



# Kamakura City Comprehensive Plan

Kamakura City Basic Vision: "Kamakura Vision 2034"

Kamakura City Basic Plan: "Kamakura Future Co-creation Plan 2030"

2026.4 Kamakura City

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**Kamakura City Basic Vision: "Kamakura Vision 2034"**

## **1. About the Basic Vision**

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Article 2, Item 2 of the "Kamakura City Ordinance on the General Plan" defines the Basic Vision as "that which presents the fundamental philosophy of city planning, the future image of the city, and the future goals and direction for their realization."

Accordingly, the period, name, fundamental philosophy, future city image, and future goals are established as follows.

## **2. Period of the Basic Vision**

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The period shall be nine years, from Fiscal Year 2026 to Fiscal Year 2034.

However, the Basic Vision will be reviewed and inspected at the time of completion or revision of the Basic Plan, and the vision period may be re-established at that time.

## **3. Name of the Basic Vision**

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The name of the Basic Vision, starting from Fiscal Year 2026, shall be "**Kamakura Vision 2034.**"

## **4. Fundamental Philosophy**

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The "Peace City Declaration" and the "Kamakura City Charter," created based on the wishes of the citizens, represent the unchanging spirit of Kamakura's city planning. Therefore, the fundamental philosophy of "Kamakura Vision 2034" shall be the spirit of the "Peace City Declaration" and the "Kamakura City Charter."

## 5. Future City Image

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Our city, Kamakura, has a long history and is blessed with world-class historical and cultural heritage, as well as natural landscapes including the wide-open sea and lush green hills. These irreplaceable assets, built by our predecessors, must be protected, nurtured, and passed on to future generations. Furthermore, based on these assets, we must make Kamakura a city where everyone involved can care for one another throughout their lives, live with peace of mind, and truly feel they want to "live in, continue living in, visit, and be involved with" Kamakura in their own way.

As these aspirations have been continuously passed down within this city, the future city image for "Kamakura Vision 2034" will inherit the vision from the "Third Kamakura City General Plan" (which began in FY1996):

**"A city that maintains its dignity as an ancient capital while creating the joy of living and new charms."**

## 6. Future Goals

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To realize the Future City Image, sustainable city planning that looks toward the future while honoring the past and present is essential.

This requires a local society fostered by the spirit of self-help, mutual assistance, community support, and public assistance. To this end, the city enacted the "Ordinance for the Realization of an Inclusive Society in Kamakura" in April 2019, aiming to build an inclusive society where everyone recognizes diversity, cares for one another, and can live safely as themselves.

Centering on the concept of **"An inclusive society: a city where everyone can live safely as themselves throughout their lives,"** we set forth three future goals based on the wishes of our citizens:

**① A city that connects nature, history, and culture to the future**

It is our responsibility today to pass down the irreplaceable assets built by our predecessors to future generations. These assets consist not only of historical sites, cultural heritage, the sea, and natural landscapes, but also the accumulation of thoughts and feelings toward this city inherited from those before us.

Recognizing that some of these assets are essential to achieving international goals, we will refine our nature, history, and culture for the next generation of our city and the world. By effectively utilizing these assets, we will nurture the next generation and work together to pass on both tangible and intangible assets to the future.

**② A city where multi-generational, multi-cultural, and diverse bonds thrive**

For sustainable city planning, city management should not be conducted by the administration alone, but by individuals, companies, and organizations who take ownership of city planning.

To achieve this, it is important not just for individuals to strive for these goals, but to increase the number of people who view city planning as their own responsibility, creating a community where multi-generational, multi-cultural, and diverse people are connected. Therefore, we will form a city where residents, different generations, and all people involved with the city—including visitors, companies, and organizations—are connected and prosper together.

**③ A rich and safe city where people's thoughts and feelings are respected**

A safe city where one can feel at ease is most important for daily life.

This safety is ensured not only through disaster prevention and crime prevention but also through the "spiritual richness" born from mental and physical health and local vitality.

Therefore, we will create a city that provides safety not only by protecting lives from disasters but also by removing inconveniences in daily life as much as possible and building a rich living environment where safety is inherently present.



# Kamakura City Basic Plan: "Kamakura Future Co-creation Plan 2030"

## **1. About the Basic Plan**

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Article 2, Item 3 of the "Kamakura City Ordinance on the General Plan" defines the Basic Plan as "that which presents the system of policies or measures and their direction for the realization of the Basic Vision."

Accordingly, the planning period, name, fundamental conditions, basic urban development policies, and measures are established as follows.

## **2. Period of the Basic Plan**

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The period shall be five years, from Fiscal Year 2026 to Fiscal Year 2030.

However, should the need for revision arise within the planning period, the plan will be reviewed without waiting for the end of the term.

## **3. Name of the Basic Plan**

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The name of the Basic Plan, starting from Fiscal Year 2026, shall be "Kamakura Future Co-creation Plan 2030 (Kamakura Mirai Kyoso Plan 2030)."

## 4. Fundamental Conditions

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### 1) Population

#### Future Population Projections

As the population decline across Japan accelerates, it is extremely difficult for Kamakura City alone to maintain or increase its population in the future.

On the other hand, based on future outlooks for natural change (births/deaths) and social change (migration) derived from historical trends, the city's future population decline is expected to be more gradual compared to the national average, assuming the continued effectiveness of existing measures that have helped suppress population loss.

