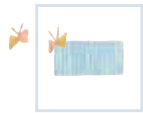


Toward 2025,
we will realize a city of collaborative creation,
where residents are valued as “treasures” and
work together to create new prosperity.



For further information on the Plan

▶ On the Internet:

<http://www.city.kobe.lg.jp/keikaku.html>

▶ At the Kobe City office:

General Planning and Research Division, Planning and Coordination Bureau
(for general information on the Plan)

Administrative Management Division, Administration and Finance Bureau
(for information on administrative and fiscal reforms)

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United Nations
Educational, Scientific and
Cultural Organization

City of Design
KOBE

Member of the UNESCO
Creative Cities Network
since 2008

Overview of the Fifth Kobe City Master Plan

Policies for Development of Kobe toward 2025
Kobe 2015 Vision and Ward Development Plans to be implemented over a 5-year period

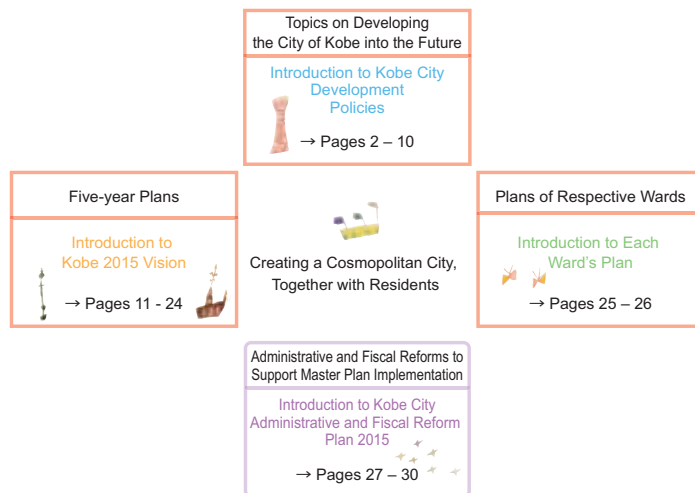


February 2011

City of Kobe

Plan for Our City in the Future

Kobe City has drawn up the Fifth Kobe City Master Plan, which envisages the state of the City in 2025. First, the Plan overview is introduced here.



Toward a More Attractive City of Kobe



Tatsuo Yada
Mayor of Kobe

Our City of Kobe was severely damaged by the Great Hanshin-Awaji Earthquake in 1995. Since then, Kobe has long remained committed to restoration from the disaster, through mutual assistance among residents and with the warm and kind support of many people in Japan and abroad. On the basis of our experience in these endeavors, I believe that Kobe's mission is to provide all-out support for victims of the devastating Great East Japan Earthquake and other disasters.

The Fifth Kobe City Development Master Plan, presented here, was drawn up with the participation of many residents and experts to promote the development of Kobe based on the concept of "collaborative creation." This concept

is intended to encourage residents to work together in creating new prosperity, making use of the people-to-people ties that have strengthened through post-quake reconstruction efforts. The concept also values people as "treasures," so as to address the many and varied issues confronting us today, such as the declining birth rate and the super-aging society. To underpin the initiatives set forth in the Master Plan, we have also stipulated Kobe City Administrative and Fiscal Reform Plan 2015.

Kobe City is determined to implement the above two plans, in collaboration with residents and enterprises. I hope that all of you will take part in these endeavors to make our city of Kobe even more attractive.

Topics on Developing the City of Kobe into the Future

To begin with, this section explains the directions to be taken in developing Kobe toward 2025. We encourage all residents to actively participate in city development, in order to bring new prosperity to Kobe.



Q What information is available here regarding the current situation of Kobe, and what of its future?

A Information is available regarding the current situation of Kobe and the various challenges that the City will confront in the future, as well as the perspectives incorporated in the development policies.
→ See Topic 1 on page 3.

Q What about the City's future vision and the systems for implementing city development programs?

A Information is available on the realization of Kobe's future vision through implementation of various programs, measures for promoting collaboration and participation, and the system for supporting Kobe City development programs.
→ See Topics 5 and 6 on pages 7 and 8.

Q What will become of everyday life?

A Information is available regarding specific programs for protecting people's livelihoods, revitalizing the economy, developing future human resources and enhancing the City's attraction to pass on to the future.
See Topics 2 – 4 on pages 4 – 6.

Q What about creating the future of Kobe?

A Information is available on the basic policies for creating, in response to globalization, a future Kobe that will attract diverse people from around the world to enjoy exchange and active work.
See Topic 7 and Epilogue on pages 9 and 10.

Kobe's Present Conditions and Future

What will Kobe be like in 2025? What do you want Kobe to be like in that year? To envisage the future of Kobe, it is first necessary for each and every resident to understand the City's present situation, and think about how to address problems now confronting Kobe. Let's examine and analyze the social trends surrounding the Kobe of today, and then consider the basic ways in which community building can promote the future development of Kobe, and visualize the future Kobe we wish to realize.

