

Y O K O H A M A  
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4 - Y E A R P L A N  
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**-Yokohama: A Place Where Both People and Companies Can Shine-**

**S U M M A R Y**



# Framework for the 2014–2017 Yokohama City Mid-Term 4 Year-Plan

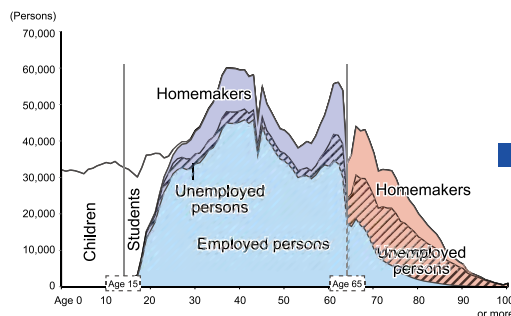
By sharing the direction of the policies which form the foundations of our efforts to pioneer a new future for Yokohama, we aim through measures in the Yokohama City Mid-Term 4 Year Plan to bring together the knowledge and abilities of various people and engage in cooperative efforts with a wide range of organizations to unite Yokohama as a team with the goal of actualizing the Yokohama General Plan (Long -Term Vision).

## Challenges to Overcome for Yokohama's Future

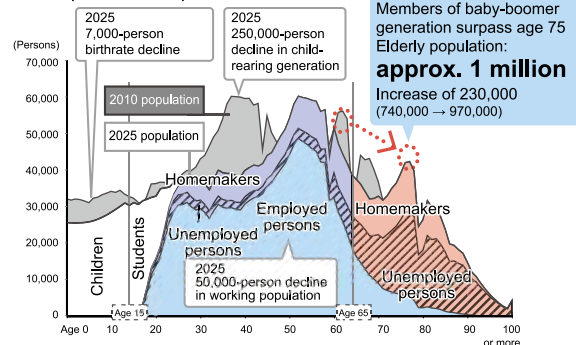
### Declining Birthrates Combined with an Aging Population and Shrinking Working-age Population

In 2025, members of baby-boomer generation will surpass the age of 75 and the elderly population will increase significantly to about one million while the child-rearing generation shrinks and birthrates drop. These are expected to bring about declining workforce and consumption levels along with further increases in social security costs, growing demand for welfare and medical services, and other such challenges.

2010 Population Compositional Balance



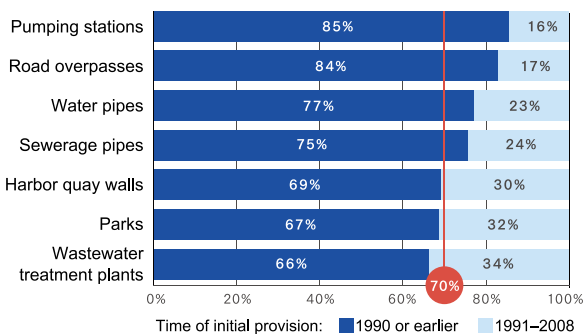
2025 Population Compositional Balance



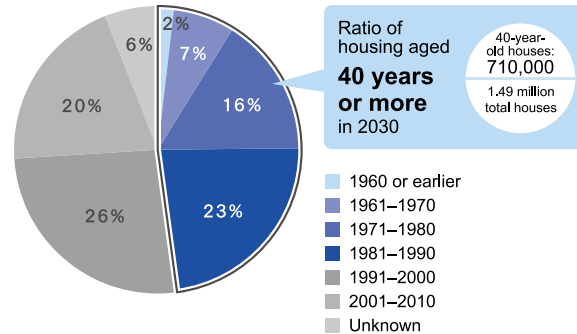
### Degradation of Urban Infrastructure and Housing Stock

By the year 2030, approximately 70% of the concentrated urban infrastructure developments made during the period of rapid population growth will reach or surpass 40 years of age from time of initial provision. Furthermore, about half of the housing in Yokohama will reach at least 40 years of age by 2030.

Urban Infrastructure: Ratios by Age from Year of Initial Provision



Housing: Ratios by Period Built



Responses to natural disasters, environmental and energy-related problems, medical and nursing service problems, enervation of suburban areas, intensifying competition between municipalities, the advance of globalization, broadening and diversification of administrative issues, etc.

## Major Opportunities for Further Advances

### National Growth Strategy Capital Region Revitalization

Area designation under national development project  
2020 Olympic and Paralympic Games in Tokyo, further increases in handling of international traffic at Tokyo International Airport (Haneda), improvements to broad-area road networks, opening of the Chuo Shinkansen line (superconducting maglev train line) in 2027

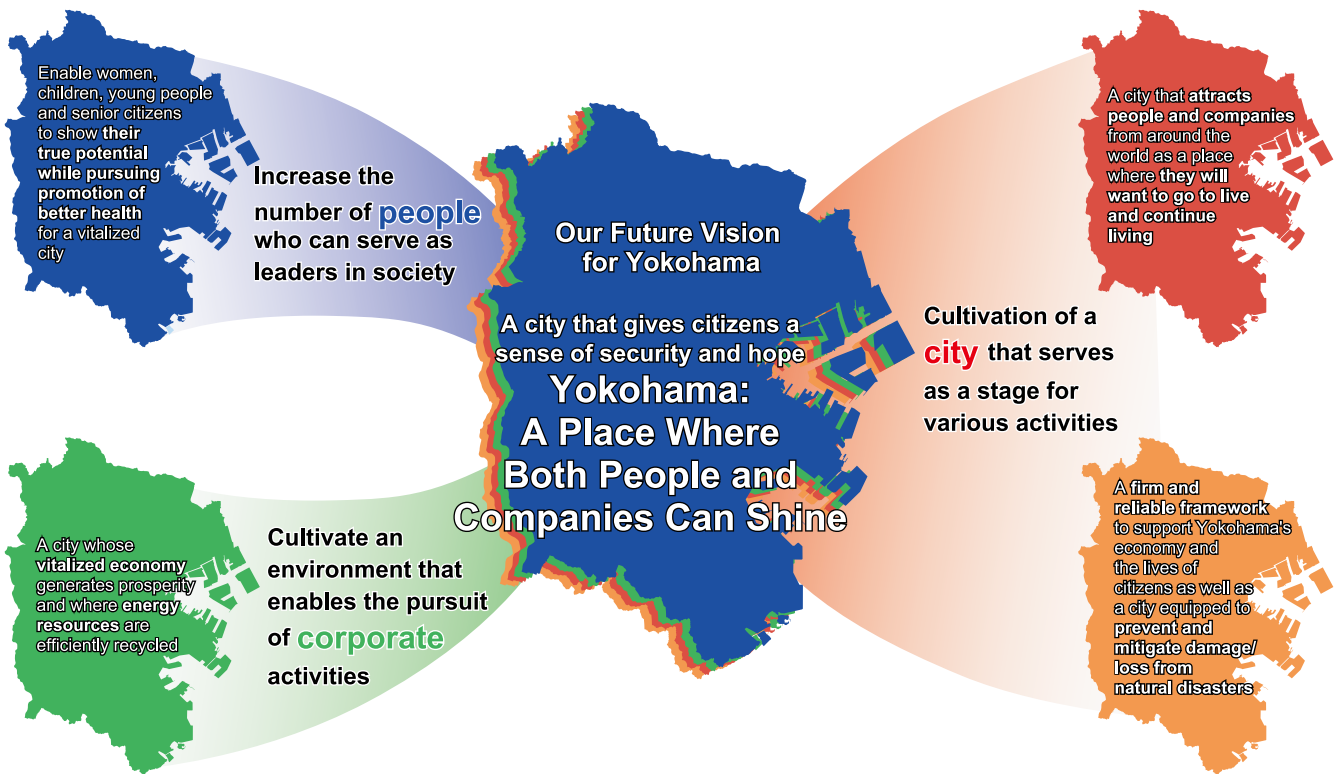
### Focus on Yokohama

FutureCity initiative, Culture City of East Asia project, Global MICE Strategic City

In the face of such challenges, we will not stand by and passively accept the coming future. We will build our own future instead!

Based on the bylaws established by the Yokohama City Council in April 2014, the "policy aims and directions," "current issues" and other sections of this plan were arranged and submitted together as a bill in 2014 before the 4th General Assembly of the City Council, which was passed on December 26, 2014.

Plan timeframe: four-year period from FY 2014 to FY 2017.  
 Plan agenda: to present basic community development strategies scheduled for completion by 2025 as well as measures to be undertaken during the four-year period for this plan. Community Development Strategies for the Future (from p. 03), Basic Policy Measures (from p. 09), Finance and City Administration Plan (from p. 13)



Due to a shrinking working-age population, declining birthrates coupled with aging of the population, and other such factors, the population's demographic structure continues to shift toward an increasingly aged society—between 2010 and 2025, the elderly population is expected to increase significantly by 230,000 to an approximate total population of one million. These factors are expected to present new, unprecedented challenges for Yokohama. Furthermore, the increasing overconcentration of people and investments going only into Tokyo is cause for concern. In order to make Yokohama more independently strong, we must address the major problem of declining populations of people who can serve as leaders in local society.

