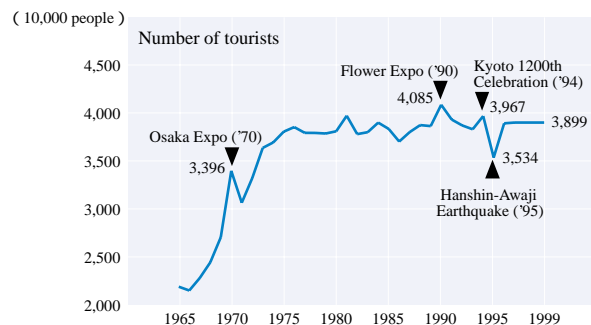
- Upgrading the guiding service functions of tourism
- Developing an environment that makes it possible to tour safely and pleasantly

(6) To promote tourism development across Kyoto

- Making a network of tourism development
- Formulating and promoting a plan for tourism development

[Related Data]

The number of tourists has remained the same, while that of school field trips has decreased



Reference: Annual report on tourism of Kyoto City

3 The accumulation of and exchange with universities will produce new vitality

Basic Direction

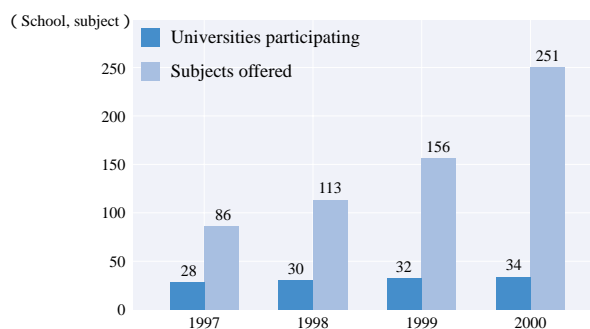
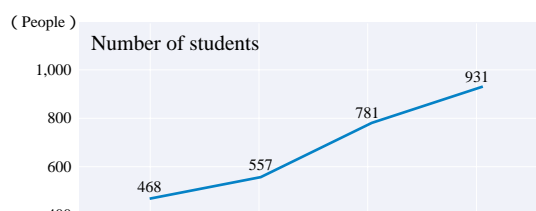
Kyoto is known for its abundance of high-level academic research in its 37 universities and colleges, public and private. The accumulation of “knowledge” in all fields and a variety of human resources in students, teachers and researchers, who account for about one-tenth of the population, are indispensable to making Kyoto a town full of vitality.

While maintaining and developing this characteristic, we will promote efforts to make “Kyoto, a town of universities” by deepening the exchange with local communities and cooperating with industry.

Policies

- (1) To create opportunities of exchange utilizing the characteristic accumulation of universities
 - Supporting and strengthening the Consortium of Universities in Kyoto (Foundation)
 - Strengthening exchange activities with the University City Kyoto Center for Cultural Exchange, as the core
- (2) To promote cooperation between industry, academics and government
 - Supporting business startups and employment through the cooperation of industry, academics and government
 - Supporting joint research outside of university circles
- (3) To promote the establishment of universities in local areas
 - Promoting “open campus” universities
 - Promoting interaction with local communities
- (4) To support the maintenance of university facilities
- (5) To develop universities and academic research institutes
 - Maintaining and supporting universities and academic research institutes
 - Promoting art colleges

[Related Data]
The thriving business of “City Colleges”



Note: “City Colleges” is where university education is offered to ordinary people.
Reference: The Consortium of Universities in Kyoto (Foundation)

4 Making full use of the ability to draw young people

Basic Direction

By further improving the glamour of a profound culture characterized by such traits of “dexterity”, “trial and error” and “thoroughness”, we will develop an environment where young people from all over Japan and the world can learn, work and be active.