Challenges surrounding Kobe

<p>Super-aging society with a declining birthrate</p> <p>It is expected that in the next 15 years, Kobe's population under 65 years of age will decrease by more than 150,000, but the number of people 65 or over will increase by nearly 100,000. The City's entire population is also predicted to decrease in the long run.</p>	<p>Social and economic globalization</p> <p>With the flow of people, goods and information across national boundaries continuing to increase, the industrial structure has changed and global economic trends are strongly and directly becoming impacting our everyday lives.</p>	<p>Initiatives to prevent global warming</p> <p>To reduce emissions of greenhouse gases such as CO₂, it is necessary to change our lifestyles, transportation and other urban structures, and the state of industries.</p>	<p>Importance of local administrative roles</p> <p>While as an ordinance-designated city Kobe provides many administrative services, the financial resources allocated to Kobe are insufficient. We must establish a system that can realize "local sovereignty" so as to develop our city to reflect the voices of its residents.</p>
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Tasks to improve present conditions

To maintain and strengthen the power of Kobe City, the following tasks should be accomplished.

- Increase the number of children born in the City and people moving from other locations to live in Kobe
- Form a larger, world-class economic zone in cooperation with other cities in the Kansai region
- Promote initiatives to realize a disaster-resistant, low-carbon society
- Etc.

Key Points for Future Kobe Development

Realization of a creative city

Kobe aims to be a "City of Design"—a creative city where "design" is applied to enrich our lives and revitalize the economy, making use of people's imaginations as well as the City's attractions, resources and experience in reconstructing from the great earthquake.

Three perspectives: residents, communities and region

Our city's development will be promoted from the following three perspectives. Mutual support among individual residents by maximizing their respective abilities
City development making use of local community connections
Strengthening the ability to demonstrate Kobe and its surrounding region to the rest of Japan and to the world

Let's consider the future development of Kobe, with recognition of the City's present conditions ...

Our Livelihood and Economy in the Future

Amid increasing globalization, our daily lives have been directly impacted by global economic trends, with our working environments undergoing significant changes. The issue regarding super-aging and birthrate decline, which are progressing at unprecedented rates, constitute another source of concern about our future. Given such circumstances, we will first focus on protecting the livelihood of residents by implementing measures in the welfare, health, employment, industrial promotion and other fields, which sustain our everyday living. We will then carry out economic development measures, whereby to stabilize people's lives.



First we will focus on safeguarding people's livelihood and then on economic development.

Creating a society where people support each other

Kobe City will strengthen its programs for those in need of support, including the elderly, disabled and poor. In addition, a local welfare network will be established that enables residents to obtain relevant information, watch over the vulnerable, and provide mutual support in their local communities. Through such efforts, we seek to create an inclusive society.

Ensuring that residents can live safely and securely

We strive to create an environment that will help residents live a healthy life, by improving measures to prevent life style-related diseases and to establish a better medical system. Kobe City will also support people who have housing problems, and alert residents to prevent frauds and other crimes.

Everyday life

Establishing a worker-friendly environment

By attracting more enterprises to Kobe we will create employment, as part of our efforts to safeguard residents' livelihood. The City will also implement measures to support residents in achieving a balance between work and personal life, including childcare, housework and hobbies.

Promoting community-based industries

To promote the agriculture and fishing industry, we will encourage local production for local consumption, capitalizing on proximity to urban areas. To stimulate commerce, Kobe will carry out programs to help enhance the attraction of individual shops and stores, so as to revitalize business in tandem with community building.

Adding value to industries focusing on manufacture

Kobe will reinforce industries in fields with future growth potential, including energy industries related to global warming prevention. In addition, we will promote industry-university collaboration to improve manufacturing techniques, and support enterprises in adding value to their products through excellent design and services.

Economy

Promoting tourism exchange and measures to attract enterprises to Kobe

To capitalize on the City's attractions, we will encourage more individuals and organizations to select Kobe as a venue for international conferences and exhibitions, and as a company tour destination. We will also encourage enterprises to establish business sites in Kobe, by maximizing its easy transport access and forward-looking projects.

Human Resource Development for the Future

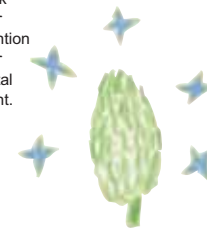
In order for Kobe to continue evolving, we need to improve its power to grow. To that end, we aim to build up local communities where residents respect each other with recognition of their differences and individualities, and where children and youth can grow up healthy so as to be able to play important roles in the next generation. We will also implement city development programs unique to Kobe. These will include: a program to take advantage of Kobe's culture and art in enhancing people's sensibilities and the City's appeal; a program to encourage cutting-edge medical and other industries; and a program taking advantage of the concentration of universities and other higher education institutions in the City.

<p>Valuing each and every resident</p> <p>We will realize a "universal society" in which each and every resident is valued and everyone can participate in society.</p>	<p>Raising healthy children</p> <p>Kobe City will improve the child-raising abilities of households and local communities by strengthening school education, and will offer various programs in support of children and families.</p>	<p>Maintaining and further developing Kobe's culture</p> <p>We will further enhance the power of the Kobe brand, by incorporating Kobe's unique culture and art into community building.</p>	<p>Taking advantage of knowledge accumulation</p> <p>Kobe aims to grow as a medical industrial city, by supporting hospitals that provide advanced medical treatment, and enterprises in related fields. The City will also devise ways to better use the next-generation supercomputer, as well as the wisdom and technologies accumulated by educational institutions in the City.</p>
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Toward a city where all residents can play active roles.

