~Pioneering the future of Kyoto together with citizens ~

"What is ‘Broad Outline of Administration Management’?

“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 principles

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

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

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49. SUGAHARA, Satoko
    Former Vice President of Kyoto City Private Kindergarten Association
50. TAKADA, Mitsuho
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51. TAKASHITA, Yoshiki
    Vice President of Kyoto Physically Handicapped Person Organization Union Meeting, Attorney at Law
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61. YAMAI, Tetsu
    Chairperson of Higashiyama-ku Master Plan Formulation Subcommittee, Religious scholar
62. YAMAI, Ichiro
    Executive Director of Kyoto City Preschool Federation

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

1. 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 Urban (Enriching) Division
2. Committee member of Kasaike (Watalization) Division
3. Committee member of Kyotanabe (Wetlands) Division
4. Committee member of Machi-ku (City Development) Division
5. Member of Fusion Committee

(Committee Chairperson: Vice President Yoshifumi Muneta, Committee Vice Chairperson: Mr. Seichi Hira)
Flying into the future! Miyako plan formulation

The Government

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 Soumu Suisin 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 City Assembly

Report/Suggest
Give Opinions/Vote
Submit

The Mayor

Inquire and consult
Submit reports

Encourage strong staff participation

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
- The purpose of the Master Plan (Framework of the Master Plan and methods of formulation etc.)
- "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

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
Encourage strong citizen participation

The Committee

Chairperson

*Collection and analysis of citizens’ opinions together with thorough discussions and formulate with a combined effort

The Master Plan of Kyoto City Committee

<General Meeting>
All 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)

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

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 (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

Work together
### Citizen participation

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<th>FY 2007</th>
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<th>FY 2009</th>
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<td>Kyoto City</td>
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<td>Invite citizens</td>
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<td>to join the Committee</td>
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The Society for Creation of Future Kyoto

- Survey of 12,000 citizens
- Youth’s suggestions
- Drawings of K picture diar and poste

### Staff participation

- Baseline study
- Interview citizens (Kyoken interview)
- Interview citizens (Kyoken interview)
- Project support team for the formul

- Invite staff to submit suggestions
Master Plan of Kyoto City Committee

- Public comments in response to the first draft
- Invite citizen to propose names for the Master Plan
- Listened to the views of organizations related to the municipal government
- Listened to the views of related governmental bodies
- Symposium

The Builders of Kyoto/Youth Conference U35

- Interview citizens (Kyokan interview)

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

- Submit the proposed plan

Flying into the future! Miyako Plan formulated (Passed by City Assembly)