Policies

- (1) To create opportunities for young people to be active in industry and culture
 - Creating and promoting opportunities where young people can work actively
 - Supporting young artists, etc.
 - Promoting measures to support the new cultures of young people

- (2) To build an activity base for young people and support their social involvement and volunteer activities
 - Creating opportunities to use the opinions of young people in municipal governance and urban development
 - Developing interesting and diversified businesses that respond to the interests of young people
 - Providing information to support the volunteer activities of young people
 - Promoting the restructuring and networking of youth and children facilities
 - Developing the leaders to carry out the volunteer activities of youth and children organizations
 - Creating places in the local community where youth and children can find peace of mind
 - Formulating and promoting a new plan to support youth activities

Section 3 To build the infrastructure to support lifestyles and urban functions

1 To develop Kyoto with character and glamour

Basic Direction

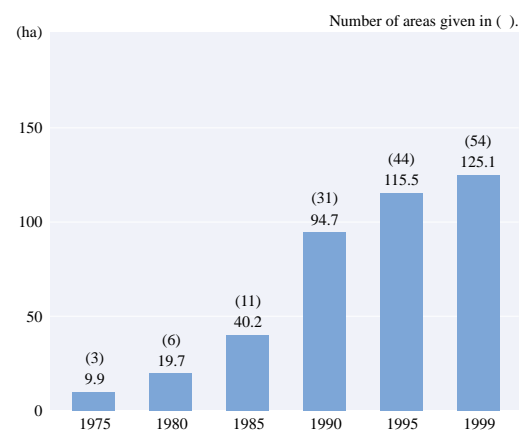
While utilizing various plans that fall in line with 3 major urban development concepts of “conservation, renaissance and creation”, we will make Kyoto an attractive town with colorful and characteristic functions, where residents can live pleasantly and peacefully.

Therefore, we will take measures to develop Kyoto uniquely, with information shared with all citizens. Meanwhile, in each local area, urban development will be rooted in the local community through the interaction with citizens. In areas blessed with natural and historical resources inherited from our eternal history, we will preserve and revitalize their characteristics. In the southern part of the city, which shows new vitality, city functions will be fully enriched to improve the glamour and vitality of the whole city.

