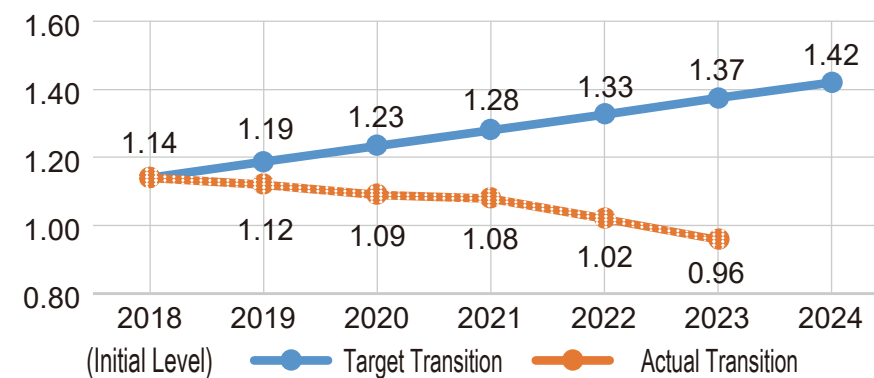


## 1. Background of Development

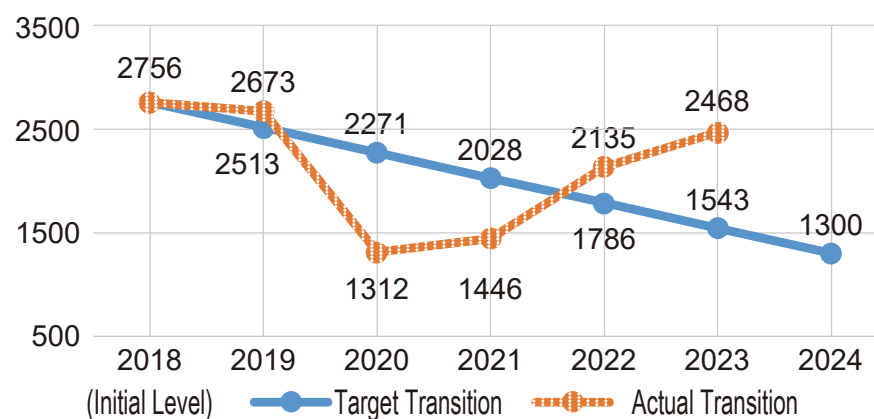
- In 2014, the national government enacted the Act on Overcoming Population Decline and Vitalizing Local Economy in Japan, and formulated the Comprehensive Strategy for Overcoming Population Decline and Vitalizing Local Economy in Japan and the Comprehensive Strategy of the Vision for a Digital Garden City Nation with the aim of halting the population decline, correcting the excessive concentration of population in the Tokyo area, and maintaining a vibrant society.
- The Sapporo City Government formulated the Sapporo Future Creation Plan in 2016 and the Second Sapporo Future Creation Plan in 2020 (hereinafter referred to as the "Second Plan") to promote initiatives that contribute to counteracting population decline.
- Recently, the Second Sapporo City Development Strategic Vision and the Population Decline Mitigation Project were formulated, and **a new pillar of "Strengthening the Approach to the Young Generation"** was added.
- The plan for the third term is the plan for **the first time since the Sapporo City entered into a phase of population decline**, which is more important than ever before, so it will be more effective and capture regional characteristics.

## 2. Evaluation of the Second Plan

- The total fertility rate **continues to decrease** since its initial level. Factors include the decline in births due to being unmarried and married people not having children.



- The net migration loss of people aged 20-29 moving out of Hokkaido decreased in 2020 and 2021, but this number has been **returning to its initial level** since 2022.