In addition, 70% of Yokohama's urban infrastructure will be or surpass 40 years of age from time of initial provision by 2030, Tokyo International Airport (Haneda) will further increase its handling of international traffic, the Chuo Shinkansen line (superconducting maglev train line) will be opened, and other changes in broad-area transport networks will occur, requiring Yokohama to adapt accordingly.

With these factors in mind, we must think about how we will pass our city on to the next generation.

In the face of such challenges, we will not stand by and passively accept the coming future. **On the contrary, we will make efforts to bring in young people with families and other such people as well as corporations and other organizations in order to mitigate the adverse effects of continuing declines in the working-age population, the aging of society and other such challenges as we make bold efforts to build our own future.** To this end, we must invest in the necessary areas and cultivate a city that gives people a true sense of security and hope with the end goal of making Yokohama a place where both people and companies can shine.

In order to resolve fundamental problems faced by the city, we must increase birthrates and—due to the vital importance of **increasing the number of people of all age groups who can serve as leaders in society**—strive to make it possible for **women, children, young people and senior citizens to show their true potential while pursuing promotion of better health for a vitalized city.**

Because **it is important to cultivate an environment that enables the pursuit of corporate activities**, we will work to achieve **a city whose vitalized economy generates prosperity and where energy resources are efficiently recycled.**

It is also important to **cultivate a city that serves as a stage for various activities for people, corporations and others.** To achieve this, **we must make Yokohama into city that attracts people and companies from around the world as a place where they will go to live and continue living.** We must also develop **a firm and reliable framework to support Yokohama's economy and the lives of citizens and make it a city equipped to prevent and mitigate damage/loss from natural disasters.**

By proposing these approaches through our **“Community Development Strategies for the Future”** and implementing them, **we will overcome the challenges posed by society-wide population decline to successfully transform Yokohama into a place where both people and companies can shine.**

We intend to pioneer a new future for Yokohama while utilizing our city's advances to facilitate the growth of Japan as a whole.

# Community Development Strategies for the Future

The following basic community development strategies were established to help us achieve our future vision for Yokohama by 2025.

## Strategy 1: Community development that draws out the potential of all types of people

Enable women, children, young people and senior citizens to show their true potential while pursuing promotion of better health for a vitalized city

### Direction of Community Development Efforts

Amid declining birthrates and the aging of society, we expect to face decreasing populations among those who support society, increasing demand for welfare and medical services, and other such challenges. In order to achieve a city filled with vigor, we will cultivate an environment that facilitates the birthing and raising of children; foster the youth who will serve as the next generation of leaders; and otherwise make efforts to draw out the potential of women, senior citizens and all other types of people. In addition, we will promote community development involving all citizens that helps them to improve and maintain their health, which serves as the foundation for the city we strive to achieve.

Child-rearing support and fostering of children and other youth	<p><b>Continuous, unbroken child and child-rearing support</b> This includes continuation of efforts to maintain the number of children on day-care center waiting lists to zero and expansion of measures to provide after-school clubs for children whose parents are not home after school. We are also enhancing child and child-rearing support measures, which are applicable to all child-rearing households and children in the city.</p> <p><b>Education to cultivate skills needed to live strongly, and support for self-reliance among young people</b> We pursue measures in supporting career-oriented education at all stages of children's growth and development, the employment of young people, and the cultivation of autonomous self-reliance. We are also promoting integrated junior and senior high school education and the development of high schools with distinctive characteristics while striving to foster more global human resources who can serve on the international stage.</p>
Support for the activities of women	<p><b>Realizing a city that provides the best workplaces for women as well as jobs that are gratifying</b> In addition to support for both child-rearing and the attainment of work-life balance, Yokohama is bolstering support efforts for women's activities in society through expanded support for female entrepreneurs, provision of career-building opportunities for women and other such measures.</p>
Leveraging the strengths of senior citizens	<p><b>Achievement of an invigorated local society through the activities of senior citizens</b> By providing more venues for senior citizens to participate in activities and also placing them at the forefront of community invigoration efforts and giving them opportunities to serve as workers in a wide range of capacities in Yokohama's local communities, companies and elsewhere, we hope to achieve a society in which citizens can play active roles throughout their lives.</p>
Cultivating good health for the city's 3.7 million residents	<p><b>Health promotion for a more vitalized Yokohama</b> This includes pursuit of community development measures that involve all citizens of Yokohama in health promotion efforts as well as the creation of new health-related services through collaborative councils operated together with private-sector companies and other organizations.</p> <p><b>Expansion of supportive healthcare and improvement of healthcare standards</b> By engaging in collaborative promotion of medical and caregiving efforts in people's homes and other such endeavors, we aim to strengthen the provision of medical care during recovery in the familiar homes of citizens and places through local communities.</p>

## Strategy 2: Economic development and achievement of an energy-recycling city

A city whose vitalized economy generates prosperity and where energy resources are efficiently recycled

### Direction of Community Development Efforts

With enhancement of fundamental-level support for small- and medium-sized enterprises (SMEs) as a prerequisite, we will foster growing and developing fields, strengthen industrial centers, promote urban farming that makes use of Yokohama's unique characteristics, and pursue other such measures to promote industrial development, create new jobs and otherwise revitalize Yokohama's economy. In addition, we will move forward with highly innovative energy-related measures in order to foster a city that efficiently recycles energy resources.

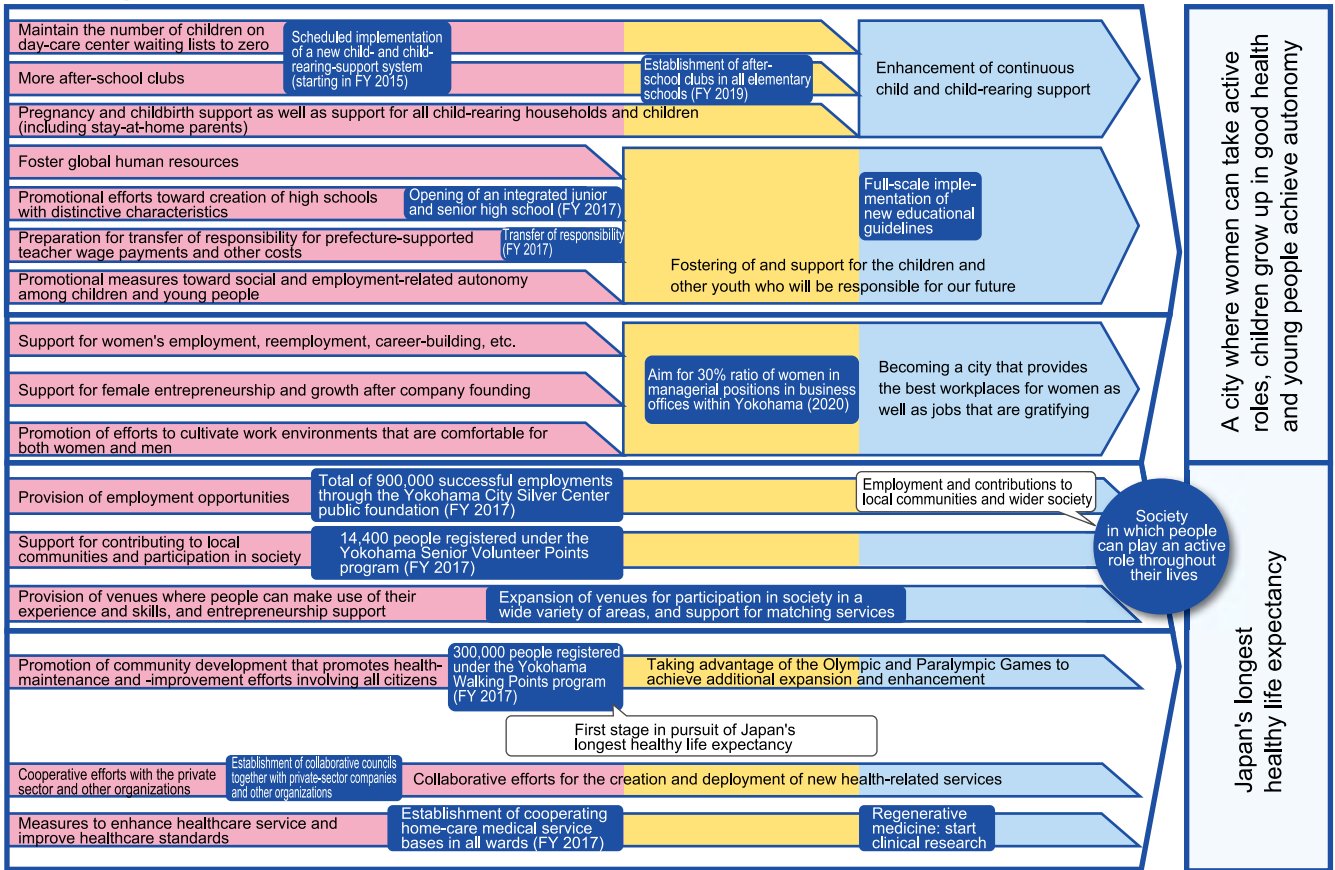
Nurturing of growing fields and strengthening of industrial centers	<p><b>Fostering of growing and developing fields</b> By developing new technologies and services, promoting relocation to and investing in Yokohama, and pursuing other such efforts, we strive to nurture fields that show potential for growth and development such as the environmental and energy-related fields, health and medicine, and tourism and MICE (meetings, incentives, conferences and exhibitions).</p> <p><b>Support for cultivation of the companies and human resources who support development</b> By promoting growth through overseas ventures and expansion, fostering entrepreneurship, further increasing efforts to strengthen industry-academia-government collaboration, and other such measures, we strive to cultivate the companies, industrial human resources and others who support the development of Yokohama.</p> <p><b>Strengthening and development of industrial centers</b> These efforts entail strategic measures to attract corporations while targeting specific areas, functions and so forth, with the aim of strengthening and growing centers of industry with distinctive characteristics.</p>
Vitalized urban farming	<p><b>Improving added value for agricultural crops and livestock cultivated within the city</b> In addition to the continued pursuit of measures such as promotion of "sixth sector industry" through the formation of ties between producers, food processing companies, restaurants and other parties, we have established brands such as "Yokohama Vegetables" for locally produced agricultural and livestock products as part of our efforts to broaden demand for produce and livestock products from "Yokohama Farm" .</p> <p><b>Support for stable and efficient agricultural production</b> We undertake consolidation of farmland for highly motivated farmers while also providing support through improvements and repairs for agricultural production bases, production facilities and so forth.</p> <p><b>Support and cultivation of a wide range of agricultural workers</b> These efforts entail support for highly motivated farmers, support for the cultivation and introduction of new farmers, etc.</p>
Promotion of energy-related measures	<p><b>Promotion of energy management with a focus on future city development efforts</b> We strive to promote autonomy and decentralization for the energy sources needed by citizens, establish efficient energy management systems, and undertake other such efforts.</p> <p><b>Introduction and promotion of renewable energy and similar approaches</b> This includes examinations of the feasibility of biogas generated by garbage and other sources as sources of energy, and exploration of the use and introduction of renewable energy sources, hydrogen and other such sources.</p> <p><b>Promotion of environmentally conscious lifestyles</b> Yokohama's citizens, companies and government are working together as one to promote the widespread pursuit of lifestyles that incorporate environmental considerations.</p>