Policies

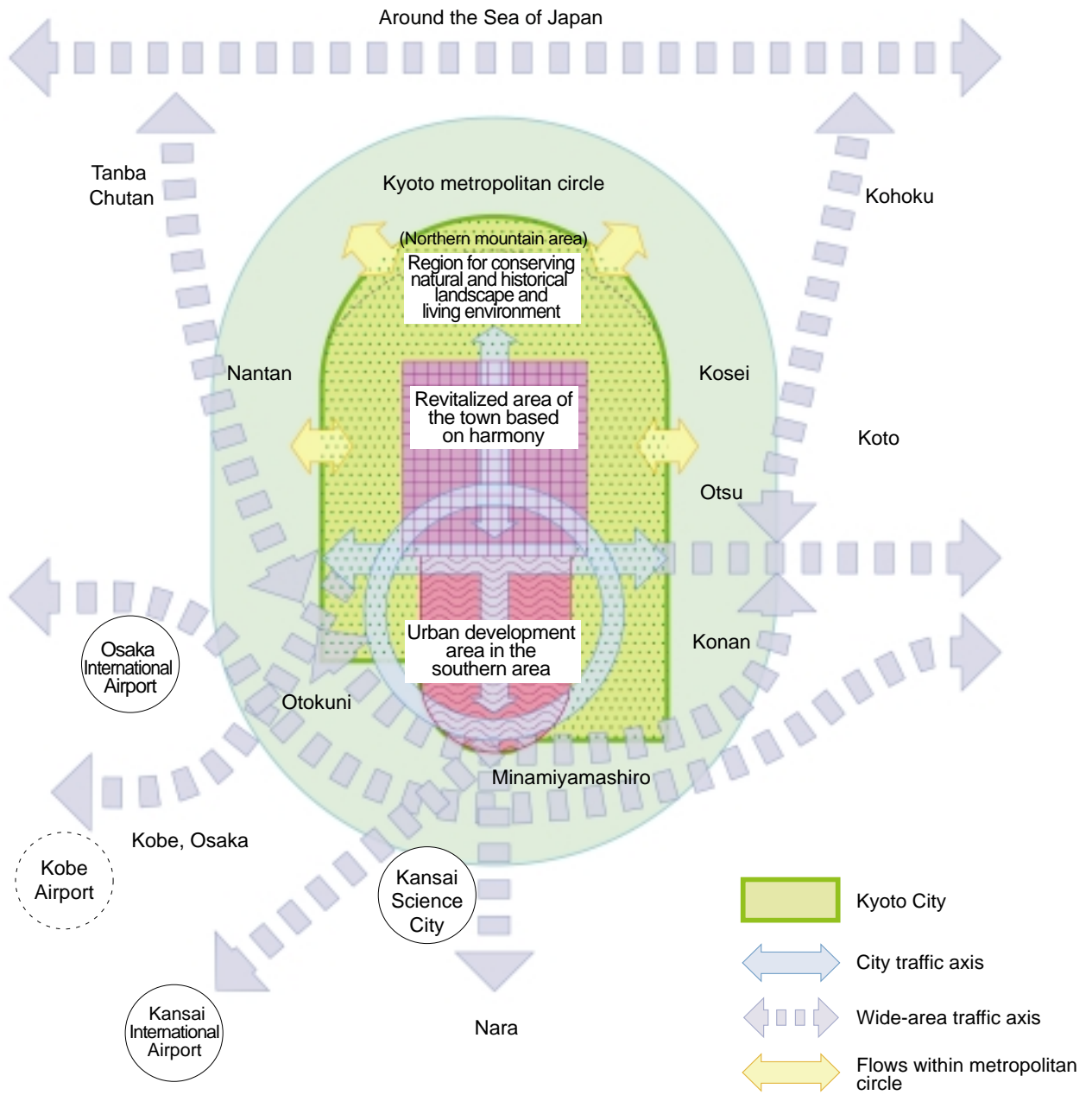
- (1) To develop Kyoto based on conservation, renaissance and creation
 - Preserving the natural and historical scenery and the living environment
 - Revitalizing Kyoto based on harmony
 - Urban development in the southern area of Kyoto
- (2) Urban development in areas with colorful and characteristic features
 - Making a town with a bustling and charming mood around stations
 - Combining urban development with business development as a whole
- (3) To carry out measures that support urban development
 - Promoting city plans that cherish familiar city areas
 - Carrying out measures that support the urban development activities of citizens
 - Promoting urban development in cooperation with the Kyoto Center for Community Collaboration (Foundation)

[Related Data]
Increasing areas of construction agreements



Reference: City Planning Bureau

Schematic View of Kyoto City



* This diagram shows Kyoto City with its flows in the Kyoto metropolitan area and the area of Kyoto City roughly divided by the concept of “conservation, renaissance and creation”.

2 Building traffic infrastructure to support the diversity of city activities

Basic Direction

We will promote the improvement of lifestyles and the vitalization of city activities by building a general traffic system to support the smooth flow of people and goods, which is safe and comfortable and poses a minimum burden on the environment.

We will take measures in transportation demand management (TDM) to develop a new traffic policy that corresponds to socio-economic changes, and continue to build subways and roads. Based on the priority of public transportation and following the idea of “Kyoto, a town for walking” where anyone can enjoy a walk.

Policies

(1) To maintain the city traffic network

- Maintaining the traffic network for “a town for walking”
- Building of walking paths and promoting the use of bicycle paths
- Upgrading public transportation and traffic services
- Building a road network suitable for “a town for walking”

(2) To upgrade the traffic network to support exchange in the metropolitan area

- Upgrading the railway network
- Upgrading the functions in and around stations which serves as a traffic node
- Upgrading the road network