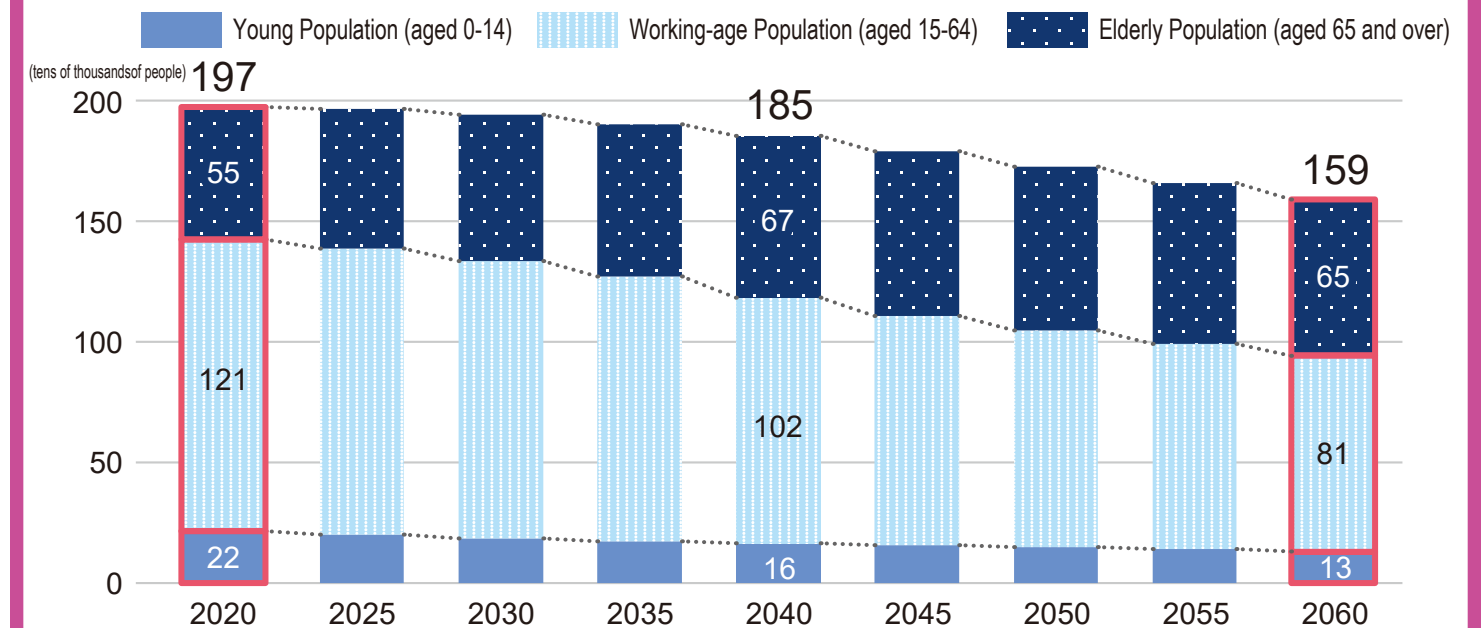


- It appears that the KPIs for each basic goal have met the targets or have improved from the initial level.

## 3. Population Vision

- According to the estimated population calculated by the Sapporo City on the basis of the 2020 Population Census, the population of Sapporo is expected to be 1.59 million 2060, **a decrease by 380,000** from 1.97 million in 2020.
- In terms of age, the working-age population (aged 15-64), which provides the primary support for economic activities, is expected to be 810,000 in 2060, **a decrease by 400,000** from 1.21 million in 2020.

### Future Population Projection of the Sapporo City (as of October 1st of each year)



Note: The figures for 2020 are confirmed census figures (missing values imputed). Sources: Ministry of Internal Affairs and Communications, "Population Census," and Sapporo City

- Sapporo City's marital rate and marital fertility rate are both **lower than the average of 21 cities and the national average, ranking 20th in the marital fertility rate and 21st in the marital fertility rate for second or later children.**
- The low total fertility rate in Sapporo is largely due to the factors of **"being unmarried," "married but not having children," and "not having more than one children."**
- For each factor, we made hypotheses that could be the cause, for example that it is difficult to get support from parents in raising children. As a result of analyzing them, we found that there were issues in areas such as **income and working environment, childcare environment, opportunities to meet other people, and sense of values.**

	Sapporo City	Average of 21 cities	National average
Marital rate	<b>44.1%</b>	46.2%	47.9%
Marital fertility rate	<b>66.8</b>	74.7	73.0
Marital fertility rate for second or later children	<b>33.6</b>	37.9	38.9

3. Population Vision

Income Working Environment

There are issues with the disparity between regular and non-regular workers and the low rates of female employment and dual-income households. There is a need to promote the creation of a pleasant working environment.

Childcare Environment

It is necessary to change the idea that only women raise children, and to promote an environment and way of thinking where couples raise children together, with support from various people, as well as to correct the problem of long working hours.