# Roadmap

2017

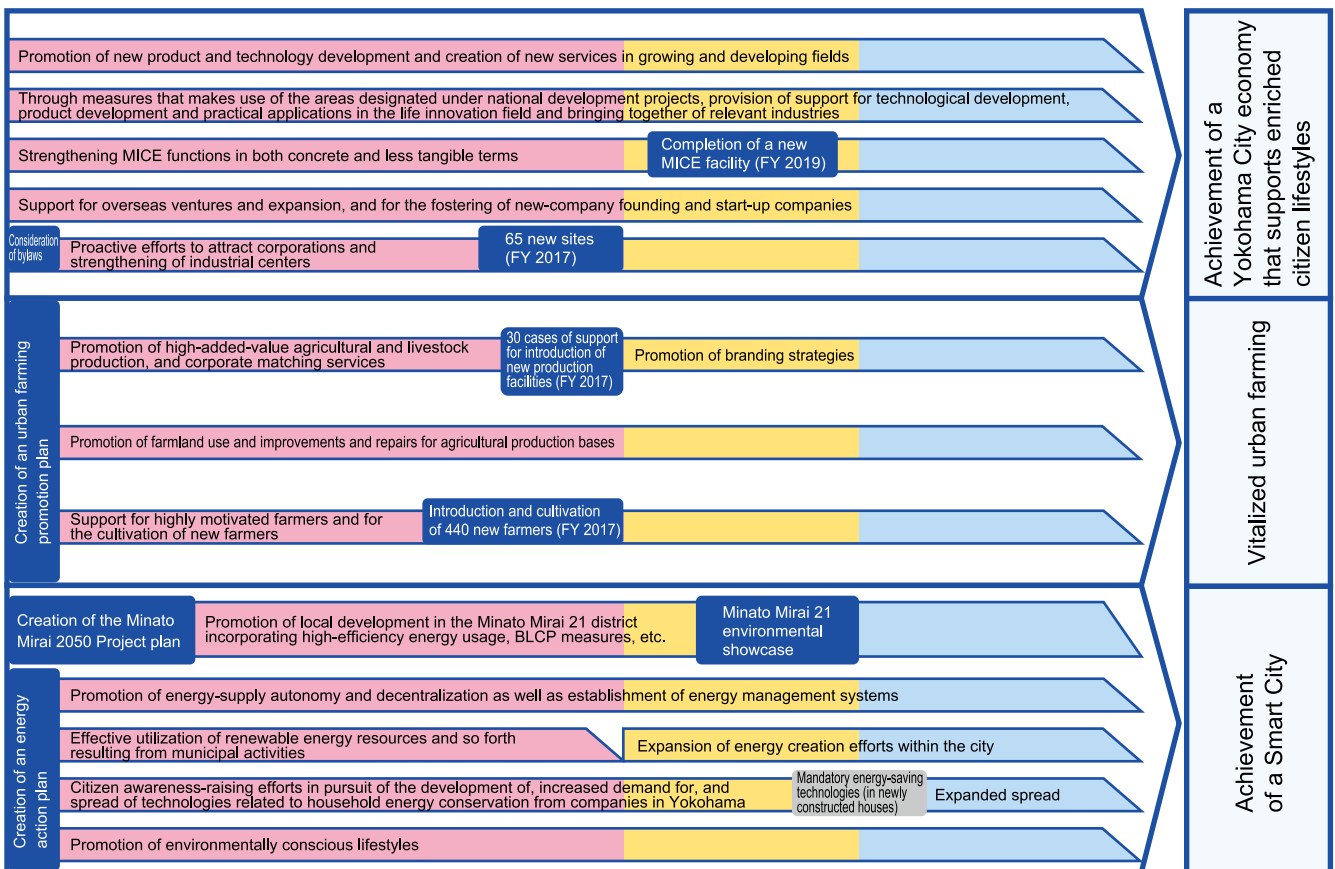
2020

2025



A city where women can take active roles, children grow up in good health and young people achieve autonomy

Japan's longest healthy life expectancy



Achievement of a Yokohama City economy that supports enriched citizen lifestyles

Vitalized urban farming

Achievement of a Smart City

# Community Development Strategies for the Future

## Strategy 3: Rebirth of Yokohama as a highly appealing city

A city that attracts people and companies from around the world as a place where they will want to go to live and continue living

### Direction of Community Development Efforts

In Yokohama's city-center bayside area, which serves as the driving force behind the city's growth, we are pursuing developments in land use at Yamashita Wharf and elsewhere, introducing large-scale facilities to draw visitors as part of tourism and MICE (meetings, incentives, conferences and exhibitions) promotional efforts with the aim of making Yokohama a more enjoyable and appealing place, pursuing cultural and artistic creative city measures, and making other such efforts. In these ways, Yokohama's citizens, companies and government are coming together as a team to attract people and companies from around the world and pursue community development that generates vitality and prosperity for the city. In Yokohama's suburban areas, we strive to establish numerous facilities that support more convenient daily lives, including community facilities near train stations and in other places that are easily accessible on foot or by public transport, as well as provide natural bodies of water and greenery that can also be experienced at nearby locations. In these ways, we are working to promote comfortable urban living environments and abundant local appeal to achieve a place where people will want to go to live and continue living.