Furthermore, with the progression of new urban development in the Fukasawa Area, the rate of population decline is expected to become even more gradual.

Therefore, the future population is projected based on the outlook for natural and social changes, supplemented by the expected growth from upcoming projects, with the goal of keeping the decline minimal and gradual.

## 2) Land Use

### Future Land Use

The city has promoted high-quality land use in the Historic Capital areas, where rich nature harmonizes with the atmosphere of an ancient city. In areas of urban development, the city has pursued orderly land use that respects harmony with nature. However, land use patterns have been changing in recent years due to population decline, shifts in demographic and industrial structures, and changes in lifestyles and values. It is necessary to present a vision for land use to ensure a comfortable living environment even under these circumstances.

Therefore, considering the future population, our basic approach to future land use will be to preserve the orderly utilization of land that harmonizes with the city's excellent environment and nature. Additionally, we will strive to maintain and create comfortable living environments by actively promoting citizen- and community-led urban development.

Furthermore, it is necessary to guide appropriate land use while balancing population and the economy (industry). To this end, we will work on industrial clustering suitable for Kamakura in the new era and develop an environment where a balance between work and residence is achieved.

Regarding the three urban hubs—Kamakura, Fukasawa, and Ofuna—we will promote urban development suited to their respective characteristics. By incorporating social infrastructure and natural elements (Green Infrastructure) that anticipate future societal changes and by leveraging diverse functions, these hubs will lead the sustainable development of the entire city.

Finally, we will ensure land use that protects the lives and property of citizens based on disaster risks and allows for efficient recovery and reconstruction after a disaster occurs.

## **5. Basic Policy for Urban Development**

To realize the future goals outlined in the Basic Vision, it is crucial that not only the municipal administration but also the city's resident population, visitor population, and related population (including individuals, companies, and organizations) participate proactively in urban development and exercise their full potential. To this end, it is necessary to establish an environment that supports these efforts.

Kamakura has a history of co-creation rooted in numerous citizen-led activities. These include the enactment of the "Peace City Declaration" and the "Kamakura City Charter," the establishment of the "Act on Special Measures for the Preservation of Historic Natural Features in Ancient Cities" triggered by the Oyatsu Grassroots Movement, and the preservation of the three major green areas (Tokiwayama, Hiromachi, and Daimine). These activities serve as the foundation of our city's current development.

However, recent challenges have significantly impacted this foundation. These include the decline in local vitality due to population loss and demographic shifts (an increasing elderly population and a decreasing working-age population), as well as changes in local community relationships (weakening ties) resulting from lifestyle shifts and land use imbalances. Furthermore, population decline and demographic changes pose significant challenges to overall urban management, including fiscal administration. In addition, the environment surrounding municipal administration is changing drastically due to shifts in citizen life caused by various social circumstances and the need for global climate change countermeasures (mitigation and adaptation).

Even in such an environment, for citizens to live safely and authentically, we need a society where psychological safety is ensured through the maintenance and creation of living environments tailored to each individual. In such a society, people can experience not only their own sense of purpose and happiness but also the fulfillment and happiness of those around them.

To maintain and create such a society, it is essential to build an environment where local and individual challenges can be solved together with the community and neighbors. It is vital to foster a "virtuous cycle" where people and communities grow through the process of taking ownership of various issues and working toward their resolution.

Now is the time to revitalize the spirit of "co-creation" that is the bedrock of Kamakura's urban development. We must form "communities" where citizens deepen cooperation with stakeholders to solve their respective challenges. By involving diverse people in these communities, we must build a society where the "community" evolves beyond traditional frameworks of local activity.

By establishing such a society—one that addresses ongoing and expanding challenges such as revitalizing local communities, strengthening disaster resilience, supporting local childcare, promoting community welfare, and planning for a longevity society—we can create a sustainable city. This is possible even as population decline accelerates and it becomes increasingly difficult for the administration to solve all issues alone.

Therefore, our Basic Policy for Urban Development shall be:

**"Realizing a Co-creative Society that Harnesses Individual and Community Strengths."**

We will strive to realize a society where diverse people can engage with the "community" while respecting one another and working together to solve problems. As the municipal administration, we will cultivate the "community" environment where everyone can exercise their full potential.