Opportunities to meet other people

The fact that there are fewer men than women may lead to fewer opportunities to meet other people. It is necessary to prevent people from moving out of Hokkaido, and to encourage people to move to Hokkaido, and it is also important to provide support in finding a partner for marriage to overcome the lack of opportunities to meet other people.

Sense of Values

We need initiatives that enable people to imagine a bright future in Sapporo, regardless of whether they have a family or not. We need initiatives that enable people to imagine a bright future in Sapporo, regardless of whether they have a family or not.

Vision for the future

A future full of charm and vitality in which everyone feels happy and their dreams come true

- A future full of charm and vitality in which everyone feels happy and their dreams come true
- The charm of Sapporo increasing in terms of tourism, sports, culture, arts, and more.
- An abundance of support to alleviate concerns about marriage, childbirth, and childcare, support to reduce the burden on household finances, and the realization of the demands of the people of Sapporo regarding marriage, childbirth, and childcare.
- People who raise children living a full life while enjoying raising children.
- Young people becoming more aware of the charm and characteristics of the Sapporo.
- A good environment where young people can correctly understand their mental and physical health and create their own life designs.
- Everyone feeling happy, and being healthy, vibrant and active over the course of their entire life.
- Enterprises that can provide employment opportunities for highly-skilled people growing.

Basic Policy (1) Mitigation of Population Decline

Natural Growth

If Sapporo's total fertility rate approaches the desired fertility rate, and does it at a faster rate, it will be possible to reduce the extent of population decline until 2060.

Social Growth

Aggressively attracting people from outside Hokkaido while taking into account the population concentration in Sapporo can contribute to mitigating the population decline in Sapporo, the Sapporo metropolitan area, and Hokkaido as a whole.

In order to moderate population decline from the perspective of both natural growth and social growth, Sapporo promotes initiatives to mitigate the population decline by focusing on creating high-quality jobs, developing an attractive city, creating an environment that supports marriage, childbirth, and childcare, and strengthening outreaches to the younger generation.

Basic Policy (2) Adaptation to Population Decline

If future population trends progress as estimated, there is a possibility that the number will decrease by around 400,000. Even if the rate of decline can be reduced by measures to mitigate population decline, it will be difficult to achieve a dramatic change in trends.

Under the premise that a certain degree of population decline is inevitable, we will promote the use of cutting-edge technologies, encourage the active participation of diverse human resources, including not only women, the elderly, and people with disabilities, but also foreigners, provide administrative services on a sustainable basis, and promote initiatives to ensure that the people of Sapporo feel happy about living here.

4. Comprehensive Strategy

Population Decline Mitigation Strategy

Creating high-quality jobs and an attractive city

(1) Developing industrial infrastructure and enhancing competitiveness

(2) Creating a pleasant working environment as well as developing and securing human resources

(3) Creating an attractive place that people want to visit and live

Creating an environment that supports marriage, childbirth, and childcare

(1) Seamless support for the generation giving birth and raising children

(2) Creating local communities that support childcare

(3) Improving the environment where children can grow up healthy

Enhancing outreaches to younger generations

(1) Creating various opportunities to meet other people

(2) Creating a Sapporo that young people will choose

Numerical target	Current level	Target level
Total fertility rate	0.96 (2023)	1.35 (2029)
Net migration loss of people aged 20-29 moving out of Hokkaido	2,468 (2023)	600 (2029)

Population Decline Adaptation Project

Strengthening efforts to ensure the happiness of citizens

Creation of an environment that attracts foreign professionals

Considering the ideal form of a sustainable city

## 4. Comprehensive Strategy: Population Decline Mitigation Strategy

### Creating high-quality jobs and an attractive city

#### (1) Developing industrial infrastructure and enhancing competitiveness

##### a. Support for start-ups as well as developing and attracting enterprises in anticipation of next-generation industries

- **Promoting GX investment**  
Promoting initiatives to agglomerate GX industries and strengthen and concentrate financial functions, such as promoting regulatory reforms using special zones, disseminating GX information, and establishing a one-stop English consulting service.
- **Promoting the integration of semiconductor-related industries**  
Promoting the establishment of semiconductor design companies and AI companies that create use cases for next-generation semiconductors, and encouraging the development of top-level professionals.
- **Creating innovation**  
Implementing open government innovation by start-ups to solve social issues with new technologies and ideas.
- **Providing support for the IT industry**  
Supporting new business development in growth areas such as AI and XR.
- **Establishing and situating new enterprises**  
Providing support for the creation of start-ups creation and implementing aggressive business attraction activities.