Revitalization and strengthening of functions in the city-center bayside area	<p><b>Enhancing the city-center bayside area's appeal</b> Among our various efforts, we are proceeding with large-scale urban renovation in the Yokohama Station area, making efforts to attract more global companies and other organizations to the Minato Mirai 21 district, introducing new and appealing facilities to attract visitors to the Yamashita Wharf area, and engaging in other redevelopment projects with an eye toward the creation of new centers of local prosperity. We are also working to revitalize the city through the construction of a new city hall building in the Kannai/Kangai area, redevelopment of the Yokohama Cultural Gymnasium and the area around the current city hall building. Furthermore, we are creating networks of green spaces, planting new greenery and flowers to achieve changing local moods throughout the four seasons, and other efforts to increase Yokohama's appeal as a whole. Finally, we are also introducing new public transport to improve ease of movement throughout five districts, which will serve as a core axis in the creation of local prosperity.</p> <p><b>Evolution as an international tourism and MICE city</b> We are strengthening our passenger-ship docking facility functions, enhancing MICE functions, taking measures to attract and host large-scale sporting events and making improvements to sports facilities, examining possibilities related to the utilization of an integrated resort (IR), and taking other such measures.</p> <p><b>Serving as a core artistic creative city for Asia</b> By continuing to host art festivals and other events with distinctly Yokohama characteristics, we are making our presence as a cultural hub for Asia more widely known. We will strive to bring together even more artists, creators and other such human resources here in Yokohama in pursuit of new creations in creative industries.</p>
Revival and revitalization of suburban areas	<p><b>Strengthening the functions of train stations and surrounding areas</b> By promoting improvements in urban areas surrounding train stations and pursuing efforts such as updating them with new control and guidance functions, we are striving to create comfortable, highly convenient local spheres of daily lifestyle activity.</p> <p><b>Revival of suburban residential neighborhoods</b> We promote measures that make use of the abilities of local citizens, companies and resources; create mechanisms for the restoration of and guidance for actualizing required functions; and deploy these efforts throughout the city.</p> <p><b>Strategic land use promotion and city development</b> On land near train stations, expressway interchanges and other locations with potential for urban land use applications, we will promote the building and concentrated gathering of medical and academic research institutes, logistics-industry bases and so forth while making efforts to preserve a good balance between these and greenery, farmland and other natural spaces.</p>
Preservation and creation of green spaces	<p><b>Cultivating forests for the next generation</b> We will preserve Yokohama's ten major green spaces as well as other concentrated areas of forestland.</p> <p><b>Creation of venues to experience agriculture at nearby locations</b> These efforts include the establishment of community gardens for citizens, support for facilities carrying out direct sales of agricultural products, promotion of local production for local consumption through collaborative efforts with companies, etc.</p> <p><b>Creation of green spaces that people will truly notice and enjoy</b> We will cultivate green spaces that people will truly notice and enjoy by providing support to citizens who seek to create new and preserve existing greenery and pursue other such efforts.</p>

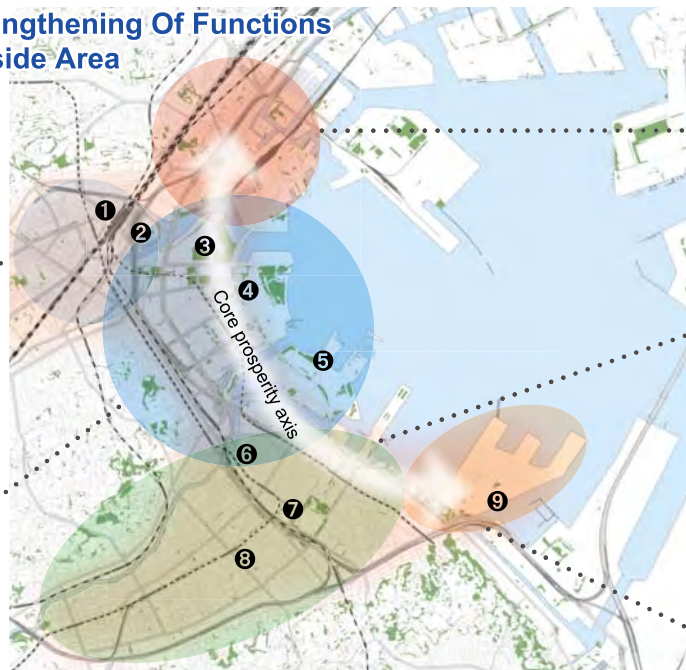
## Revitalization and Strengthening Of Functions in the City-center Bayside Area

### Yokohama Station Area

- West exit station building, others ..... ①
- Development of east exit area, other areas ..... ②

### Minato Mirai 21 District

- Promotion of large-scale urban development ..... ③
- New MICE facility construction..... ④
- Strengthening of passenger-ship docking facility functions ..... ⑤



### Eastern-Kanagawa Bayside Area

- Redevelopment of area around station, other areas

### Kannai/Kangai Area

- Construction of new city hall building ..... ⑥
- Redevelopment of area around current city hall building ..... ⑦
- Redevelopment of Yokohama Cultural Gymnasium ..... ⑧
- Others

### Yamashita Wharf Area

- Introduction of large-scale facilities to draw visitors, others ..... ⑨

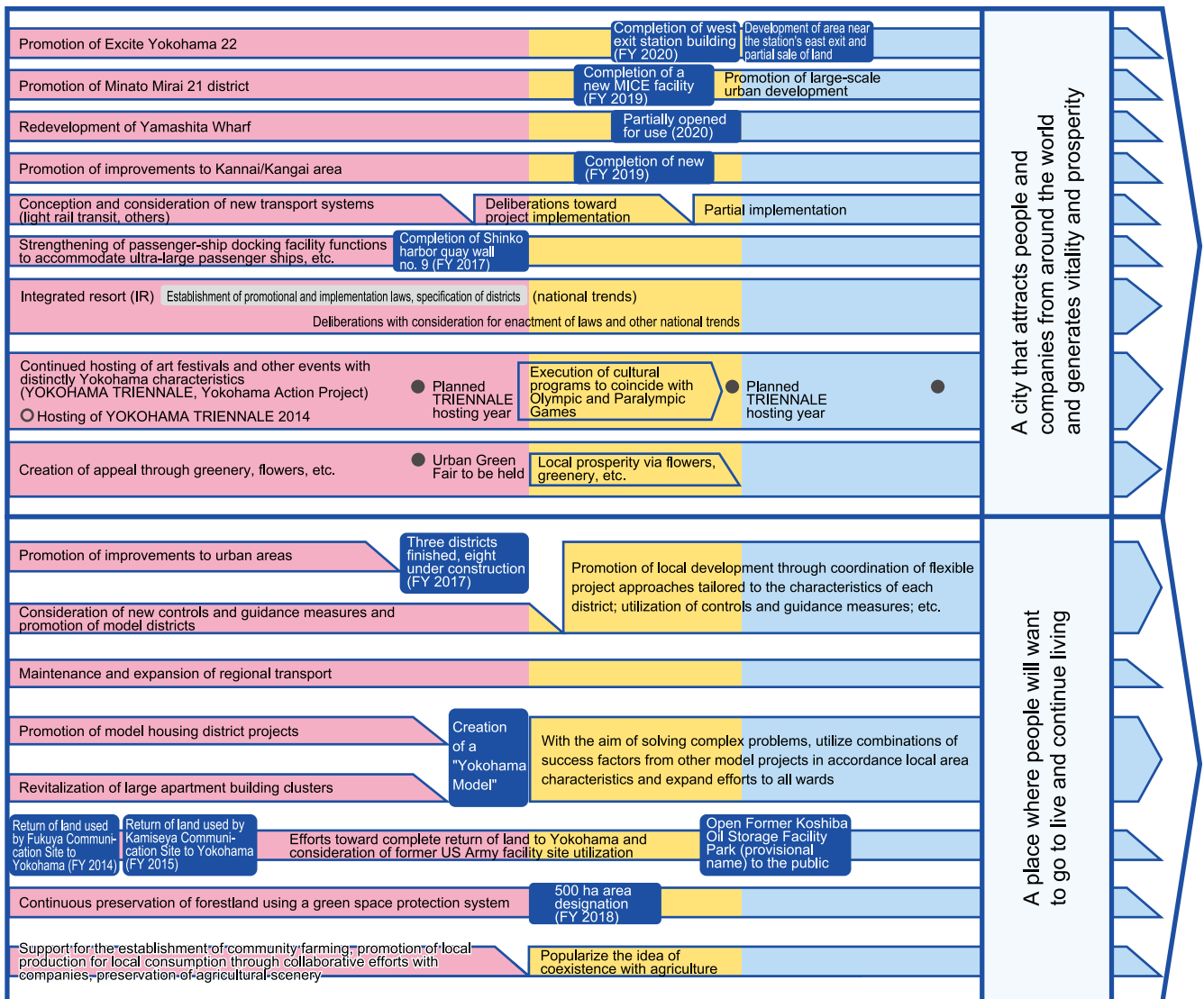
# Roadmap

2017

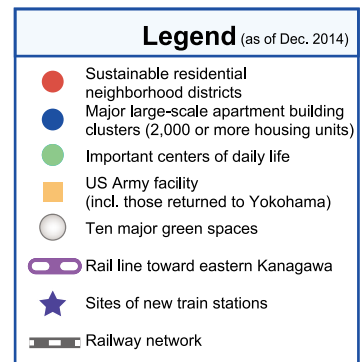
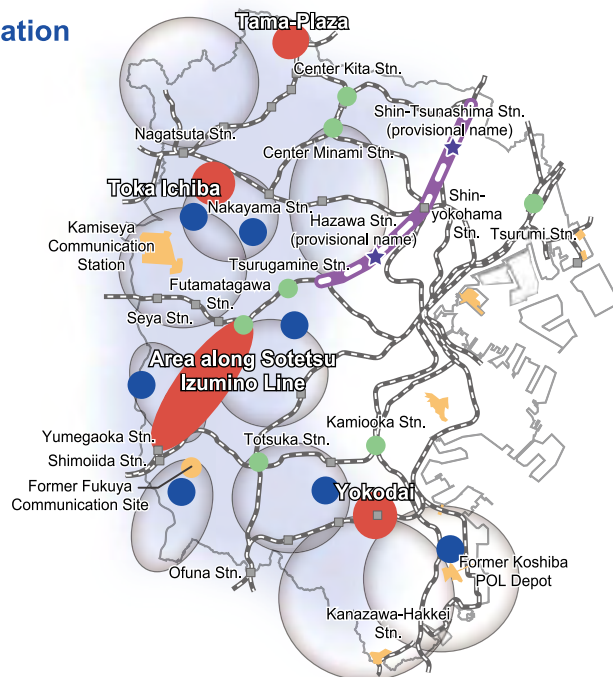
2020