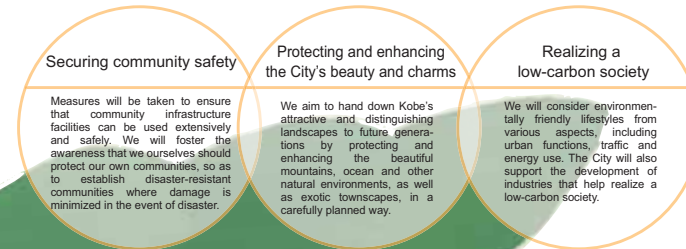


We will work not only for disaster prevention but also for environmental improvement.



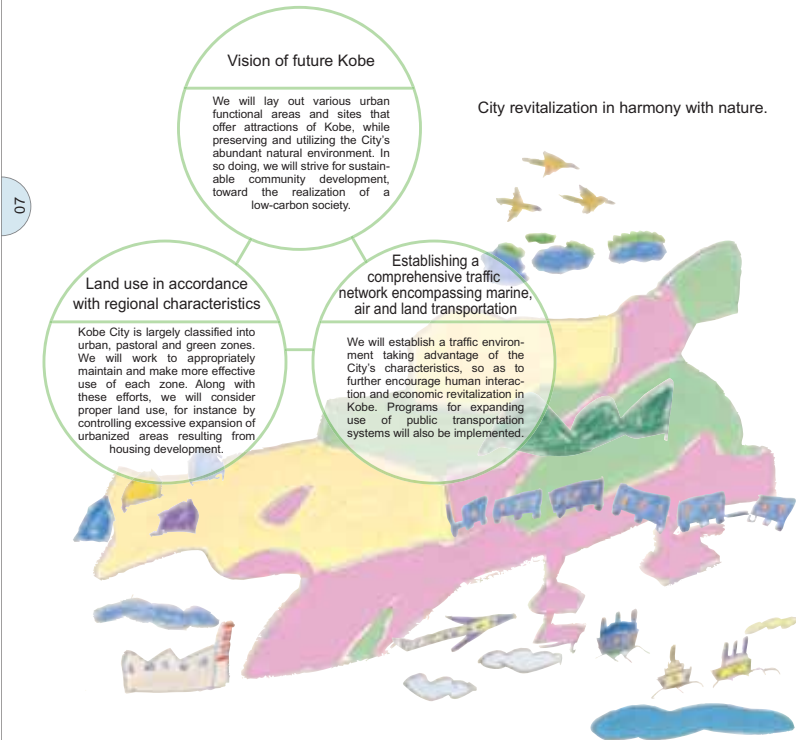
Handing Down a Safe and Attractive City to the Future

To ensure peace of mind in people's daily lives and corporate activities, it is essential that the City in which they live continues to exist into the future. Kobe City will therefore remain committed to preserving mountains and sea, while promoting disaster prevention and reduction measures, based on what we have learned through post-earthquake reconstruction experience. At the same time, we will develop our city while taking measures against global warming, a worldwide concern. We hope that all residents of Kobe will make concerted efforts to bequeath to the next generation, and the generations beyond, a safe, attractive Kobe richly endowed by nature.



Local Community Building that Supports Kobe

A city is a place that accommodates the various activities of residents and companies that do business there. To revitalize a city economy, it is essential to create an urban space that is not only safe and convenient, but also pleasant. While further enhancing Kobe's functions by taking advantage of urban infrastructures established thus far, we aim to build up communities harmonized with the bounty of nature in and around the City. We will also work to make even more effective use of the characteristics of each district in Kobe City.



Let's Work Together!

"Collaboration and participation" by residents, academia, industry and government is the fundamental policy for future Kobe development. To advance this policy more efficaciously, all residents are encouraged to consider their respective roles and responsibilities, and to act with a shared awareness. We will also create a system that will further deepen mutual ties and trust. To make more effective use of the wisdom and energy of individual residents, Kobe City will establish systems and institutions for locally-driven community building, thereby helping each district implement its unique development plan.



Kobe's Presence in the World

Since long time ago, Kobe has served as a gateway to the world. To continue its growth as a city that makes its presence strongly felt in Japan and the world, Kobe aims to be a place where diverse people meet to enjoy exchanges and play active roles. Kobe will therefore encourage people to respect and make use of resident diversity, while addressing various problems confronting the City. At the same time, we will actively implement programs to heighten the City's vivacity and vitality, so as to make Kobe more appealing to the world. Please join us in working together to achieve these goals.

Making Kobe a city where diverse people will meet, enjoy exchanges and play active roles

People-oriented programs will be implemented citywide, to make Kobe a city where diverse human resources and businesses will meet, enjoy exchanges and play active roles.

Making Kobe a city where diverse people from around the world can fulfill active and lively roles.

Forming areas of prominent vivacity and vitality

Kobe will focus on developing the following districts.