##### b. Support for strengthening competitiveness to support the efforts of local enterprises

- **Providing supports for SMEs**  
Supporting local companies to increase their added value through the development of new products and technologies and promoting the introduction of design management.
- **Promoting the SDGs among local companies**  
Promoting SDG management through the visualization of companies that are addressing the SDGs through their business activities.
- **Supporting the expansion of domestic and international sales channels**  
Creating business opportunities through public-private partnerships and providing support that meets the needs of companies looking to expand overseas.

#### (2) Creating a pleasant working environment as well as developing and securing human resources

##### a. Promoting a work-life balance

- **Sapporo, a pleasant place to work**  
Establishing a tripartite council consisting of the business community, the labor community, and Sapporo to consider policies to resolve labor shortages and to improve the employment environment for workers.
- **Supporting companies that are striving to achieve a work-life balance**  
Supporting the creation of a pleasant working environment by, for example, reforming working styles by subsidizing the introduction of teleworking, promoting the recruitment and retention of human resources, and providing subsidies for employees taking childcare leave.

- **Promoting women's participation in the workplace**  
Supporting employment through individual consultations, seminars, and skill courses for working at home.

##### b. Securing diverse human resources to support the Sapporo metropolitan area

- **Promoting U-, I-, and J-Turns from outside Hokkaido.**  
Supporting people coming back to Sapporo, people from outside Sapporo coming here, and people who lived outside of Hokkaido, but not in Sapporo, and have moved out of Hokkaido, to come to Sapporo through job placement and relocation assistance funds.
- **Promoting employment at companies in the Sapporo metropolitan area**  
Supporting the return of scholarships for those who are employed by accredited companies, etc. and reside within the Sapporo metropolitan area.
- **Marketing the appeal of Sapporo to secure human resources**  
Promoting initiatives to improve the image and the appeal of the industries facing labor shortages, such as construction and manufacturing, and increasing the number of subsidies for the dissemination of job information, as well as making efforts to promote the recruitment of city bus drivers.
- **Strengthening wide-area cooperation and building up a base of people who have some sort of relationship with Sapporo**  
Promoting city development activities to connect residents of the Sapporo Coordinated Core Metropolitan Area with municipalities in Hokkaido.

##### c. Human resource development and matching support for job-seekers and enterprises

- **Developing human resource in various fields**  
Promoting the development of IT human resources, supporting the recruitment of IT human resources, supporting the employment of foreign professionals and international business professionals, improving the skills of tourism enterprises, and implementing human resource development through industry-academia cooperation, etc.
- **Matching with local companies**  
Providing job placement, skill training, work experience, and other services, and providing support for employment with the potential for full-time employment.
- **Promoting the active participation of the elderly**  
Holding seminars and job information sessions with hands-on experience for companies to foster awareness of the employment of the elderly.
- **Promoting the active participation of the people with disabilities**  
Consultations on general employment for people with disabilities and companies, etc., in collaboration with relevant organizations, and holding seminars for people with disabilities, welfare service providers for people with disabilities, and private companies, etc.

#### (3) Creating an attractive place that people want to visit and live

##### a. Promotion of tourism by enhancing the attractiveness of tourism resources unique to Sapporo

- **Promoting sustainable tourism**  
Strengthening tourism management functions, such as raising awareness among tourism-related businesses, promoting public understanding, formulating plans, securing financial resources, and strengthening the promotion system.
- **Promoting tourism from home and abroad**  
Marketing the appeal of Hokkaido and Sapporo in cooperation with municipalities in Hokkaido and developing initiatives to promote tourism.



## 4. Comprehensive Strategy: Population Decline Mitigation Strategy

### Creating high-quality jobs and an attractive city

- **Enhancing tourism resources**  
Holding events such as the Sapporo Snow Festival and the Sapporo Autumn Fest, promoting the Jozankei area, and improving facilities such as Maruyama Zoo.
- **Strengthening MICE attraction**  
Implementing initiatives to generate high economic impact by attracting MICE and to maximize the impact of hosting events in order to generate legacy effects.
- **Enhancing the attractiveness of a city coexisting with snow**  
Enhancing winter tourism resources, such as improving the attractiveness of the city's ski resorts to brand the city as a snow resort.