2025

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## Revival and Revitalization of Suburban Areas



# Community Development Strategies for the Future

## Strategy 4: Strong Urban Development Measures in Support of Yokohama's Future

A firm and reliable framework to support Yokohama's economy and the lives of citizens as well as a city equipped to prevent and mitigate damage/loss from natural disasters

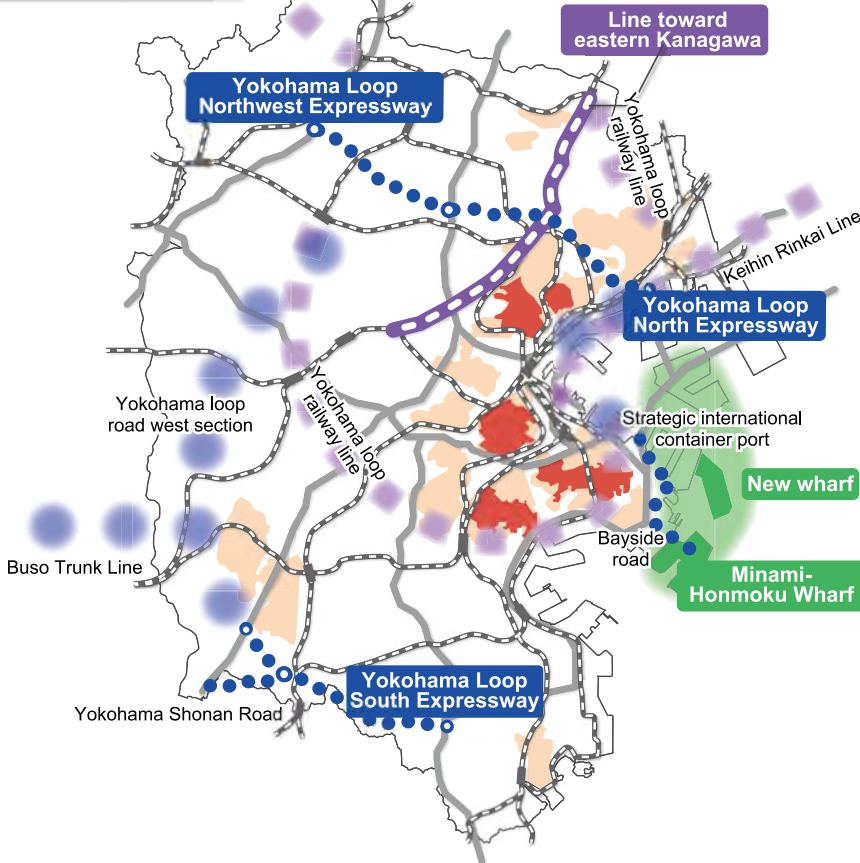
### Direction of Community Development Efforts

With the aim of promoting preservation and renewal of urban infrastructure as well as fulfilling the "Disaster Mitigation" targets in the Yokohama City Earthquake Preparedness Strategy by 2022, we are working to make people, communities and the city resistant to the effects of natural disasters. In addition, we intend to continue making improvements to transport networks including roads and rail, which support the growth and development of our city, as part of sustainable urban development efforts based on a firm and reliable framework.

Community development for a disaster-resistant city	<p><b>Promoting self- and mutual assistance</b> We are making efforts to strengthen the functions of the Yokohama City Municipal Disaster Prevention Center while also cultivating human resources who can serve as leaders in disaster mitigation measures. Furthermore, we are working to strengthen people's abilities to extinguish fires early on and establishing countermeasure that enable them to assist themselves and others in the event of an earthquake.</p> <p><b>Cultivating a city that is resistant to the occurrence and spread of fires</b> In addition to the construction of city planning roads which contributes toward the establishment of emergency transport routes, firebreaks and so forth, we are introducing new fire-prevention regulations and otherwise pursuing city fireproofing measures in order to cultivate communities that are resistant to fire disasters. We are also taking measures to strengthen the functions of the fire department headquarters as we work to achieve greater firefighting capabilities for the city.</p> <p><b>Cultivating a city that can withstand localized heavy rains</b> These efforts include damage-prevention measures such as the creation of landside water hazard maps and flood hazard maps, strengthening of measures addressing steep drop-offs (cliffside areas), establishment of plans relating to measures against localized heavy rains and similar threats, and other such preventive efforts.</p>
Strengthening of urban infrastructure	<p><b>Enhancing urban infrastructure to attract people and corporations and encourage investment</b> By improving broad-area primary-road networks such as Yokohama's loop roads while simultaneously extending a rail line connecting Yokohama with eastern Kanagawa Prefecture and extending Yokohama Municipal Subway Line 3 (Blue Line extension from Azamino Station to Shin-Yurigaoka Station) among other such measures to enhance area rail networks, we aim to draw more people and corporations located along rail lines into Yokohama and thus generate local vitality.</p> <p><b>Internationally competitive port</b> We are building a high-standard container terminal at Minami-Honmoku Wharf boasting a 20-meter (approx. 66 ft.) depth in response to increasing container ship sizes; improving relevant bay-area road connections; and building a new wharf off the coast of Honmoku in an effort to create a new logistics base.</p> <p><b>Systematic preservation and renewal of urban infrastructure</b> In response to increasing degradation of urban infrastructure, we are undertaking preventive maintenance to reduce total costs and level out yearly budgets. We also engage in planned maintenance and renewal efforts which include preventive measures via the creation of new systems.</p>

Yokohama Municipal Subway Line 3 (Blue Line) extension

## Strong Urban Development Measures in Support of Yokohama's Future



Legend (as of Dec. 2014)	
<span style="color: red;">■</span>	Development to achieve high earthquake resistance (priority earthquake countermeasures district)
<span style="color: orange;">■</span>	Development to achieve high earthquake resistance (earthquake countermeasures district)
<span style="color: blue;">●</span>	Planned road
<span style="color: blue;">●●●</span>	Road under construction
<span style="color: grey;">—</span>	Currently available road
<span style="color: purple;">■</span>	Planned rail line
<span style="color: purple;">▬▬▬</span>	Rail line under construction
<span style="color: grey;">▬▬▬</span>	Currently available rail line