- Urban center and waterfront: A district representing the world-class port city of Kobe
- Port Island: A future-oriented district open to the world
- Hyogo Canal area: A manufacturing district that contributes to the world

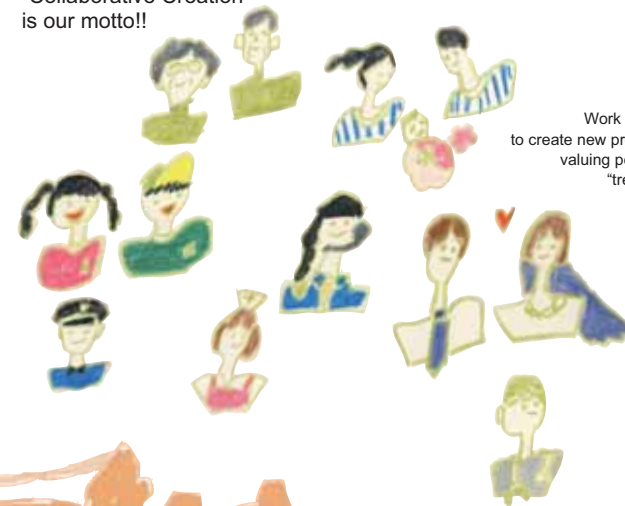


City Development under the Initiative of Residents

Our City Kobe is blessed by the bounty of nature and rich with exoticism. The City is characterized by its spirit of creating something entirely new, and its history of overcoming hardships such as war damage, floods and the Great Hanshin-Awaji Earthquake through mutual support. Kobe must now respond to unprecedented social changes.

Kobe was a pioneer in establishing a cooperative society and community activities in Japan. In accord with such achievements by our forebears, we value all people of Kobe as "treasures" essential for the future development of Kobe, and will work to realize a more lively city, all of whose people are united by close ties. Let us work together to create new prosperity and value for Kobe!

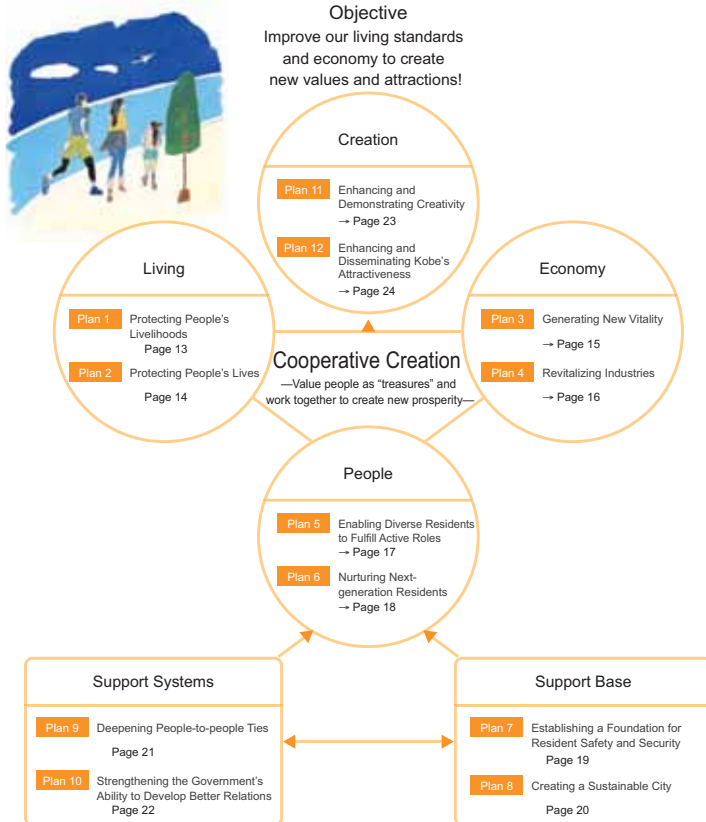
"Collaborative Creation" is our motto!!



Work together to create new prosperity, valuing people as "treasures."

Five-year Plans

To realize the Kobe explained on pages 2 - 10, we have designed specific plans to be implemented by 2015. We will protect people's lives and livelihoods, and achieve the further growth and development of Kobe.



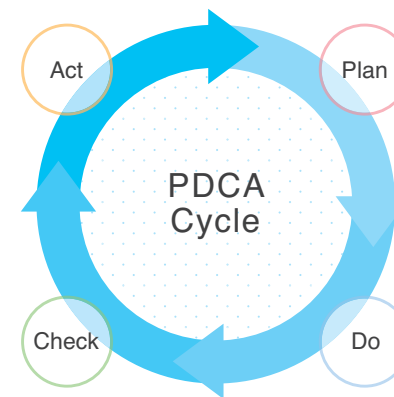
To realize the Kobe 2015 Vision, we will manage the progress of the plans appropriately and effectively.



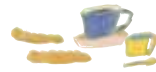
We will manage implementation of the Kobe 2015 Vision as per the PDCA (Plan, Do, Check and Act) Cycle, in accordance with which we can carry out the Kobe 2015 Vision smoothly and steadily. Specifically, on the basis of verification and evaluation results, as well as socioeconomic trends and changes, we will make necessary reviews and improvements, so as to better achieve our plans. Kobe City will promote administrative and fiscal reforms and human resource development, and will provide more efficient and higher quality services toward realizing Kobe 2015 Vision, inviting residents, universities and businesses to participate as key players in plan implementation.