### b.Promotion of an attractive city for visitors and residents

- **Improving tourist satisfaction**  
Improving the environment for welcoming tourists by providing and disseminating tourist information, providing free Wi-Fi, maintaining tourist signs, taking measures for tourist buses, and improving the attractiveness of tourist facilities.
- **Improving the system for welcoming tourists**  
Taking steps such as improving the quality of "hands-free" sightseeing, encouraging the use of public transport, raising awareness of proper etiquette, and subsidizing expenses of renovations to promote accessible accommodations in order to prevent and curb over-tourism.
- **Attracting sporting events and promoting the use of sporting facilities**  
Attracting international sporting events, parasports, action sporting events, etc.
- **Promoting cultural and artistic activities**  
Hosting the Pacific Music Festival Sapporo and the Sapporo International Art Festival, etc.
- **Creating comfortable spaces where people will want to take a stroll**  
Promoting the development of spaces that take advantage of the characteristics of the city center, regional hubs, and residential areas to create comfortable spaces where people want to take a stroll, engage in various activities, and hang out.
- **Revitalizing shopping districts**  
Providing support for shopping districts in their efforts to create a lively atmosphere and bring in more customers, as well as support for strengthening the organizational foundations of these shopping districts, etc.
- **Building a green urban center**  
Promoting the creation of attractive parks and green spaces in the city center.
- **Using ICT for city development**  
Promoting city development using ICT through data collection and utilization as well as implementing initiatives that actively incorporate digital technology into customer services, etc.
- **Regional development that contributes to enhancing attractiveness**  
Creating an environment in which young people and those raising children feel comfortable living, creating new vitality, increasing regional attractiveness, and promoting the dissemination of the attractiveness.
- **Improving transportation networks**  
Further improving and strengthening the mobility environment to promote an attractive and energetic city.

### Creating an environment that supports marriage, childbirth, and childcare

#### (1) Seamless support for the generation giving birth and raising children

#### a.Strengthening of support systems for marriage, childbirth, and childcare with peace of mind

- **Creating places for young people to meet.**  
Providing support for marriage through the operation of an online marriage support center, etc.
- **Pre-pregnancy support**  
Subsidizing part of the cost of advanced medical care for fertility treatment that is not covered by medical insurance and is therefore expensive.
- **Enhancing pre- and post-natal care**  
Strengthening a seamless and coherent support system that can respond to each stage from pregnancy to childbirth and childcare.
- **Reducing anxiety about raising children**  
Strengthening staffing of maternal and child welfare centers, and providing continuous support from the pregnancy period to postnatal period.

#### b.Improvement and enhancement of the childcare environment

- **Ensuring a safe childcare environment**  
Implementing measures to recruit childcare workers and encourage them to continue working, and publicity activities aimed at junior and senior high school students to increase the number of the next generation of workers seeking childcare employment, etc.
- **Providing various childcare services**  
Allowing all families with children to send pre-school children aged 6 months old to less than 3 years old to daycare on a flexible hourly basis regardless of employment requirements, establishing a system for accepting children under medical care in daycare centers, etc., and providing temporary childcare for sick children, etc. to help families balance work and childcare.
- **Providing places for after-school activities**  
Eliminating the cramped situation of mini children's centers, improving the environment by facilitating internet access so that children can learn by various means after school, and enhancing the lunch service in children's after school clubs.

#### c.Reduction of the economic burden on families with children

- **Extending the scope of subsidies for child medical expenses**  
Extending the scope of subsidies for child medical expenses to include third-year high school students to improve the childcare support environment.
- **Waiving childcare fees for second and subsequent children**  
Waiving childcare fees for second and subsequent children at licensed daycare centers, etc., regardless of household income and age difference between siblings.

## 4. Comprehensive Strategy: Population Decline Mitigation Strategy

### Creating an environment that supports marriage, childbirth, and childcare

- Reducing the economic burden of raising children  
Enhancing consistent support from pregnancy to childbirth and childcare, reducing the economic burden through the provision of benefits, etc.
- Reducing the economic burden on single-parent families  
Reducing the economic burden on single-parent families, such as subsidizing medical expenses.