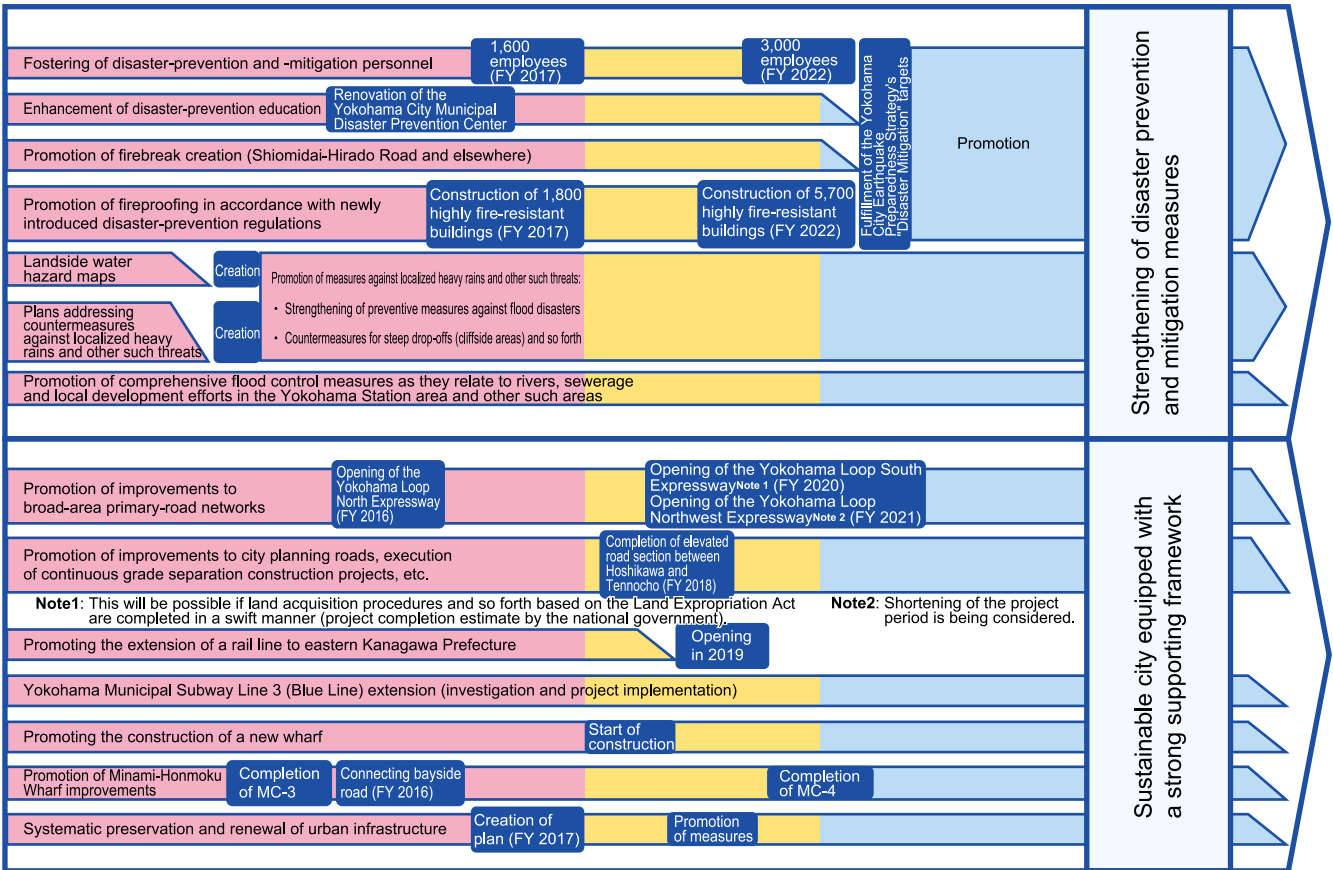
# Roadmap

2017

2020

2025

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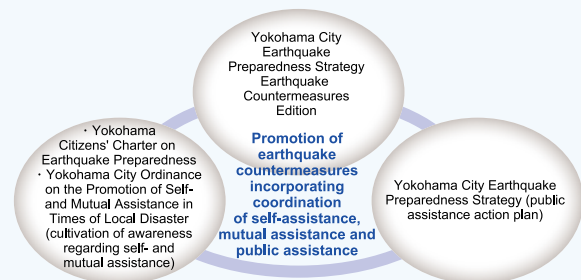
## ~Earthquake Countermeasures Following the Great East Japan Earthquake~

Based on lessons learned from the Great East Japan Earthquake, we are pursuing countermeasures that entail self- and mutual assistance efforts by citizens and local communities coordinated with public assistance measures in order to minimize damage and loss resulting from major earthquakes.

### Establishment of the Earthquake Preparedness Strategy and Other Measures

Following the Great East Japan Earthquake, we considered every possibility in order to envision the worst possible earthquake and tsunami disasters for Yokohama, and subsequently revised our predicted earthquake damage scenarios for the city accordingly (as of October 2012). At the same time, we focused our approach on disaster mitigation and strengthening of measures that place top priority on protection of human lives, made drastic revision to disaster prevention plans, and introduced new disaster mitigation goals (as of March 2013) such as reducing the predicted death toll by half in the case of a disaster by fiscal year 2022. The Yokohama City Earthquake Preparedness Strategy action plan was established in order to achieve these targets.

Because damage and loss resulting from fire was a major factor in the revised versions of our predicted earthquake damage scenarios, we arranged pertinent countermeasures in our Policy on Countermeasures for Earthquake Fires. Moving forward, we will strengthen existing earthquake fire countermeasures while steadily implementing plans outlined in our Earthquake Preparedness Strategy with the goal of meeting disaster mitigation targets.

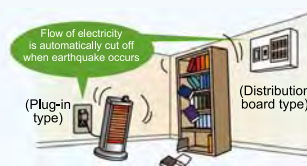


## Promotion of Self- and Mutual Assistance

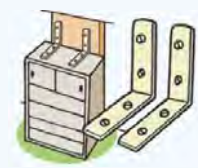
Yokohama published the Yokohama Citizens' Charter on Earthquake Preparedness to encourage widespread, shared awareness among citizens of all ages of the importance of self- and mutual assistance. In FY 2013, we also distributed Earthquake Countermeasures at Home (different versions for each ward) to all households in the city; this document gives citizens information on self- and mutual assistance efforts such as preparations that should be taken on a regular basis at home and in the community while also providing maps showing predicted damage and other such information.

In addition, we are striving to achieve a disaster-mitigation-oriented society that strives to reduce damage caused in the case of a disaster based on citizen and corporate self-assistance and mutual assistance roles as set out in the Yokohama City Ordinance on the Promotion of Self- and Mutual Assistance in Times of Local Disaster (enacted in June 2013).

By taking concrete action based on the principles and approaches outlined in the Charter and other documents, we can successfully reduce damage and loss from disasters. Regarding measures against fires caused by earthquakes, assistive measures are made available with the aim of enhancing fire-prevention among individual citizens, improving local communities' abilities to extinguish fires early on, and so forth. These assistive measures include installation of earthquake-sensing circuit breakers, tipping-prevention measures for furniture, and others. We encourage you to make use of these at home and in the community in your disaster prevention and mitigation efforts.



Earthquake-sensing circuit breaker



Furniture tipping prevention

# Basic Policy Measures



Our efforts over the four-year period of the plan are organized around 36 policy measures in the following four categories: "Support for Women, Children, Young People and Senior Citizens," "Safe and Comfortable Community Life," "Revitalizing Yokohama's Economy" and "Improving City Functions and the Environment."

## Support for Women, Children, Young People and Senior Citizens

- 1 Achieving a city where women can work comfortably and take on active roles**  
 Promotion of career-building, networking and so forth among women; support for female entrepreneurs and growth after company founding; promotion of efforts to cultivate work environments that are comfortable for both women and men
- 2 Achieving a city where senior citizens can be active**  
 Provision of various employment opportunities and support for the creation of such opportunities; expansion of senior citizen activities and contributions in local society; promotion of good health and preventive care
- 3 Expansion of family support services from pre-birth to infancy**  
 Consultations and support regarding pregnancy and childbirth; support during the post-birth period of infancy; expansion of child-rearing support venues, opportunities and so forth in local communities
- 4 Child and child-rearing support from the period before enrollment up to initial enrollment in school**  
 Measures to reduce the number of children on day-care center waiting lists; promotion of efforts to create after-school clubs for children whose parents are not home after school; provision of day-care and education tailored to diverse needs
- 5 Achieving a local society that works together to bring up children and young people**  
 Measures in response to children who stop attending school and to bullying; support for the sound upbringing of children and young people; support for children and young people in need of help
- 6 Prevention of child abuse and domestic violence, and improvement of social frameworks to ensure protection**  
 Measures to prevent child abuse; enhancement of integrated social protection frameworks; prevention of domestic violence, support for the achievement of independence among victims of domestic violence
- 7 Promotion of education fine-tuned to meet the individual needs of the children who will be responsible for our future**  
 Enhancement of education and other efforts in response to globalization; cultivation of learning capabilities, enriched minds and healthy bodies; cultivation of Yokohama municipal high schools with distinctive characteristics
- 8 Development of local society through collaboration with universities**  
 Cultivating a city that connects Yokohama's universities with the local community; utilization of Yokohama City University's knowledge resources and research results for even greater contributions to local society

### Working Women Support Programs

This program provides networking conferences and so forth for working women led by prominent leaders in various fields in order to promote career-building, networking and other advances among women.



Yokohama Women's Network Conference

### Shining Seniors Schools

Special venues in Hodogaya Ward that promote good health among seniors (including preventive care) have been authorized as a Shining Seniors Schools. This initiative strives to create comfortable places for senior citizens in their local community while disseminating information on and popularizing preventive care initiatives.



Officially authorized Shining Seniors School

### Enhancement of Child-rearing Support in Local Communities

These efforts include creation of more places where children and their parents can feel comfortable, invigoration of child-rearing support networks with a primary focus on local childcare support centers, and support to facilitate easy use of programs and facilities designed to address the needs of child-rearing households.



Community child-rearing support center

### Continuation of Efforts to Maintain the Number of Children on Day-Care Center Waiting Lists to Zero

Although we reached our goal of zero children on day-care center waiting lists in April 2013, the number of people who wish to use these facilities continues to rise. We will continue our pursuit of measures to reduce such waiting lists, which include both support-related and organizational efforts as well as infrastructural efforts.



Measures for children on day-care center waiting lists

### Enhancement of Education in Response to Globalization of Human Resources

Through the use of English-language communication, participants in these activities cultivate an understanding of other cultures, introduce their own cultures, and otherwise strive to deepen their understanding of others, their own ways of thinking, etc.



Class using an assistant English teacher (AET) at a municipal junior high school

### Bringing Yokohama's Universities and the Local Community Together

By utilizing the strengths of local universities in Yokohama such as their leading-edge education-related research and the capabilities of their students, and by promoting cooperative efforts between universities and the local community, corporations and others, these measures aim to achieve solutions to local problems, economic revitalization and other such goals.