(3) To upgrade the wide-area traffic network

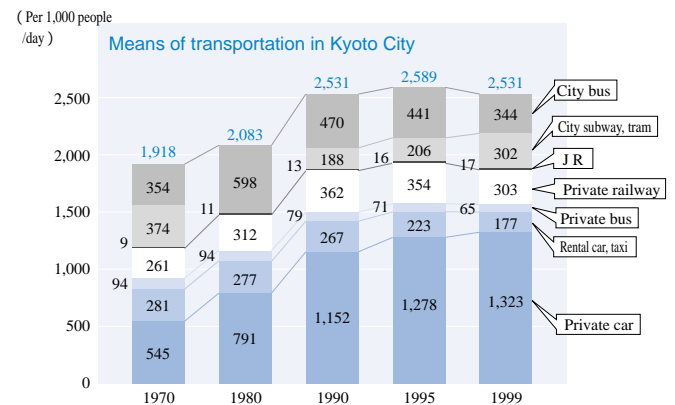
- Acting on concepts of a wide-area highway network and wide-area high-speed railway network
- Forming a car-only road network to connect the inside and outside of the metropolitan area

(4) To establish new traffic policies

- Promoting transportation demand management (TDM)
- Reviewing how to form new traffic policies

[Related Data]

The use of private cars continues to rise



Reference: White paper on transportation of Kyoto City

3 Building the infrastructure to respond to a multi-media & network society

Basic Direction

The IT revolution that continues spreading around the globe is changing the socio-economic structures from the bottom up. In this situation, we have to promote the smooth shift to a multi-media & network society, and take measures so that citizens, organizations and businesses can all enjoy the economic, social and cultural benefits.

Policies

- (1) To build the infrastructure that can respond to a multi-media & network society
 - Promoting the construction of information and communications networks in Kyoto
 - Promoting the maintenance of CATV throughout Kyoto
 - Eliminating the disparity in information (digital divide).
- (2) To promote digital archive
- (3) To support business activities that utilize information infrastructure
 - Promoting the information industry
 - Supporting venture businesses
- (4) To promote IT in tourism
 - Strengthening the functions of transmitting tourism information
 - Building a next-generation tourist guide system
- (5) To support the elderly and the disadvantaged with IT
 - Supporting the elderly and the disadvantaged in their efforts to join a new society
 - Supporting the elderly and the disadvantaged in their efforts to work
- (6) To upgrade information education
- (7) To promote IT in government
 - Establishing an electronic government
 - Ensuring information security
 - Maintaining and promoting 3-dimensional geographic information systems (GIS)

Chapter 3

Aiming to build relationships of deep trust with citizens

- With governmental decentralization moving forward and a rapidly dwindling birthrate in the face of an aging society, the time has come to examine the transformation of power to local government. In the new century, in order to make a town with the characteristics of Kyoto and attractive place, and to materialize the concept of “Peaceful Life” and “Prosperous City” as proposed in Chapter 1 and Chapter 2 of this Plan, it is vital that the Mayor and the City Council, as representative of citizens, and the citizens themselves, cooperate and fulfill each one’s own duties, and strive to solve the problems one by one, such as respect for human rights, environmental protection and revitalizing the economy. A relationship of deep trust with citizens will be the basis for carrying out this Plan.
- The city itself should go through ceaseless renovation of city administration. Each one of the municipal staff, who actually carries out municipal operations, should act positively and bravely with a proud sense of being part of the Kyoto City Government. It is required that staff improve their abilities and citizens join the city administration with a sense of responsibility.
- For this purpose, information should be constructively provided and publicized, policies reviewed together with citizens, and approved policies implemented in cooperation with citizens. Then, the policies should be also evaluated in cooperation with citizens, and results reflected in revisions and the planning of new policies.
- Meanwhile, further decentralization should be promoted and problems faced by citizens dealt with by utilizing the originality of the local area as much as possible. Also administrative services should be more detailed.
- Based on information-sharing with citizens, a transparent system of government should be built in planning, implementing and evaluating policies. Thus, Kyoto City will develop policies that are suitable to Kyoto in the age of decentralization, and grow into a local government in partnership with citizens.

Life in 2010 as Proposed by the Data

Percentage of residents interested in city administration (investigated by municipal questionnaires)	75% (1999)	90%
No. of city assemblies open to the public	23 (2000)	Nearly all
No. of assemblies recruiting committee members	4 (2000)	Nearly all
No. of implemented public comments	2 (1999)	Nearly all concerned with concepts or plans in fields of city administration
Approved No. of Specified Nonprofit Corporations	48 (2000)	450 (all foundation-oriented)

Section 1 To share information with citizens

Basic Direction

Under the premise of establishing a relationship of deep trust with citizens, information on city administration shall be constructively provided and publicized. Through dialogue, the opinions, suggestions and needs of citizens shall be understood and handled, and information on city administration shared with citizens.