### (2) Creating local communities that support childcare

#### a. Improving the environment for participation in childcare

- Sapporo, a pleasant place to work (Reiterated from page 3)
- Supporting companies that are striving to achieve a work-life balance (Reiterated from page 3)
- Promoting women's participation in the workplace (Reiterated from page 3)

#### b. Promotion of childcare in local communities

- Providing childcare support in local communities so parents don't have to take care of their children all by themselves  
Holding childcare salons, providing home-visit support by volunteers with childcare experience, and improving the usability of Sapporo's childcare information websites and apps.
- Enhancing consultation systems for special needs education  
Improving the system for responding to inquiries from children's parents.
- Operating childcare support facilities  
Promoting local childcare support through ward-operated Day Care & Child-rearing Support Centers as bases.

### (3) Improving the environment where children can grow up healthy

#### a. Development of an enhanced educational environment to encourage diverse learning

- Enriching diverse learning opportunities  
Implementing work experience programs for upper elementary school students through visits to companies, which allows the students to come into direct contact with various social and professional settings.
- Improving the learning environment for children  
Placing learning supporters, who are paid volunteers, in each school, enhancing the support necessary for students who need special educational support to live their school life, and providing learning support for children from needy households, including strengthening learning activities other than classroom learning, to help them develop learning habits and go on to further their education in high school, etc.

- Providing opportunities for physical activity  
Further increasing opportunities for children to exercise and play sports, and providing opportunities for children to experience the joy of playing sports and moving their bodies.
- Promoting play parks  
Promoting play parks held and operated by local residents in parks and other locations with as few restrictions as possible.
- Encouraging the use of one device per person  
Promoting the provision of ICT equipment and teaching materials for effective teaching using one device per person as part of the GIGA School Program.
- Promoting integrated education among elementary and junior high schools  
Establishing model compulsory education schools in order to further promote integrated education among elementary and junior high schools.

#### b. Improvement of the environment so that children can lead safe and secure lives

- Improving the environment so it can provide support for children  
Maintaining and improving systems for home-visit nursing care and short-term admission to children who need medical care. Utilizing school social workers who are experts with specialized knowledge and experience in social welfare, providing support for the formation and expression of opinions of children receiving social welfare, considering the sustainable provision of school meals, and providing support for activities that contribute to creating places for children to gather, such as children's cafeterias.
- Strengthening the system for protecting children  
Placing school counsellors with mental health expertise in all schools, and implementing questionnaire surveys for children to prevent bullying, etc.
- Providing support for children with economic difficulties  
Providing scholarships to students from low-income families who attend high school to acquire technical skills, and providing scholarships to students who, despite their willingness and ability, are unable to attend high school for financial reasons. There is no repayment obligation for either scholarship.





## 4. Comprehensive Strategy: Population Decline Mitigation Strategy

### Enhancing outreaches to younger generations

#### (1) Creating various opportunities to meet other people

- **Strengthening collaboration with universities**  
Encouraging collaboration with various entities starting from universities, and promoting initiatives to address regional issues such as population decline.
- **Creating places for young people to meet (Reiterated from page 4)**
- **Creating connections with other municipalities in Hokkaido**  
Promoting city development activities that connect other municipalities in Hokkaido, such as promoting the use of Sapporo's urban functions and creating opportunities for residents of the Sapporo metropolitan area to become interested in other municipalities in Hokkaido.
- **Fostering the next generation of leaders**  
Increasing opportunities to recognize the importance and necessity of city development activities and to participate in them, promoting the appeal of manufacturing companies to young people, and promoting career education in elementary and junior high schools.