University-City Partnership Committee

## Safe and Comfortable Community Life

### 9 Development of people and communities that are resistant to the effects of natural disasters (promotion of self- and mutual assistance)

Cultivation of disaster-prevention leaders for local communities; promotion of measures to prevent the outbreak of fires and enhance community abilities to extinguish them early on; enhancement of disaster-prevention education

### 10 Community development for a disaster-resistant city (earthquakes, flood damage, etc.)

Cultivation of communities possessing strong resistance to the effects of earthquakes; strengthening of disaster-prevention measures for areas near steep drop-offs (cliffside areas); strengthening of measures to prevent flood damage

### 11 Realization of a city where people feel safe and secure in their daily lives

Support for community crime-prevention activities; promotion of measures regarding unoccupied houses and other structures

### 12 Establishing safety nets to support people's daily lives

Employment support, health-related support and so forth for people receiving public assistance; support for greater autonomy among the needy; support for greater autonomy among single-parent households

### 13 Achievement of a comprehensive local care system

Laying the foundations for a comprehensive local care system; provision of preventive care; support for sufferers of dementia; enhanced efforts toward facilities and households

### 14 Improvement of welfare services for disabled children and adults

Support services to look after disabled persons so they can have worry-free lives, move about freely, and so forth; support for school-aged disabled children; employment support; enhancement of facilities for disabled children and adults

### 15 Ensuring citizen peace of mind through health-promotion efforts, health crisis management, etc.

Promotion of health-maintenance and -improvement efforts that involve all citizens, such as the Yokohama Walking Points program; strengthening of measures to promote safe and reliable foods, prevent the spread of infectious diseases, etc.

### 16 Enhancement of local medical care provision frameworks and promotion of advanced medicine

Promotion of efforts regarding cancer and other diseases; enhancement of home healthcare and nursing cooperative systems; improvements in obstetrics, pediatrics, emergency medical care and other such fields

### 17 Cultivation of local communities and lifestyles through sports

Expansion of citizen-participation sports events; promotion of supports with an eye toward the upcoming Olympic and Paralympic Games

### 18 Support for local communities through participation and collaboration

Promotion of efforts in collaboration with local communities, various leaders, etc.; collaborative educational institutions for regional development (recruiting and fostering of human resources to serve local communities)

#### Development of People and Communities that are Resistant to the Effects of Natural Disasters

We are cultivating leaders for disaster-prevention efforts in local communities, strengthening the functions of the Yokohama City Municipal Disaster Prevention Center, promoting early extinguishing of earthquake fires and making other efforts related to self- and mutual assistance.



Cultivating leaders for local community disaster prevention

#### Community Development for a Disaster-resistant City

In addition to fireproofing, earthquake-proofing and other such disaster countermeasures, we have created landside water hazard maps to serve as measures against localized heavy rains, and we are also strengthening other efforts made in advance to prevent damage from natural disasters.



Equipping open public spaces and parks

#### Establishing a Comprehensive Local Care System and Enhancing Local Medical Care

We have created a comprehensive local care system that provides continuous medical and nursing care, daily life support and other such services, and we are also enhancing healthcare systems that provide home healthcare and other medical services as needed.



Education and training personnel in various fields to cultivate cooperative home-care medical teams

#### Health Promotion Efforts Involving All Citizens

We provide support to help citizens, corporations and others pursue improved health in various life situations, including cultivation of frameworks that are enjoyable and can be sustained in daily life, dietary education measures, lifestyle habit improvements and so forth.



Event to promote walking

#### Expansion of Citizen-participation Sports Events

Yokohama holds various tournaments and competitions with the aim of popularizing and promoting citizen sports. The city strives to make the 2015 Yokohama Marathon an enjoyable event for everyone which people can participate in, watch or support.



Yokohama Marathon

#### Collaborative Educational Institutions for Regional Development

Conducted as a cooperative project between ward offices and local communities, NPOs, and others, collaborative educational workshops for regional development are being held in the various wards of Yokohama, through which ward citizens and employees active in the local community learn from each other.



Manabi-sha Himawari (Konan Ward)

# Basic Policy Measures

## Revitalizing Yokohama's Economy

- 19 Promotion of small- and medium-sized enterprises (SMEs) and revitalization of the local economy**  
Enhancement of SME fundamental support efforts; promotional efforts in support of entrepreneurship, founding of new companies and start-up companies; revitalization of shopping arcades; promotion of citizen employment
- 20 Fostering and strengthening of economic growth areas**  
Strengthening of growing and developing fields; promotion of research and development as well as practical applications that utilizes strategic areas designated under national development projects; strategic efforts to attract companies to Yokohama in order to strengthen industrial centers
- 21 Transformation of Yokohama into a global city**  
Promotion of local-government-led foreign diplomacy; support measures for young people who wish to be active abroad; measures in pursuit of harmonious coexistence between numerous cultures
- 22 Support for overseas infrastructure business operations by companies in Yokohama**  
Cooperative efforts with companies to secure overseas projects; creation of the Y-PORT Center with the aim of promoting overseas infrastructure business
- 23 Promotion of tourism and MICE (meetings, incentives, conferences and exhibitions)**  
City promotion efforts; efforts to attract visitors from within Japan and abroad; construction of a new MICE facility
- 24 Generation of appeal and vitality through cultural and artistic creative city measures**  
Support for citizen cultural and artistic activities; cultivation of future generations; communication throughout Japan and abroad of information on culture and arts with distinctly Yokohama characteristics



Photography: PHOTOHITO

### Strengthening of Fundamental Support for SMEs

In addition to provision of consultations, measures to facilitate smooth financing, provision of opportunities to secure customer orders and other such measures in support of stable operations as well as growth and development among SMEs in Yokohama, we are bolstering the support functions and frameworks that provide these.



Seminar targeting corporations

### Strengthening of Growing and Developing Fields

We provide prioritized support for SMEs in Yokohama that are active in the environmental and energy-related fields, health and medicine, and tourism and MICE, and other growing/developing fields.



YOKOHAMA Smart Community "Smart Cell" research and experimental house

### Comprehensive Development of International Policy

In addition to local-government-led foreign diplomacy pursued through coordinated and cooperative efforts with overseas cities and international organizations, Yokohama provides support for the fostering of global human resources, measures in pursuit of harmonious coexistence between numerous cultures, and other such efforts.



Business seminar in Yokohama's sister city of Lyon

### Promotion of the Y-PORT Project

Through the Y-PORT Project, an international technological cooperation endeavor utilizing Yokohama's resources and technologies that is carried out via coordinated efforts between the private sector and government, we are providing developmental support for companies located in Yokohama that pursue overseas infrastructure business operations.



Joint survey conducted with a company

### Construction of a New MICE Facility

In response to the global-scale expansion of the MICE market and demand for the hosting of such events in Yokohama, the city is constructing a new MICE facility next to PACIFICO Yokohama using a private finance initiative (PFI).



PACIFICO Yokohama and Block 20

### Art and Culture Educational Programs

In order to foster expressive abilities and other skills through art and culture in the children who will lead the next generation, artists are dispatched to schools to lead hands-on learning programs in music, art, dance, traditional performing arts and other fields.



Dancing to the school song (Nagano Municipal Elementary School)

## Improving City Functions and the Environment

### 25 Strengthened city center functions for ample appeal and vitality

Promotion of Excite Yokohama 22; promotion of Yamashita Wharf redevelopment; vitalization of the Kannai/Kangai area and construction of a new city hall building

### 26 Comprehensive port development to bolster international competitiveness and enrich citizens' lives

Construction of advanced facilities at Minami-Honmoku Wharf and elsewhere; bringing citizens together; revitalization efforts for a leisure-oriented port area (strengthening of passenger-ship docking facility functions, etc.)

### 27 Expansion of the transport network to strengthen urban infrastructure

Yokohama loop road construction; promotion of the rail line extension project connecting Yokohama with eastern Kanagawa Prefecture; promotion of Yokohama Municipal Subway Line 3 (Blue Line) extension project and other project implementations

### 28 Enhancement of detailed transport functions and other functions that are part of citizens' daily lives

Maintenance and expansion of local public transport; implementation of railroad crossing safety measures and so forth in pursuit of pedestrian safety, improved convenience in local communities, etc.

### 29 Development of compact, energized suburban neighborhoods

Creation and promotion of sustainable suburban housing neighborhood models; support for the revitalization of apartment building clusters; improvements to central areas near train stations

### 30 Development of living environments tailored to a variety of residential needs

Cultivation of living environments that cater to child-rearing; cultivation of living environments that cater to the elderly; implementation of improvements to municipal housing, etc.