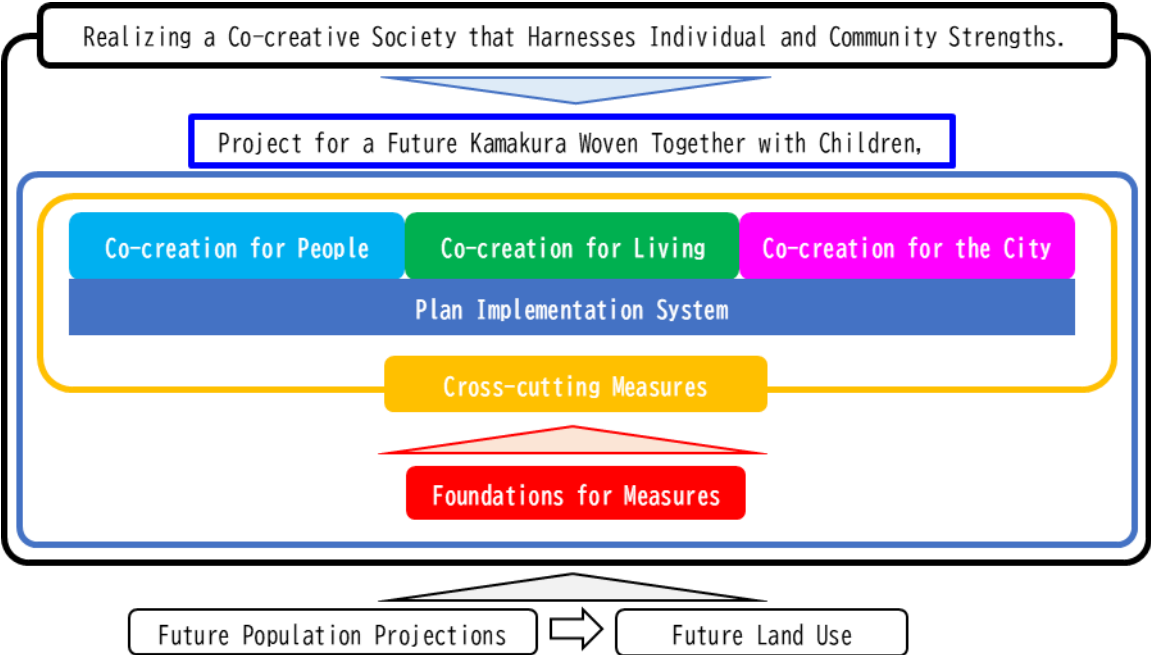
# 6. Measures (Policies and Initiatives)

To realize the Basic Vision, under the basic policy of "Realizing a Co-creative Society that Harnesses Individual and Community Strengths," we have organized the measures to be undertaken by the city.

## 1) System of Measures

The measures are categorized into six pillars. Each specific measure is positioned within one of these pillars:

- Foundations for Measures
- Cross-cutting Measures
- Co-creation for People
- Co-creation for Living
- Co-creation for the City
- Plan Implementation System



## 2)Development of Measures

In advancing each measure, we will develop specific initiatives from the perspective of the individuals targeted by the measures, maintaining a strong awareness of them as key stakeholders, while considering the following points:

### (1) Collaboration Between Measures

In the current social climate, where flexible responses are required even for unforeseen events, we aim to achieve our goals through closer collaboration and mutual support between different measures than ever before.

### (2) Measures and the SDGs

The SDGs (Sustainable Development Goals) were adopted at a UN Summit in 2015. They consist of 17 development goals and 169 targets for the entire international community, including developed countries, to be achieved by 2030.

In June 2018, Kamakura City was selected as an "SDGs Future City." This selection recognizes the need for integrated efforts that link the three dimensions of Society, Economy, and Environment to realize urban development goals. By using "SDGs" as a common language, we aim to involve various stakeholders and further promote these initiatives.

Since this philosophy aligns with our goal of "Realizing a Co-creative Society that Harnesses Individual and Community Strengths," the "Kamakura Future Co-creation Plan 2030" will clarify the relationship between its measures and the SDGs. We will strive to achieve the SDGs while simultaneously reviewing and formulating the content of our measures from an SDG perspective.

### 3) Leading Project

To spearhead the entire Basic Plan, we have designated "Leading Projects" (hereinafter referred to as "Projects") to be implemented pioneered and strategically throughout the planning period.

#### (1) Purpose of the Project

Children are indispensable members of our community and the primary protagonists of future city planning. When children grow and find happiness, it generates vitality for the entire city, contributes to sustainable development, and ultimately leads to a society where adults can also live rich, authentic lives.

As a city aiming to realize a "Child-Centered Society," we must cherish and nurture the children of Kamakura so they can deepen their affection for the city and their community. We want them to feel a spontaneous desire to engage in city planning as the future leaders of our community.

Therefore, based on the aspirations of our children, we will launch a strategic initiative under our basic policy of "Realizing a Co-creative Society that Harnesses Individual and Community Strengths." This initiative, the "**Project for a Future Kamakura Woven Together with Children,**" will focus on necessary child-centered programs to create an environment where children growing up in Kamakura can feel joy and pride. This will generate vitality for the entire city and ensure its sustainable development.

#### (2) Project Initiatives

While initiatives concerning children are categorized under "Children and Youth" or "Education," it is essential that children feel a sense of "security" and "excitement" to truly experience joy and pride in being born, raised, and living in Kamakura. This sense of self-affirmation and achievement leads to overall well-being.

**Security:** It is vital for children and those around them to deepen their relationships and communication. This requires an environment where diversity is respected and everyone feels safe.

**Excitement:** It is important for curious children to feel inspired to take on new challenges. This requires an environment where children

can feel a sense of "Waku-waku" (vibrant anticipation) and high expectations for their own future. Accordingly, the project initiatives are as follows:

- **Creating an environment where children's diversity is respected**

We will enhance support for children and parents so they can feel secure in giving birth to and raising children in Kamakura, providing seamless support for the healthy growth of every child. To help children live authentically, we will build communities that offer diverse play, experiences, learning, and interaction, establishing "third places" (belonging spaces) that meet individual needs.