What is the PDCA Cycle?

A methodology for continuous business improvement by repeating the four steps: Plan, Do, Check and Act.



Protecting People's Livelihoods



As the birthrate declines and the population ages, and with increasing globalization, it is generally acknowledged that many people feel insecure about everyday life and employment. By effecting various programs to cope with these changes, Kobe City will protect residents' livelihoods. Specifically, the City will establish a welfare system offering safety and security, improve medical services, and secure housing and job opportunities. Through these interrelated programs, Kobe will enable each and every resident to lead a fulfilling life free of anxiety.



Major projects

Form a community welfare network that can provide careful support for those in need, through the activities of "community welfare networkers" (tentative title).

Establish a system under which residents will feel free to receive consultation services, provide mutual support and have professional assistance available in their local communities.

Create 20,000 jobs by FY2013, and aim to create further employment in the ensuing two years.

Strengthen support for the disabled and expand the job assistance network by increasing the number of developmentally disabled counseling desks and employment promotion centers.

Protecting People's Lives



In 1995, Kobe was struck by the Great Hanshin-Awaji Earthquake. Although we lost many important things in that disaster, at the same time we learned the importance of community-based ties between people. Based on this lesson, Kobe will strive to evolve as a disaster-resistant city. In addition, the City will comprehensively address various problems that confront us today, by such means as taking countermeasures against novel influenza and other new infectious diseases, and promoting suicide prevention strategies, so as to protect lives of individual residents.



Major projects

Establish a system centering on the Crisis Management Center that enables prompt responses in disaster or emergency.

Store documents relating to the Great Hanshin-Awaji Earthquake, impart the lessons learned from the disaster to the next generation, and disseminate the lessons to other parts of Japan and the world.

Establish an emergency medical care system to ensure everyone's safety, centering on the Kobe City Medical Center General Hospital, Kobe Children's Primary Emergency Medical Center and similar facilities.

Promote programs to eliminate suicide, through activities of the Suicide Prevention Information Center (tentative name).

Generating New Vitality



Powerful economic growth will stabilize and enrich residents' living. Kobe City will implement programs to generate new vitality for its industrial activities. While attracting medical, low-carbon-related and other industries with growth potential, we will support companies within the City in expanding their business into new fields. As well, Kobe will review its marine, air and land transportation networks, which constitute a basis of industrial growth, to strengthen and further develop their functions.



Major projects

Attract to Kobe medical, low-carbon-related and other industries with growth potential, thereby creating jobs for residents, by setting up areas called "comprehensive special zones" that support companies in the growth fields.

Support entrepreneurs in starting up businesses—mainly in the growth fields—and companies within the City, in expanding businesses into new fields.

Strengthen port functionality and promote port internationalization by increasing the volume of foreign container freight coming into the Hanshin Port (Port of Osaka, Port of Kobe etc.) from the current 4 million TEU to 4.9 million TEU.

Improve Kobe Airport accessibility by reinforcing the airline route network, strengthening airport functions and improving relevant rules.

Promote the development of the road network connecting important regions; review and improve the charging system for toll roads, to improve their accessibility.

Revitalizing Industries



To ensure that many residents can live work and lead healthy, happy lives, it is important to further develop local industries through effective use of their characteristics. Kobe is inherently rich in community-based industries, such as manufacturing, agriculture, fisheries and commerce. While supporting those who work in these industries, the City will add value to the industries by strengthening relations with universities and businesses, and by introducing new ideas. Also, we will widely publicize Kobe industries in order to expand the sales base.



Major projects

Enhance the marketing capabilities of companies in the City to increase their sales in Japan and overseas.

Improve technological capabilities of companies in the City and enhance their value, through such means as promoting use and applications of the next-generation supercomputer.

Add value to locally produced agricultural and marine products by promoting local production for local consumption, as well as by product branding.

Help shopping malls and retail stores thrive, by disseminating retailer information via the Internet and other media, and by enhancing the attractions of urban commerce.

Enabling Diverse Residents to Fulfill Active Roles



It is essential that all residents respect each other's human rights and mutually recognize various ways of life and thinking. On the basis of this idea, we will promote the universal design (UD) of City, buildings, products, environments and services, so that they are friendly to everyone. We also strive to make Kobe a city where diverse residents can display their abilities and fulfill active roles. Moreover, we will create an environment that offers easy access to culture, art and sports, to help residents deepen their sensitivity and live worthwhile lives.



Major projects

Promote universal design and deepen residents' understanding of it through careful programs devised by each district.

Create a city where all residents can display their respective capabilities and play active roles.

Emphasize development of human resources who can create culture and art, and promote city development making use of culture and art.

Promote sports by such means as organizing major sports events, including the Kobe Marathon.

Nurturing Next-generation Residents



The declining birth rate, along with the decline in educational abilities in households and local communities, has become a matter of concern. Kobe City will support child-rearing households through various programs addressing issues such as pregnancy, childbirth, child-raising, education and abuse. Through these endeavors, Kobe seeks to be a city where all residents can afford and feel safe to have and raise children. We will also make Kobe a city of children's smiles, by reinforcing programs to foster spiritually rich individuals, improving school education and enhancing the education and rehabilitation of disabled children.