### 31 Preservation and renewal of public facilities

Creation and promotion of facility preservation and renewal plans; steady implementation of preservation and renewal projects; public building management measures

### 32 Development of vitalized urban farming

Deployment of new measures leading to vitalized agricultural management; support for farmers who carry out local farming operations; promotion of local production for local consumption

### 33 Promotion of energy measures appropriate to FutureCity Yokohama and development of a low-carbon city

Promotion of energy management with an eye toward developing a low-carbon city; encouraging the implementation of global warming countermeasures in homes and other buildings

### 34 Pursuit of eco-friendly lifestyles characteristic of Yokohama and achievement of abundant biodiversity

Public relations and awareness-raising efforts with the goal of implementation of environmental action; measures to convey the importance of biodiversity; creation of venues to foster biodiversity

### 35 Fostering of an urban environment with abundant water and greenery

Preservation of concentrated areas of forestland; cultivation of green spaces that people will truly notice and enjoy; creation of pleasant water environments

### 36 Pursuit of a hope-filled city boasting widespread pursuit of the three Rs

Public relations and awareness-raising efforts promoting implementation of the three Rs (reduce, reuse, recycle); promotion of projects to reduce kitchen waste volumes and convert such waste into resources; thoroughgoing garbage reduction and separation via business operators

#### Strengthened City-center Bayside Area Functions

Yokohama is promoting Excite Yokohama 22, Yamashita Wharf redevelopment, revitalization of the Kannai/Kangai area, construction of a new city hall building and other such efforts in an effort to strengthen the functions of the city-center bayside area.



Simulated image of Yokohama Station district

#### Creation and Expansion of Transport Networks

These measures include construction of a Yokohama loop road to improve connections to Tokyo International Airport (Haneda), the Tomei Expressway and so forth, and enhancement of rail access to eastern Kanagawa Prefecture for improved convenience and speed.



Construction of the Yokohama Loop North Expressway

#### Compact Neighborhood Development

Through the promotion of sustainable residential neighborhood model projects and other such efforts, we aim to develop a "Yokohama Model" and deploy it throughout the city.



Workshop with Yokohama residents

#### Preservation and Renewal of Public Facilities

Yokohama has formulated the Basic Policy on Management of Public Facilities and is steadily moving forward with preservation and renewal projects for urban infrastructure and public buildings/facilities while also implementing measures to reorganize public buildings.



Bridge preservation work

#### Promoting the Development of a Low-carbon City

These efforts include promotion of energy management, utilization of energy sources such as renewable energy and hydrogen, measures to promote and popularize low-carbon next-generation transport, and other measures with the aim of realizing a city that recycles energy resources.



Car sharing using ultra-compact vehicles

#### Creation of Pleasant Water and Green Space Environments

In addition to preservation of concentrated areas of forestland, citizens and corporations as well as other organizations engage in cooperative efforts to create greenery that is suitable for their local communities.



Environmental learning program at the Katabira River

# Finance and City Administration Plan

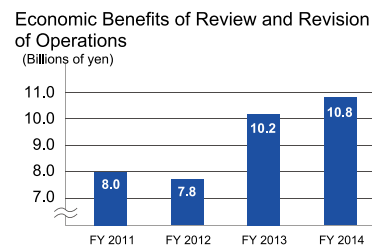
The following efforts serve as the foundations for policy implementation.

## City Administration Plan: Hands-on Approach to City Administration and Further Improvements to Citizen Services

### 1 Thoroughgoing Review and Revision of Tasks and Operations

Despite our limited operational management resources, we constantly review and revise tasks and operations in order to prove ourselves worthy of citizens' trust and pursue necessary measures.

- Thoroughgoing review and revision of operations
- Optimization of internal control efforts and other tasks
- Establishment of efficient and effective organizational systems
- Others



### 2 Use of Information and Communications Technology (ICT) for Increased Efficiency in Operations and Responses to Social Issues

Through utilization of ICT, we are striving to improve citizen services and achieve more efficient operations while also revitalizing Yokohama's economy, reducing environmental loads and addressing other problems faced by society.

- Introduction and utilization/application of a social security and taxpayer identification number system (personal number system)
- Promotion of an open data approach
- Others



International Open Data Day 2014, one of the largest such event worldwide

### 3 Exhaustive Reform of Government-affiliated Organizations

In order to make full use of the specializations, public benefit and other advantages offered by government-affiliated organizations, we are pursuing measures to reorganize relationships between the Yokohama city administration and such organizations and improve management practices.

- Creation of mechanisms to incorporate third-party viewpoints
- Reconsideration of forms of involvement
- Others

### 4 Cultivation of Human Resources and the Workplace Environment to Strengthen Teamwork at City Hall

We are fostering human resources and making efforts to provide a workplace environment that brings out the greatest enthusiasm and abilities possible from each and every worker in order to achieve greater teamwork at city hall.

- Development of abilities based on the Yokohama City Vision for Human Resource Cultivation
- Proactive appointment of female workers to important, high-responsibility positions
- Promotion of comfortable work environments
- Others

### 5 (1) Provision of Administrative Services with Consideration for Citizen Viewpoints and Collaborative Efforts with Local Communities

Yokohama provides administrative services that take consideration of citizen viewpoints and are precise while still remaining kind and courteous. Furthermore, we are strengthening the functions of ward offices so that they can serve as comprehensive support centers for collaborative efforts with local communities.

- Strengthening of ward office functions
- Provision of consultation services in response to citizen needs
- Others



Consultation service counter

### 5 (2) Promotion of Further Private–Public Collaboration with Corporations and Other Organizations

In order to solve local community and social problems, we are pursuing collaborative efforts between the private and governmental sectors in a variety of public fields.

- Strengthening of functions at private–public collaboration contact points
- Consideration and introduction of new methods of private–public collaboration
- Others



Co-creation forum

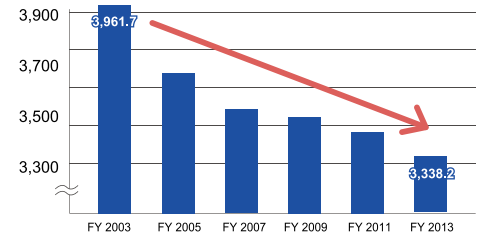
# Fiscal Plan: Promotion of Policies and Preservation of Maintenance of Sound Fiscal Operations

## 1 Systematic Utilization of Municipal Bonds and Measures to Reduce Outstanding General Account Debt

In addition to making investments for the sake of Yokohama's growth and development, we are taking firm measures to reduce outstanding general account debt and prevent future generations from having to bear the burden of excessive debt.

- Systematic utilization of municipal bonds and management of debt from a medium-term perspective
- Pursuit of steady measures and systematic repayment of debt for projects that incur costs on the general account due to changes in the socioeconomic climate and so forth

State of Debt Reduction (General Account)  
(Billions of yen)



## 2 Promotion of Fiscal Operations that Provide Quick and Flexible Responses to Citizens' Needs

While striving to cultivate cost awareness in each and every one of our employees, reduce expenditures and secure fiscal resources, we will move forward with public projects and other measures that are necessary for the future of Yokohama and work to cultivate and dynamize small- and medium-sized enterprises (SMEs).

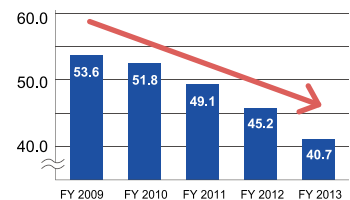
- Constant financial and administrative reform for thoroughgoing reduction of expenditures and securing of funds
- Consideration and introduction of new project approaches without relying too heavily on precedents
- Appropriate and efficient execution of public works projects
- Others

## 3 Strengthening of Yokohama's Financial Base: Stable Procurement of Funds

By pursuing more appropriate tax administration, improved repayment rates for delinquent debt and other such measures, we endeavor to secure a stable inflow of funds from municipal taxes and reduce the amount of delinquent debt (amount in arrears) for the government as a whole.

- Promotion of fair and appropriate tax administration
- Preventive measures against arrears
- Strengthening of efforts toward quick repayment of arrears
- Others

Amounts in Arrears  
Arrears (Billions of yen)



Note: Amounts do not include delinquent debt (arrears) that result from temporary and special causes.

## 4 Strategic and Effective Utilization of Public Properties

Regarding all land and buildings owned by the city, we formulate utilization plans to bring out the greatest potential asset values possible, while actively selling and lending land and other such properties for which we have no planned use.

- Effective utilization of assets from a managerial standpoint
- Promotion of asset utilization that takes advantage of private-sector know-how and other such resources
- Future-oriented measures in pursuit of multipurpose utilizations, combined applications and so forth for facilities
- Efficient operation of citizen-use facilities and adjustments relating to financial burdens on beneficiaries
- Others

## 5 Provision of Easy-to-understand Fiscal Information

In addition to the provision of easy-to-understand fiscal information to citizens, the market and others, we create and publishes financial documentation and other information in an effort to achieve more transparent fiscal operations.

- Enhanced information provision utilizing public relations pamphlets and information and communications technology (ICT)
- Publication of information on medium- and long-term fiscal outlooks
- Measures for new regional public accounting systems



Fiscal PR pamphlet examples