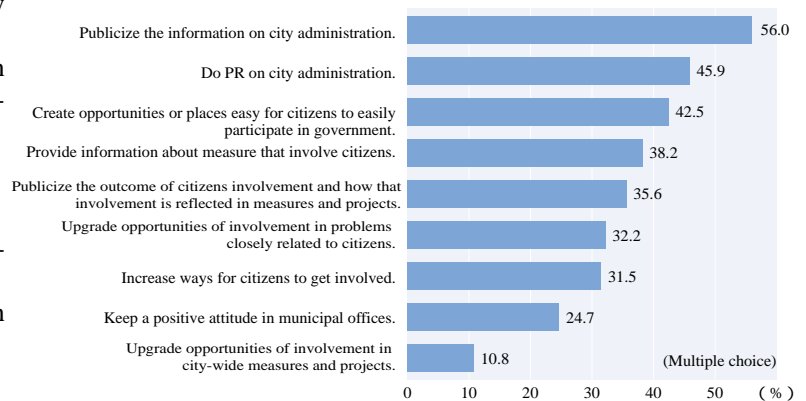
Policies

- 1 To provide and publicize information on city administration from the citizens' point of view
 - (1) Upgrading publication activities to transmit information on city administration fairly and quickly
 - (2) Establishing an information publication system to promote open municipal operations
- 2 To ensure two-way communications through dialogue with citizens
 - (1) Upgrading the system for citizens to express their opinion freely
 - (2) Providing opportunities for dialogues with grassroots organizations
- 3 To share information in order to plan, implement and evaluate policies in cooperation with citizens
 - (1) Promoting information-sharing with citizens
 - (2) Publicizing citizens' opinions and the state to which those opinions are reflected in governmental operations

[Related Data]

To gain the involvement of the people in city administration, the first priority is to publicize information

Q: In order that all citizens can get more involved in city administration, what do you think should be done by the city?



Reference: General questionnaire on city administration (FY1999/2nd)

Section 2 To form policies that utilize the wisdom and creativity of citizens

Basic Direction

In order to respond assuredly to the various needs of citizens and to provide high-quality services effectively, policies that utilize the wisdom and creativity of citizens should be formed under the increased involvement of citizens at various stages, as a complement to a representative democracy.

Policies

- 1 To setup schemes for citizens to get involved in policy-making
 - (1) Supporting the efforts of citizens in forming plans
 - (2) Setting up schemes of involvement in the policy-making process
- 2 To build conditions for forming individualized policies
 - (1) Training staff to plan individualized policies
 - (2) Strengthening tax and financial structures in order to develop individualized policies

Section 3 To implement policies together with citizens

Basic Direction

In broad areas such as the environment, nursing care for the elderly, child support, disaster prevention, and urban development, the volunteer activities of citizens should be supported and various roles shared with citizens in order to carry out policies interactively.

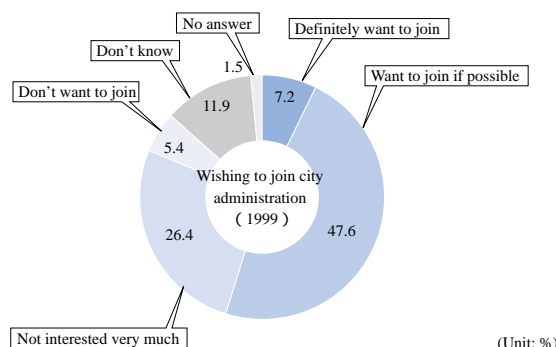
Policies

- 1 To promote policies through interaction with citizens
 - (1) Increasing the power of citizens in policy implementation
 - (2) Supporting the volunteer activities of citizens
- 2 To promote administrative operations that incorporate new ideas and measures
 - (1) Making schemes of flexible administration to improve civil services
 - (2) Training staff to be highly capable of policy implementation
 - (3) Utilizing effectively limited administrative resources
 - (4) Managing government businesses in a healthy way
 - (5) Utilizing the diversity of skill and expertise of civilians

[Related Data]

More than half of all citizens wish to take part in city administration

Q: In the future, if you are given the chance to get involved in the things being done in Kyoto City, such as problem finding, planning, implementing or evaluating action that is concerned with the area where you live, do you think you would want to join?