- **Creating an environment where children feel excited about their future**

In addition to developing spaces tailored to individual needs, we will establish an environment where children can learn with excitement. This includes constructing an inquiry-based "learner-centered" curriculum and improving school management systems, facilities, and equipment.

- **Promoting all measures from a "child's perspective"**

In every policy area, we will promote initiatives related to the environments children encounter and interact with in their daily lives, consistently applying a "child's perspective."

## 4) Specific Measures (Policies)

<b>Measures</b>	<b>Co-creation for People</b>	<b>Co-creation for Living</b>	<b>Co-creation for the City</b>	
	2-1 Welfare 2-2 Children and Youth 2-3 Health 2-4 Education 2-5 Sports and Recreation	3-1 Urban Exchange 3-2 Arts and Culture 3-3 Crime Prevention 3-4 Waste Management 3-5 Living Environment 3-6 Ecosystem 3-7 Employment 3-8 Agriculture 3-9 Fisheries 3-10 Commerce and Industry 3-11 Tourism 3-12 Traffic Safety 3-13 Mobile Transportation 3-14 Firefighting 3-15 History	4-1 Urban Space 4-2 Roads 4-3 Rivers 4-4 Green Spaces 4-5 Scenic Landscapes 4-6 Beaches and Coastal Areas 4-7 Urban Hubs 4-8 Sewerage 4-9 Parks 4-10 Housing	
	<b>Plan Implementation System</b>	Citizen Autonomy 5-1 Community 5-2 Collaboration	Municipal Administration Management 5-3 Personnel 5-4 Public Relations 5-5 Public Hearing 5-6 Finance	5-7 Administrative Management 5-8 Facility Management 5-9 ICT
	<b>Cross-cutting Measures</b>	1-1 Disaster Prevention (Disaster Resilience)	1-2 Global Warming (Climate Change)	
<b>Foundations for Measures</b>	0-1 Peace	0-2 Inclusion (Kyosei)		

## **(1) Foundations for Measures**

”Peace” and ”Inclusion (Kyosei)” are positioned as the foundations for all measures. We will develop each policy with these concepts as a universal philosophy that permeates all city initiatives.

### **0-1 Peace**

#### **◎ Target City Vision**

A city where the spirit of the ”Peace City Declaration” and the ”Kamakura City Charter” is shared among citizens, where each individual further deepens their understanding of the importance of peace, and where everyone continues to take action toward building a world (society) where all can live in a peaceful environment.

#### **○ Main Initiatives**

##### **• Promoting Peace Awareness**

To foster peace awareness across diverse generations, we will provide effective opportunities in accessible settings for people to consider peace. This aims to deepen the understanding of the ”Peace City Declaration” and the ”Kamakura City Charter,” which are the cornerstones of our thoughts on peace and the root of the city’ s policies.

## **0-2 Inclusion (Kyosei)**

### **◎ Target City Vision**

A city where the municipal administration, citizens, and businesses fulfill their respective responsibilities or roles and cooperate with one another. It is a city where the individuality and diversity of citizens are respected, allowing them to be themselves. By supporting and helping each other, everyone can live with peace of mind and is guaranteed the opportunity to participate in activities across all fields as a member of society in the way they desire.

### **○ Main Initiatives**

#### **• Building a Society Where Everyone Can Participate Authentically**

Toward building a society where everyone can participate in all fields of activity in their own way, we will work on awareness-raising to ensure that the human rights of every citizen are respected and that a spirit of mutual recognition and empathy for others is further fostered.

#### **• Creating an Environment for Mutual Understanding, Exchange, and Cooperation**

We will develop systems and raise awareness so that people of different genders, nationalities, and cultures can follow rules, respect one another, actively engage in exchange, and cooperate by flexibly changing their perspectives to improve their surrounding environment and society.

## (2) Cross-cutting Measures

”Disaster Prevention” and ”Global Warming” are positioned as cross-cutting measures. We aim to achieve the goals of these policies by advancing them not only as independent initiatives but also by integrating them holistically, specifically, and consciously into all other city measures.

### 1-1 Disaster Prevention (Disaster Resilience)

#### ◎ Target City Vision

A city with high disaster resilience that has implemented comprehensive natural disaster measures from both ”hard” (infrastructure) and ”soft” (systems/education) perspectives, based on the principles of self-help, mutual assistance, and public support. It is a city where systems and frameworks for all potential crisis events are established in collaboration with the national government, prefecture, and related organizations to protect the lives and property of citizens.

#### ○ Main Initiatives

##### • **Developing Disaster Prevention Measures from an Urban Planning Perspective**

To create a disaster-resilient city, we will implement comprehensive measures that include enhancing urban disaster resistance, making advance preparations for disasters, responding to expected damage, and planning for early recovery and reconstruction.

##### • **Strengthening the City’ s Disaster Management System**

To strengthen our response capabilities based on the ”Kamakura City Regional Disaster Prevention Plan,” we will provide disaster information through various methods during both normal times and emergencies. We will ensure appropriate evacuation behavior by publicizing disaster risks and evacuation methods and installing various types of signage. Additionally, we will develop evacuation shelter environments that consider diverse needs and implement tsunami evacuation measures.

##### • **Strengthening Regional Disaster Resilience**

To improve disaster awareness and enable appropriate judgment and action during emergencies, we will conduct training and lectures for citizens and support the development of voluntary disaster prevention organizations.