Major projects

Promote programs to increase the prescribed number of children that can be accepted by day nurseries, so as to provide necessary childcare services.

Realize childcare services that meet various needs, such as for care of sick and convalescent children and temporary day-care services.

Provide educational support in close cooperation among households, local communities and schools by promoting the Kobe Childcare Support Group Project (tentative name) and other programs.

Enable the society to teach children the importance of life and social rules, through activities of the Civic Council to Nurture Children in the Next Generation. Increase the number of children who can understand school lessons and who enjoy sports; promote Kobe's unique education focusing on disaster prevention and environmental protection. Strengthen support for disabled children by providing education tailored to each type of disability. Ensure that relevant organizations will work together to prevent child abuse, placing greater focus on individual care by increasing small-size group care.

Establishing a Foundation for Resident Safety and Security



To prepare for a disaster or crisis that could occur at any time, we will make school, house and various other buildings more earthquake-resistant. At the same time, Kobe will implement programs to improve the safety of the districts in need of review, in terms of disaster prevention. Among them are urban districts with many old houses and flood-prone areas. The City will also work on systematic maintenance, repair and updating of public facilities, such as bridges and water supply-sewerage systems, which play essential roles in our society, thereby to ensure that these facilities can be used more extensively and safely.



Major projects

Strive to make earthquake-resistant all buildings of elementary and junior high schools, kindergartens, special-needs schools and high schools.

Promote programs to use earthquake-resistant design in more buildings in the City, including housing (from present 86% to 95%) and bridges (92 in total).

Improve the disaster preparedness of crowded urban areas, and take measures to make communities flood-resistant.

Promote maintenance, repair and updating of old bridges, water supply and sewerage systems, parks and other public facilities, so that they can be used longer and more safely, well into the future.

Creating a Sustainable City



Flanked by mountains and the sea, Kobe City is blessed with the abundance of nature. To pass this natural bounty on to the next generation, Kobe will work to grow as an environmentally friendly city, advancing toward the realization of a low-carbon society, a society in harmony with nature, and a recycling-oriented society. In particular, we should all collaborate to preserve the Rokko Mountains. This is because for disaster prevention it is extremely important to maintain the water-retentive capacities of rich greenery, in addition to protecting landscapes and the various life forms living there.



Major projects

Take comprehensive measures to protect the nature of Mt. Rokko and nurture the mountain forests, in accord with the Rokko Mountain Forest Improvement Strategy. Establish a water circulation system to ensure effective use of precious water; improve rivers and their surrounding environments, so as to build up communities blessed with abundant water and greenery.

Actively introduce solar, biogas and other renewable or untapped energies, in order to realize a low-carbon city.

Promote the widespread use of eco-friendly transportation, including next-generation vehicles (electric cars, plug-in hybrid cars etc.) and bicycles. Further reduce the volume of waste disposal through city-wide efforts in separate collection of plastic containers/packages and recycling of miscellaneous paper.

Promote eco-town building projects across Kobe City, to increase the number of eco-towns from the present 93 to 128; expand such areas to cover all the elementary school zones by 2020.

Deepening People-to-people Ties



Our socioeconomic conditions have dramatically changed, as exemplified by declining birthrate and super-aging population. Under such circumstances, Kobe aims to create vibrant and distinctive local communities where residents can display their wisdom and capabilities, further strengthening ties formed through the earthquake experience reconstruction efforts. The City will also enhance its program to loosely connect various local activities and support residents in managing their communities comprehensively under their own initiative. Additionally, we will foster "social enterprises" that work to address regional problems.



Major projects

Increase Partnership Agreement member districts from 3 to 9 in number; expand the scope of the Ward Platform, a collaborative community-building strategy currently covering 4 wards, to include all wards of Kobe.

Expand the scope of the My Community Building Project, whose aim is to ensure residents' safe and comfortable living, to cover 10 districts by 2015.

Nurture "social enterprises" engaged in businesses to resolve social problems that have recently drawn attention; establish an environment in which social enterprises can play active roles in various fields, by creating a system to support such enterprises.

Strengthening the Government's Ability to Develop Better Relations



Through active use of information communication technologies (ICT), Kobe City will enhance its public relations and public opinion-gathering functions. The City will bring its administration closer to residents by assessing the needs of residents and providing them with information in an easy-to-understand form. While strengthening partnerships among four ordinance-designated cities in the Kansai Region, Kobe will implement plans to enliven and develop the entire Kansai, by promoting cooperation with surrounding municipalities. Concurrently, we will demonstrate Kobe's attractions to the world, taking advantage of the City's international relationships, including sister-city and friendship-city affiliations, as well as the UNESCO Creative Cities Network.



Major projects

Strengthen the system for widely gathering the opinions of residents via the Kobe City General Call Center and the System for Collecting and Using Citizens' Voices.

Improve the Kobe City website for greater usability and familiarity to residents, thereby enhancing information dissemination.

Assign Ward Resident Service Directors to all wards, to provide sufficient services for the residents of each ward.

Through the Kansai four cities mayors' meeting, reinforce the relationships among the four major cities in Kansai; also strengthen cooperation with the Union of Kansai Governments.