#### (2) Creating a Sapporo that young people will choose

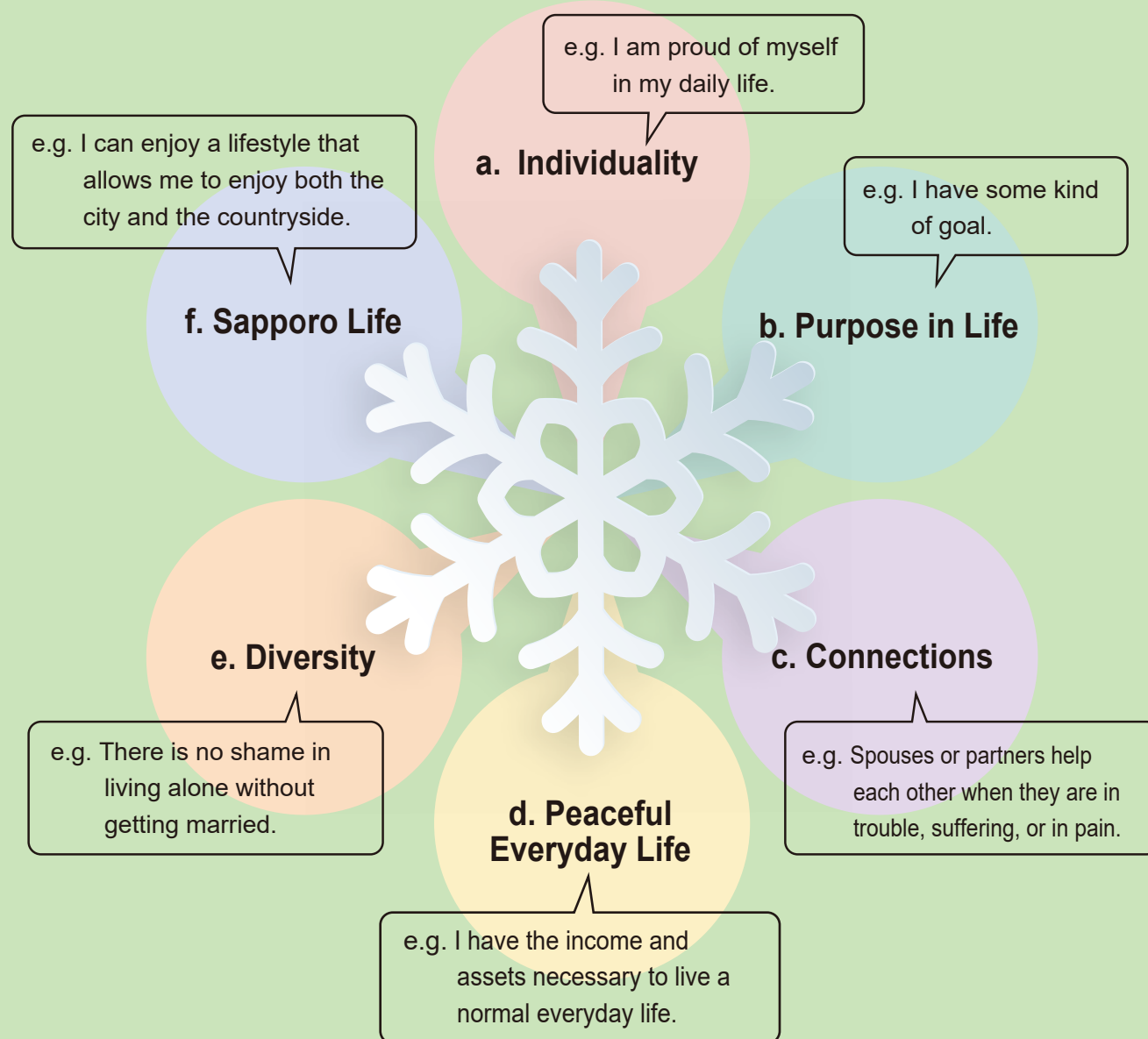
- **Encouraging public-private partnerships that contribute to measures to combat population decline**  
Encouraging public-private partnership initiatives that contribute to resolving regional and administrative issues, including plans to combat population decline, such as attracting young people mainly from outside Hokkaido, through the establishment and operation of a centralized office to receive private proposals, provide and disseminate information, etc.
- **Promoting migration, especially of young people from outside Hokkaido**  
In order to promote migration from outside Hokkaido, improving the dissemination of information through the use of portal sites and other means, with a focus on information on immigration especially for young people, strengthening migration counselling, marketing the attractiveness of the region, and using community-reactivating cooperator squads.
- **Sharing our vision for the future**  
Sharing the future vision of Sapporo that will be achieved through measures to counter the declining population with the citizens, and sharing information that will enable young people in particular to develop a concrete mental image of this vision.
- **Promoting the benefits of childcare, etc.**  
Promoting initiatives that allow people of all ages to share and experience the joys of children and childcare, such as ensuring opportunities to interact with children and talk with people who have experience of raising children, in order to improve the perceptions of childcare, etc.
- **Promoting wellness**  
In order to increase the healthy life expectancy of citizens, effectively implementing initiatives to raise health awareness and promote healthy behavior through collaboration between industry, academia and government, and promoting the development of spaces that are comfortable and inviting, where people want to take a stroll, and where they can engage in a variety of activities and hand out.
- **Providing support for young people facing difficulties**  
Promoting interaction between young people and their participation in society with the aim of preventing young people from becoming isolated. Implementing outreach support by making contact with those who need support, mainly women in their late teens and 20s, who have various concerns and difficulties. Providing support for women who are lonely or isolated from society, such as strengthening the counselling system.
- **Raising awareness of city development and life design**  
Promoting initiatives to receive proposals from high school and university students on city development, with the aim of encouraging them to participate in city development and develop a bond with the city. In addition, promoting initiatives to raise awareness of life design, such as sharing information on pregnancy, childbirth, childcare, etc.
- **Strengthening initiatives that make people appreciate the uniqueness of Sapporo**  
Providing opportunities to experience the joy of sports and physical activity during the winter season, including skiing, and enhancing Sapporo's cultural arts and distinctive events such as the Sapporo Snow Festival.