- **Strengthening the City' s Crisis Management System**

We will appropriately operate the "Kamakura City Civil Protection Plan" and other related plans. We will also establish systems to perform priority duties during disasters or crisis events.

- **Developing Bases for Disaster Response**

We will develop bases to take appropriate actions to protect the lives and property of citizens during various disasters, including large-scale earthquakes.

- **Implementing Measures for Cliffs and Steep Slopes**

As a preventive measure against disasters caused by landslides or sediment runoff, we will promote disaster prevention construction in areas at risk of steep slope failure.

## ▽ Co-creation Partners and Initiatives

With Citizens: From the perspective of "protecting one's own life," we will implement preventive measures such as maintaining emergency stockpiles and securing furniture to prevent toppling, as well as disaster preparedness such as establishing family communication systems and action rules.

With Voluntary Disaster Prevention Organizations: Under the principle of "protecting everyone's community together," we will make advance preparations such as stockpiling and inspecting disaster prevention equipment and participating in drills. During a disaster, these organizations will handle information gathering, communication, initial firefighting, and search and rescue operations.

With Disaster Prevention Stakeholders and Other Government Agencies: We will conduct disaster prevention activities during both normal times and emergencies in collaboration with public institutions and other administrative bodies.

## **1-2 Global Warming (Climate Change)**

### **◎ Target City Vision**

A city that is transitioning toward a decarbonized society through initiatives for energy conservation, creation, and storage—fully utilizing “resources” such as solar power and rich greenery. It is a city that adapts to climate change and contributes to the mitigation of global warming.

### **○ Main Initiatives**

#### **• Developing Global Warming Countermeasures from an Urban Planning Perspective**

To ensure a rich and safe city, we will implement comprehensive global warming countermeasures. These include “mitigation measures” to reduce greenhouse gas emissions that cause global warming and “adaptation measures” to adjust to rising temperatures and the increasing severity of disasters.

#### **• Promoting a Transition to Decarbonized Lifestyles**

We will “visualize” CO<sub>2</sub> emissions and reduction amounts, clarify the economic benefits and other merits of decarbonization efforts, and promote awareness and environmental education in schools.

#### **• Accelerating the Spread of Renewable Energy and the Introduction of Energy-Saving Equipment**

We will provide subsidies for renewable energy facilities, energy-saving equipment, and electric vehicles (EVs). We will also disseminate information regarding ZEB (Net Zero Energy Buildings) and ZEH (Net Zero Energy Houses) and expand subsidies for ZEH.

#### **• Promoting Lifestyles Adapted to Climate Change**

We will provide information and alerts regarding the impacts of global warming and health risks (such as heatstroke) to encourage citizens and businesses to take appropriate adaptation actions.

### **▽ Co-creation Partners and Initiatives**

With Various Stakeholders: We will promote voluntary efforts toward decarbonization in collaboration with a wide range of actors.

## (3) Co-creation for People

### 2-1 Welfare

#### ◎ Target City Vision

A city where every citizen maintains a connection with society in the way they desire and lives with peace of mind throughout their lives in the community they are accustomed to.

#### ○ Main Initiatives

##### • **Developing a Comprehensive Support System**

We will establish a system to provide integrated support, including consultation and community building, for challenges faced by the elderly, persons with disabilities, those in poverty, socially withdrawn individuals (hikikomori), and carers, regardless of their specific attributes.

##### • **Providing Diverse Welfare Services**

To meet diverse welfare needs, we will secure and nurture human resources in the welfare sector and provide services tailored to individual needs.

##### • **Building and Supporting Community Mutual Aid through Diverse Actors**

We will create connections and support community-based mutual aid by nurturing supporters, creating "third places" (belonging spaces), and forming community-work platforms.

##### • **Creating Opportunities for Social Participation and Preventing Loneliness/Isolation**

To prevent loneliness and isolation, we will create opportunities for social participation, including employment, and increase options for everyone to participate in society with peace of mind.

##### • **Advocating for the Rights of Citizens to Ensure Secure Local Living**

To protect the rights of the elderly and persons with disabilities, we will develop systems for adult guardianship and the prevention of abuse, while providing support, public awareness, and education for rights advocacy.

• **Building Disaster Support Systems and Promoting Mutual Aid Communities**

We will implement disaster preparedness to ensure that socially vulnerable citizens and households do not face difficulties during disasters, building an environment for community-based support and mutual aid.

**▽ Co-creation Partners and Initiatives**

With Citizens, Communities, NPOs, and Social Welfare Councils: Work together to resolve local life challenges and build a city that prevents loneliness and isolation.

With Welfare Commissioners, Child Commissioners, Community General Support Centers, and Support Centers for Persons with Disabilities: Establish local monitoring systems and life consultation services.

With Volunteer Probation Officers: Conduct rehabilitation and protection activities to prevent recidivism.

With Businesses: Secure employment opportunities for persons with disabilities and create environments where they can thrive authentically.

## **2-2 Children and Youth**

### **◎ Target City Vision**

A city where every child and young person can grow healthily as an independent individual with a rich sense of humanity and social skills, where their rights are equally protected, and where they live in a state of happiness as they define it.