Enhancing and Demonstrating Creativity



Each city has its own special features of attraction. To differentiate itself from others, Kobe City will promote the Design City Kobe strategies, making use of the City's unique characteristics. As Kobe advances toward realization as an ever-growing, creative city, it will attract a variety of people from around Japan and overseas, providing them with opportunities to fulfill active roles. In addition, Kobe will further advance its Medical Industry Development Project and develop industries using the next-generation supercomputer, thereby enhancing industry-academia cooperation. In so doing, we will accelerate the formation of an "intellectual cluster" that aptly represents Kobe's strengths.



Major projects

Develop and accumulate creative human resources, mainly through Design Creative Center Kobe (tentative name). Specifically, increase the number of Center registrants from the present 300 to 1,000.

To create Asia's No. 1 biomedical cluster, accumulate highly specialized hospitals to provide highly specialized medical services; promote R&D of medical devices.

Attract many universities and research institutes by encouraging use of the next-generation supercomputer, so as to facilitate research on disaster prevention and other themes, which can contribute to the quality of residents' daily lives.

Enhancing and Disseminating Kobe's Attractiveness



We will preserve and improve Kobe's attractive townscapes and environment. By refining the unique tourism resources that comprise the City's nature, history and lifestyles, we will enhance our hospitality toward our visitors. Kobe will revitalize its urban center and waterfront, the areas representing Design City, and will widely demonstrate the charms of the Hyogo Canal and its surrounding district, an area of rich history that serve as the center of cutting-edge technologies. Our residents will feel a deeper sense of attachment to Kobe thanks to these diversely attractive features.



Major projects

Preserve and improve the attraction of Kobe's landscapes by developing 15 sites (scenic viewpoints) where fascinating townscapes can be enjoyed.

Increase tourism to Kobe by making use of tourism resources and promoting activities to attract international conferences and exhibitions; increase the number of foreign tourists from the current 440,000 to 1 million.

Further enhance the attractiveness of the urban center and waterfront through major renovation of the Sannomiya Station area and redevelopment of the Shinko Pier No.1 and Meriken Park areas.

More widely publicize the areas centering around the Hyogo Canal, making use of the City's historic resources and industrial landscapes.

Plans of Respective Wards

In the nine wards of Kobe City, the Residents' Community Development Council of each ward plays a pivotal role in devising various programs based on the respective ward's characteristics and features, reflecting opinions from ward residents and local organizations. This section introduces the future visions of the respective wards and their major 5-year programs up to FY2015.

Nishi Ward

**Beautiful Nishi Ward
Toward a new pastoral city**

Nishi Ward will encourage urban-rural exchange by promoting nature-experience programs, as well as the local consumption of locally produced agricultural products. Ward enterprises, residents and government will work in concert to establish safe and secure communities.

Suma Ward

**Suma—a ward comfortable for living,
full of local vigor and enthusiasm**

Suma Ward will foster young people, who will take the lead in Suma's future development, by offering opportunities to learn about preventing crime and disaster. The Ward will also establish a system for disseminating its attractiveness, to enable more people to enjoy life in Suma.

Hyogo Ward

**Hyogo—a ward of
kindness and consideration**

The local communities will work together with all those concerned, to watch over and nurture children. Exchange will be promoted between the northern and southern areas, so that all residents can use and share the Ward's attractions and vitality.

Chuo Ward

**Chuo Ward—the City center that
embraces diverse people, offering
living comforts and visitor attractions**

Chuo Ward aims to build up safe and secure communities where people wish to continue residing. Making use of the many urban functions concentrated here, the Ward will enhance the vibrancy of Kobe City.

Kita Ward

**An attractive ward with hot springs
and abundant greenery, where people
meet and live with peace of mind**

Kita Ward will promote community revitalization by attracting many more visitors to enjoy Arima Springs and historic/cultural properties. Efforts will also be made to secure transportation means within the Ward.

Tarumi Ward

**Tarumi—a ward where
people wish to reside permanently**

Tarumi Ward will further encourage local community activities. The Ward is divided into six "living cultural zones," each with its own targets for realizing communities where all residents can enjoy an active life.

Nagata Ward

**Nagata—a good ward, proud of its
world-class cuisines and Iron Chefs**

Nagata Ward will disseminate its attractions, centering on its distinctive food, its downtown culture and its time-honored history. By promoting exchange among diverse generations, the Ward will build up communities that are pleasant and a joy to live in.

Higashinada Ward

**Higashinada—a fascinating hometown
that serves as a venue of exchanges**

Higashinada Ward will work to establish an environment where residents can feel safe to have and raise children. The Ward will also increase the opportunities to observe communities, so that residents can watch over and support mutually.

Nada Ward

**A ward richly endowed by nature and full of
smiles, where residents wish to stay living**

Nada Ward will take measures to find human resources who can effectively work for community building, and will create comfortable and cheerful communities, through cooperation among businesses, universities, students, NPOs and other local members.

Kobe's Administrative and Fiscal Reforms

The administrative and fiscal reforms are important tasks that will sustain the development of Kobe into the future. This section presents the progress of reform thus far, challenges to be addressed in the future, and the five objectives set under the Kobe City Administrative and Fiscal Reform Plan 2015.