## 4. Comprehensive Strategy: Population Decline Adaptation Project

## Strengthening efforts to ensure the happiness of citizens

- Establishing the Sapporo Well-being Index as a subjective indicator
- Quantifying and visualizing citizen satisfaction, happiness, etc. through questionnaires
- Behavior and awareness of each individual citizen necessary to improve well-being
- Using various methods such as portal sites and workshops to promote initiatives that encourage people to take responsibility for improving their own well-being



- ✓ Respondents provide answers on their happiness level of the current life on an 11-point scale from 0 to 10
- ✓ In the same manner, respondents answer what they think their happiness level of the life will be in five years
- ✓ Respondents answer 45 questions based on six individual indicators on a 5-point scale

## Creation of an environment that attracts foreign professionals

In order to cope with the future decline in the working-age population and labor shortages, it is particularly important to create an environment that attracts foreign professionals, in addition to measures under the population decline mitigation strategy, such as promoting the active participation of women, the elderly, and people with disabilities, which are mainly targeted at Japanese people.

- **Sharing information with foreigners**  
Providing the information on daily life and city administration in multiple languages.
- **Expanding employment of foreigners**  
Holding seminars, providing support from before entering the country to after being hired, and disseminating success stories, as well as matching local SMEs with foreign students studying in Japan, and providing support for accepting foreign human resources to secure drivers for city buses in order to promote employment for foreigners.
- **Promoting multicultural coexistence**  
Preventing the isolation of foreign residents and alleviating their anxieties about livelihoods through various forms of support, such as providing assistance in learning Japanese language and medical consultation support.
- **Fostering international professionals**  
Effectively placing Assistant Language Teachers (ALTs).
- **Providing support for foreign children**  
Enhancing support in accordance with individual circumstances, such as dispatching instructors to help returning students and foreign students, and considering attracting international schools that offer international education programs.

## Considering the ideal form of a sustainable city

- The population will decline to a certain extent, and problems such as falling tax revenues and a shortage of leaders cannot be avoided. In order to maintain and improve public services in such circumstances, it is necessary to give consideration from various perspectives.
- There is also the aspect that the population decline reduces the burden on the environment and alleviates overcrowding.
- We will continue to conduct long-term considerations to build a sustainable city for the future.

## Various perspectives for consideration

- Business restructuring and reorganization, including business discontinuation
- Improving productivity through promoting digitization
- Optimizing the level of administrative services and the burden on beneficiaries, such as reducing the levels and increasing the burden
- Optimizing the scale of public facilities to match future population, etc.
- Increasing revenue through the creation of new non-statutory special-purpose taxes and efforts to cultivate tax resources etc.

## Various methods for consideration

- Cross-organizational collaboration
- Collaboration and cooperation among various entities
- Joint research with institutes etc.

## Long-term considerations

## Measures:

Garbage disposal, snow removal, municipal housing, public transport network, elderly care policies, tourism promotion, etc.

## Facilities:

Senior Welfare Center, Sapporo Komaoka Health and Recreation Center, Health Promotion Center, Youth Activity Center, etc.

**Building the ideal form of a sustainable city**