### **○ Main Initiatives**

#### **• Guaranteeing Rights and Ensuring a Safe Living Environment**

We will respect children and youth as subjects of rights and ensure opportunities for them to freely express their opinions in families, schools, and the community. We will strengthen cooperation with the police and community organizations to ensure their safety from crime, accidents, and disasters.

#### **• Providing Seamless Support Tailored to the Circumstances of Children, Youth, and Parents**

We will provide seamless information and consultation support across all life stages—from before birth through infancy, school age, and into adulthood—to ensure healthy growth and help parents experience the joy of child-rearing.

#### **• Supporting Children and Youth Facing Various Difficulties**

We will provide necessary support tailored to individual environments, including poverty. We will establish early consultation services based on developmental, physical, and behavioral characteristics and strengthen community cooperation for the prevention of abuse and early detection/response for young carers.

#### **• Creating Safe Spaces and Opportunities for Experience**

We will create spaces for learning and interaction through play and experience, allowing children and youth to grow and learn proactively according to their age and development. We will also maintain a consultation system for youth and families facing anxieties.

### **▽ Co-creation Partners and Initiatives**

With Citizens and the Community: Strive to create a safe local environment for children and youth.

With Parents/Guardians: Aim to create a better home environment, considering the best interests of the child.

With Businesses: Strive to enable employees to balance work and childcare, supporting the healthy growth of the next generation.

## **2-3 Health**

### **◎ Target City Vision**

A city where every citizen proactively engages in health promotion, leading a healthy and spiritually rich life.

### **○ Main Initiatives**

#### **• Extending Healthy Life Expectancy and Reducing Health Disparities**

We will develop environments where citizens can work on their own health. Using the National Health Insurance Database (KDB System), we will promote effective health management and nursing care prevention.

#### **• Supporting Lifestyle Improvements**

We will support the prevention of lifestyle-related diseases and their progression, while promoting health initiatives starting from a young age.

#### **• Preventing "Frailty" in the Elderly**

We will disseminate information on frailty prevention and support community-based activities and "gathering places" where anyone can easily participate.

#### **• Aiming for a Society Where No One is Driven to Suicide**

We will promote mental health, support for living, and provide accurate knowledge and information regarding suicide prevention to foster the "strength to live" in children and youth.

### **▽ Co-creation Partners and Initiatives**

With Citizens: Encourage interest in one's own mental and physical health and proactive engagement in health promotion.

With Medical Institutions and Businesses: Support the maintenance and promotion of citizens' health and foster awareness of "health building."

## **2-4 Education**

### **◎ Target City Vision**

A city where everyone continues to keep the light of learning burning—like “charcoal fire”—through learner-centered education, living a spiritually rich life throughout their existence.

### **○ Main Initiatives**

#### **• Creating “Waku-waku” (Exciting) Learning for the Future**

We will provide proactive, interest-based learning that feels like an “exploration” to bring out the natural excitement of learners.

#### **• Utilizing Local Treasures for Lifelong Learning**

We will make full use of Kamakura’s rich natural, cultural, and social capital—the “treasures of our community”—to provide opportunities for citizens to keep their light of learning alive throughout their lives.

#### **• Co-creating Environments that Respect Diversity in Learning**

We will develop environments where diverse adults and children involved in Kamakura can co-create by respecting differences as diversity.

#### **• Supporting Learner-Centered Environments**

We will design sophisticated environments based on expertise to identify needs and provide learning opportunities tailored to every learner, from children to adults.

### **▽ Co-creation Partners and Initiatives**

With Citizens and Communities: Promote cooperation with schools to realize “community-based school education.”

With NPOs, Universities, and Businesses: Develop environments where learners can freely choose and learn anytime and anywhere throughout their lives.

## **2-5 Sports and Recreation**

### **◎ Target City Vision**

A city where every citizen enjoys sports and recreation, leading a healthy life while having fun.

### **○ Main Initiatives**

#### **• Providing Opportunities to Start and Enjoy Sports**

We will strengthen cooperation with sports organizations and maintain necessary facilities so that everyone can "play, watch, and support" sports in familiar locations.

#### **• Providing Diverse Sporting Opportunities**

To encourage lifelong sports activities, we will work with organizations to hold local sporting events, disseminate information, and create spaces for interaction.

### **▽ Co-creation Partners and Initiatives**

With Citizens: Promote the habit of active and proactive exercise.

With Sports Associations and Other Administrative Bodies: Provide opportunities for more citizens to enjoy a wide range of sports and maintain environments for sports activities.

## (4) Co-creation for Living

### 3-1 Urban Exchange

#### ◎ Target City Vision

A city where people of different nationalities, regions, and ethnicities understand and respect each other's customs and values, fostering a spirit of cooperation as partners beyond national and regional borders.

#### ○ Main Initiatives

##### • Promoting International Exchange Among Citizens

Deepen cooperation with foreign residents and international exchange organizations.

##### • Promoting Inter-city Exchange with Sister Cities

Support autonomous activities by private groups that engage in historical and cultural exchange with sister cities without direct administrative intervention.

#### ▽ Co-creation Partners and Initiatives

With NPOs and Citizens: Share information on international activities and provide opportunities for citizens to actively participate in exchange events.

With Sister/Friendship Cities: Exchange information on both administrative and private-sector levels.