What has been accomplished so far?

After Kobe City suffered severe damage from the Great Hanshin-Awaji Earthquake, the subsequent restoration and reconstruction required a vast amount of money, plunging the City into a financial crisis. Even in this situation, however, immediately after the earthquake Kobe launched administrative and fiscal reforms based on concrete plans, in order to fulfill the government's mission of protecting residents' livelihoods, security and safety. Thus far, Kobe has reduced the total fixed number of city employees by about 5,500, and the outstanding balance of city bonds by about ¥600 billion since fiscal 2004. Moreover, the City has checked and overhauled all administrative operations, and actively used private sector skills, so as to implement efficient and effective management. Meanwhile, Kobe has worked to secure new financial resources by such means as marketing naming rights (the rights to name sports facilities etc.). These administrative and fiscal reforms have produced financial resources of approximately ¥290 billion, enabling Kobe to grow out of the financial crisis.

Reduction of outstanding balance of city bonds

Approx. ¥600 billion

(Equivalent to about 40% of the balance in FY2003)

Reduction of fixed number of city employees

Approx. 5,500

(Equivalent to about one-quarter the number at the time of the earthquake)

Overhaul of administrative operations

Introduction of private sector vitality

Improved Resident Services Resulting from Administrative and Fiscal Reforms

The funds generated as a result of administrative and fiscal reforms have been used not only to maintain resident services, but also to improve various other services. For example, Kobe has increased the capacity of child day nurseries and special elderly nursing homes, and has made elementary/junior high school buildings earthquake-resistant. At the same time, to address the recent economic slowdown, Kobe has placed top priority on securing employment, which forms the foundation for residents' livelihoods, and on providing support for small and midsize businesses, which sustain the City's economy. Other efforts include the extension of ward office windows' service hours and the opening of the General Call Center, where the answers to various questions from residents are just a phone call away.

Increase the capacity of child day nurseries

The number of children that day nurseries can accept was increased, so that fathers and mothers raising children can work in peace of mind.

FY2003	FY2010 (budget)
18,860	22,227

Increase the capacity of special elderly nursing homes

The capacity of special elderly nursing homes was extended, to meet the demands of the super-aging society.

FY2003	FY2010 (budget)
4,135	4,938

Augment the earthquake-resistance of elementary/junior high schools

To increase the disaster-preparedness of schools, more elementary/junior high school buildings were made earthquake-resistant.

FY2003	FY2010 (budget)
39%	92%

Improve medical services for children

The hospitalization costs for children are now fully subsidized up to graduation from junior high school. Also, the Kobe Children's Primary Emergency Medical Center was opened.

Administrative and Fiscal Reforms in the Future

Times are changing so rapidly as to possibly diminish the effects of our reform efforts. Now we are facing such issues as the population decrease, declining birthrate, super-aging population, progress of globalization, and the uncertainty of the Japanese economy. Given these factors, the climate surrounding local governments is expected to become increasingly severe. Kobe is no exception; the future prospects for city tax revenues and local tax allocation are uncertain, and social security costs and medical expenditures will surely continue to increase. By FY2015, it is estimated that the general account budget deficit per fiscal year, and its cumulative total, will be approximately ¥180 billion and ¥610 billion, respectively.

Nevertheless!

Yet, no matter how severe the circumstances, the government must continue to provide residents with truly necessary services in a reliable and stable manner, and must steadily carry out programs to underpin the future Kobe development programs set out in the Fifth Kobe City Master Plan.

Therefore!

We have formulated Kobe City Administrative and Fiscal Reform Plan 2015.

This is a new plan for administrative and fiscal reforms covering a period of five years, starting from FY2011. Henceforth, Kobe City will implement specific programs on the basis of this Plan.

At the same time,

We will promote the decentralization of power to local governments, thereby publicizing the need to clarify the roles of the national, prefectural and municipal governments, and to ensure the equitable allocation of tax resources.



Kobe City Administrative and Fiscal Reform Plan 2015 Five Objectives for FY2011 – FY2015

Make effective use of the City's various assets, including facilities, equipment and human resources.

We will review and improve business procedures, to make effective use of a limited number of staff members. We will also carry out proper maintenance of City facilities and equipment, so as to prolong their service life and reuse them for other purposes.

Further review and optimize the City's operations

Kobe will promote the use of private sector skills for services that have thus far been carried out by the City. We will also reorganize day nurseries, kindergartens, schools and overseas offices, for more effective and efficient management.

Reform management of City-related enterprises and organizations

Kobe City will drastically review the level of the City's involvement and subsidies, with the goal of abolishing 10 or more extra-governmental organizations and reducing by 30% the number of city officials dispatched to these organizations.

Review the City's management from residents' perspectives, to realize a transparent government

While properly understanding the needs of residents, Kobe City will provide them with information in easy-to-understand form. The progress of city projects will be under constant review, based on the PDCA cycle.

Realize a compact and lively municipal office

The total fixed number of city employees will be reduced by about 1,600 persons, which is equivalent to about 10% of the FY2010 figure of 16,164. We will enhance the motivation of city employees, so as to realize a municipal office staffed with members who, though fewer in number, are greater in vitality.