(Unit: %)

Reference: General questionnaire on city administration (FY1999/2nd)

Section 4 To evaluate policies with citizens and vitalize the operations of city administration

Basic Direction

Not only each concrete “business task” that constitutes the basic unit of administrative activities, but the “policy” that contains these “business tasks” and shows the principal guidelines should be evaluated by citizens. The outcome of these evaluations should be reflected in revisions of the said “policy” or “business task” and the forming of new ones.

Policies

- 1 To make schemes that enable citizens to evaluate administrative operations
- 2 To re-evaluate public projects

Section 5 To promote urban development that draws on local characteristics

Basic Direction

In the big stream of decentralization, it is necessary that decisions on the district problems closely related to citizens, such as welfare, disaster prevention and the environment, utilize local characteristics as much as possible.

Therefore, by utilizing the know-how and networks obtained while formulating “the Master Plan of Administrative District”, we have to enforce the functions of ward offices, the basis for giving local areas character. Detailed services should be provided.

Also, in order to strengthen the roles of comprehensive administrative offices known intimately by citizens, we will proceed with the building of a general quarters for ward offices and promote the maintenance of new city office buildings.

Policies

- 1 To strengthen the functions of the ward offices that are the basis to make attractive local areas
 - (1) Clarifying the position of the ward offices as the general administrative offices in the local area
 - (2) Strengthening the functions of ward offices in promoting the individuality and attractiveness of each area
- 2 To create comprehensive the ward offices
- 3 To build a new city hall

Plan Implementation

1 To manage the progress of policies declared in the Plan

Toward realizing “living in a peaceful and prosperous city” proposed in the Master Concept, this Master Plan announces the major policies to be implemented from 2001 to 2010 with citizens as the acting body.

These policies are to be materialized by the City Council on the basis of the citizens’ understanding and close examination of the financial situation. Some of them, however, were speculated with the approaching of 2010 in mind at the time of formulation when the result of investigation and research was discussed, and will probably go through various processes during their implementation up to 2010. Therefore, it is not suitable to show an implementation schedule for these policies as a whole, in advance, in an age when the forerunning socio-economic circumstances are not transparent.

For this reason, after the formulation of the Master Plan, only the major part of the policies declared in it is shown with their concrete contents and schedule, and their processing status will be publicized periodically by utilizing the Internet and the publication of municipal administration reports.

2 To establish the leadership in local government

In the trend of decentralization with the relationship between the nation and local governments changing greatly, it is sought to establish leadership in local government. Initiated by Kyoto City itself, the local administration system will be decentralized on the principles of self-determination and self-responsibility in order to implement the policies, which will fully promote its function as a big city and the characteristics as a city with a history of over 1200 years.

Also, we are striving to manage affairs and exercise authority, to fit in with the new division of roles between the nation and local governments.

At the same time, we are strongly seeking to have the allotment of tax revenues between the nation and local areas revised, due to the fact that the allotment of tax revenue between the nation and local areas has reversed substantially from 2:1 to 1:2.

3 To promote the general restructuring in administration, finance and operations

Economic growth such as that experienced in the past is not foreseeable in the near future, and city tax revenue cannot be expected to grow much. On the other hand, social welfare expenditures have increased due to longer life spans and public debt is rising because of accumulated municipal debt. It is inevitable that the financial situation will be harsh. Also, we have encountered many compounded problems, such as “environmental problems” or “urban development works for making Kyoto a nice place to take a walk”, which cannot be fully coped with by the traditional vertically structured administration.