## **3-2 Arts and Culture**

### **☉ Target City Vision**

A city where citizens can regularly experience diverse arts and culture and live spiritually rich lives by autonomously creating and sharing cultural works.

### **○ Main Initiatives**

#### **• Ensuring Opportunities to Experience Arts and Culture**

Collaborate with cultural groups and other municipalities to provide venues for activities and opportunities to appreciate rare artistic programs.

### **▽ Co-creation Partners and Initiatives**

With Local Cultural Groups: Promote local arts and culture through active citizen participation in city-hosted events.

With Other Municipalities: Create opportunities for mutual cultural sharing between regions.

## **3-3 Crime Prevention**

### **◎ Target City Vision**

A city where everyone lives safely and securely through high crime-prevention awareness and a strong community-watching system-in collaboration with the police-that leaves no opportunity for crime.

### **○ Main Initiatives**

#### **• Raising Awareness**

Provide information and activities to improve individual crime-prevention awareness.

#### **• Supporting Voluntary Prevention Groups**

Support activities based on the principle of "protecting our own safety and our own community."

#### **• Building a Crime-Resistant City**

Promote crime-preventive housing and construct public facilities with safety-conscious designs.

#### **• Consumer Protection**

Strengthen the Consumer Life Center and provide information to prevent and recover from consumer fraud.

### **▽ Co-creation Partners and Initiatives**

With Neighborhood Associations and NPOs: Implement crime-deterrence measures to improve local safety.

With the Police: Share and disseminate information on crime occurrences through safety councils.

## **3-4 Waste Management**

### **◎ Target City Vision**

A city that has realized "Zero-Waste Kamakura"—aiming for near-zero final disposal through the 3Rs (Reduce, Reuse, Recycle) in collaboration with citizens, businesses, and the administration.

### **○ Main Initiatives**

#### **• Reducing Waste**

Promote the 3Rs and provide information on waste treatment policies to further reduce waste.

#### **• Ensuring Appropriate Waste Treatment**

Maintain stable treatment systems through wide-area cooperation and private-sector backups.

#### **• Efficient Treatment of Human Waste**

Evaluate and improve current collection and treatment methods for human waste and septic tank sludge.

### **▽ Co-creation Partners and Initiatives**

With Citizens, Businesses, and Visitors: Promote a circular society through industry-government-academia-citizen collaboration.

With National/Prefectural Governments: Build an efficient wide-area waste treatment system.

With Zushi City and Hayama Town: Promote joint treatment and resource recovery.

## **3-5 Living Environment**

### **◎ Target City Vision**

A city where pollution and environmental degradation are suppressed, providing a comfortable and secure living environment for everyone.

### **○ Main Initiatives**

#### **• Preventing Pollution**

Protect air, water, and soil from industrial activities to ensure human health and environmental safety.

#### **• Promoting Urban Beautification**

Manage public toilets and cemeteries, maintain separate smoking areas, and prevent littering and illegal dumping.

#### **• Proper Care of Pets and Wildlife Management**

Promote responsible pet ownership (leash manners, spaying/neutering) and appropriately manage/protect wildlife.

### **▽ Co-creation Partners and Initiatives**

With Citizens and Businesses: Promote clean-up activities and environmental conservation through SNS awareness and events.

With Health Offices: Increase opportunities to promote animal welfare.

## **3-6 Ecosystem**

### **◎ Target City Vision**

A city where indigenous wildlife and Kamakura's original ecosystems are preserved, harmonizing the natural environment with human life.

### **○ Main Initiatives**

#### **• Managing Invasive Species**

Capture harmful invasive species and raise awareness to stop the feeding of wildlife, which disrupts the ecosystem.

#### **• Creating Waterfront Environments**

Maintain rivers and coastlines while considering biodiversity, and preserve "Tame-ike" (irrigation ponds) in Yato valleys to protect rare species.

#### **• Creating Opportunities to Connect with Nature**

Develop parks and hiking courses that promote health through interaction with nature.

### **▽ Co-creation Partners and Initiatives**

With NPOs and Conservation Groups: Secure and manage green spaces in collaboration with the Kamakura Landscape Preservation Foundation.

With Visitors and Residents: Cooperate in controlling invasive species and prohibiting wildlife feeding.

## **3-7 Employment**

### **◎ Target City Vision**

A city where everyone can work with peace of mind and achieve economic stability, enjoying a rich lifestyle with work-life balance through the proximity of work and residence (“Shokuju-kinsetsu”).

### **○ Main Initiatives**

#### **• Providing Employment Support**

Create jobs for youth, women, seniors, and persons with disabilities based on their life stages.

#### **• Improving Labor Environments**

Survey working conditions and encourage local companies to support employee welfare and work-style reforms (e.g., telecommuting).

#### **• Supporting Skill Succession**

Support the development of local skilled workers and the preservation of traditional technical standards.

### **▽ Co-creation Partners and Initiatives**

With Hello Work (Public Employment Security Office): Hold joint job fairs and labor consultations.

With Businesses: Promote teleworking and create worker-friendly environments.

## **3-8 Agriculture**

### **◎ Target City Vision**

A city where sustainable agriculture is passed to the next generation, with high valuation for "Kamakura Yasai" (Kamakura Vegetables) and the vital role of urban farming.