Therefore, with the thought of “New Public Management” (NPM), which applies the managing ideals and methods of private business, we will incorporate new ideas and techniques never adopted in the thinking or framework of traditional administration. By first introducing project teams that are horizontally mobile, we will boldly promote the restructuring of administration, finance and operations in general and carry out all policies.

4 To carry out policies through the coordination between the City and the Prefecture of Kyoto, and through the cooperation between cities

The overlapping areas of business between Kyoto City and Kyoto Prefecture, which shares the responsibility of developing Kyoto, should be corrected, to clearly divide the roles of both parties. By further developing communications and cooperation and increasing local autonomy in this age of decentralization, we will carry out policies effectively with multiplied efficiency through the co-

ordination between the City and the Prefecture.

Also, with lifestyles and economic activities of citizens expanding beyond the boundary of Kyoto City, through the cooperation with the neighboring cities and villages that form the Kyoto metropolitan area, and with Osaka and Kobe with whom we form the Kinki area, we will carry out policies by communicating with other cities that share common problems and with other local governments closely connected with us historically and culturally.

5 To carry out policies together with the Master Plans of Administrative District as one body

Following the changes in life style, the declining birthrate and longer life spans, local communities are weakening, raising the question of how to run local society. In order to make a town with the vitalized characteristics of each area, a vision of each area should be formed by the local people as the guideline.

That vision becomes the Master Plan of Administrative District, which is positioned with the same importance as the Master Plan of Kyoto City. With both as one, policies will be carried out.

6 To check the policies declared in the Plan

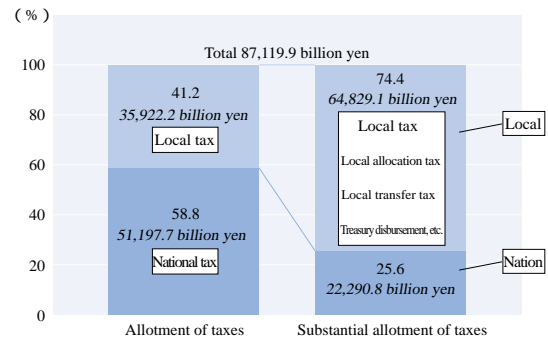
In order to check the policies declared in the Plan from the viewpoints of necessity, efficiency and business effect, a committee with citizens participation will be set up when it is time to evaluate the progress of policies.

The result of checks by the committee will be publicized, and will be followed up on to revise projects decided or to be decided in the city plannings, if necessary. New projects that respond assuredly and flexibly to the socio-economic situation and the needs of citizens will also be developed.

[Related Data]

Revision of the allotment of tax revenues to be sought

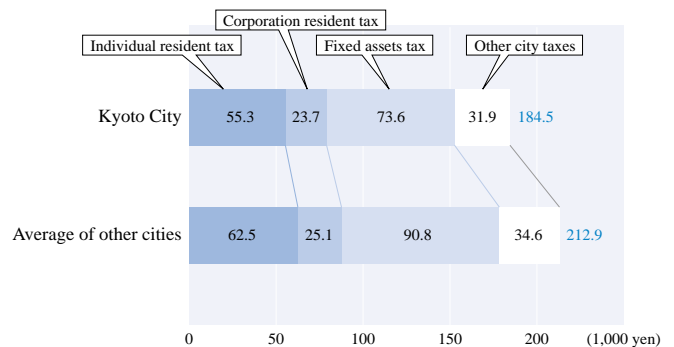
Allotment tax revenue between the nation and local government (FY1998)



Reference: Expectation on increase in revenue sources in retrospect of financial situations of big cities (2000)

Low city tax revenue compared with other cities

City tax revenue per capita (Ordinary accounting: Settlement for FY1998)



Note: Average of other cities is the simple average of the 11 cities designated by Government Ordinance, other than Kyoto City. "Ordinary accounting" is the accounting of statistics and ideas to be used for understanding the financial situation of local governments and for financial comparison between them.

Reference: Outline of Kyoto City's Finance (2000)

Outline of the Master Plan of Kyoto City

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