### **○ Main Initiatives**

#### **• Establishing a Sustainable Agricultural Foundation**

Promote "Kamakura Yasai" and local consumption (Chisan-chisho). Eliminate idle farmlands in cooperation with the Agricultural Committee.

#### **• Securing Next-Generation Farmers**

Support new farmers in collaboration with related organizations.

#### **• Promoting Brand Strength and "6th-Sector" Industrialization**

Enhance the value of local produce and explore processing and direct sales (6th-sector industrialization).

#### **• Promoting Environmentally Friendly Agriculture**

Conduct training for organic farming.

### **▽ Co-creation Partners and Initiatives**

With JA Sagami (Agriculture Cooperative): Promote local consumption and match farmlands with new farmers.

## **3-9 Fisheries**

### **◎ Target City Vision**

A city where the fishing industry thrives, providing fresh and safe seafood while offering multifaceted functions such as hands-on learning for children.

### **○ Main Initiatives**

#### **• Establishing a Sustainable Fisheries Foundation**

Improve the working environment by developing fishery support facilities and maintaining fishing ports.

#### **• Securing Successors**

Provide comprehensive support for those entering the fishing industry.

#### **• Promoting Brand Strength**

Develop new sales channels and processed products to stabilize management.

#### **• Promoting Environment-Coexisting Fisheries**

Protect seaweed beds (mo-ba) and prevent the decline of fishing ground functions.

### **▽ Co-creation Partners and Initiatives**

With Fishery Cooperatives: Promote local consumption and "Sui-fuku Renkei" (collaboration between fisheries and welfare for disabled employment).

With National/Prefectural Governments: Collect marine litter during operations to improve the environment.

## **3-10 Commerce and Industry**

### **◎ Target City Vision**

A city where commerce and industry flourish through startup support, business relocation, and traditional crafts, ensuring local employment and work-life balance.

### **○ Main Initiatives**

#### **• Supporting Startups and Business Relocation**

Support local entrepreneurs and promote the relocation of manufacturing, IT, and research institutes.

#### **• Supporting Small and Medium Enterprises (SMEs)**

Provide support for stable management, employment, and new business development.

#### **• Revitalizing Shopping Streets**

Support the resolution of challenges faced by local shopping districts (Shotengai).

#### **• Preserving Traditional Crafts**

Increase the shipment value of "Kamakura-bori" (traditional lacquerware).

### **▽ Co-creation Partners and Initiatives**

With the Kamakura Chamber of Commerce and Industry: Support local business value enhancement and entrepreneurship.

With Financial Institutions: Provide loans and management stability support.

## **3-11 Tourism**

### **◎ Target City Vision**

A mature tourist city where all stakeholders collaborate to build a sustainable tourism system, making everyone feel "it is good to live here and good to visit."

### **○ Main Initiatives**

#### **• Harmonizing Resident Life with Tourism**

Implement measures to ensure residents share the economic/social benefits of tourism. Introduce "beneficiary-pay" mechanisms (e.g., tourist fees) and promote "Responsible Tourism."

#### **• Developing a Welcoming Environment**

Improve signage and facilities, and provide disaster information to tourists.

#### **• Promoting Diversified Tourism**

Encourage overnight stays and visits to diverse areas to decentralize tourist crowds.

#### **• Nurturing Human Resources**

Develop talent to pass sustainable tourism based on historical/cultural resources to the next generation.

### **▽ Co-creation Partners and Initiatives**

With the Tourism Association and Businesses: Provide high-quality services and maintain a sustainable environment.

With Media and Tourists: Share information to realize responsible tourism.

## **3-12 Traffic Safety**

### **◎ Target City Vision**

A city where everyone moves safely and comfortably through high safety awareness and a secure traffic environment.

### **○ Main Initiatives**

#### **• Improving Safety Awareness**

Provide traffic safety education for children and students.

#### **• Ensuring a Good Bicycle Environment**

Promote proper bicycle use and manage parking facilities/abandoned bicycles.

### **▽ Co-creation Partners and Initiatives**

With the Traffic Safety Association and Police: Maintain a safe traffic environment and promote the learning of rules by both citizens and tourists.

## **3-13 Mobile Transportation**

### **◎ Target City Vision**

A city with a comfortable traffic environment achieved by building necessary mobility systems and suppressing excess automobile use.

### **○ Main Initiatives**

#### **• Ensuring Convenience of Public Transport**

Collaborate with operators to maintain local transport and introduce universal mobility (e.g., community buses/on-demand transport).

#### **• Developing the Road Traffic System**

Implement "Traffic Demand Management" (TDM) and create pedestrian-friendly spaces based on the "Kamakura City Transportation Master Plan."

### **▽ Co-creation Partners and Initiatives**

With Transport Operators and Residents: Ensure the convenience and sustainability of local public transport.

## **3-14 Firefighting**

### **◎ Target City Vision**

A disaster-resilient city with optimized firefighting facilities and high citizen awareness of fire prevention.

### **○ Main Initiatives**

#### **• Optimizing Facility Placement**

Relocate or renovate fire stations and equipment storehouses for faster emergency response.

#### **• Strengthening Emergency Systems with Private Cooperation**

Digitalize patient information sharing with medical institutions and promote first-aid training in companies and schools.

#### **• Disseminating Fire Prevention Info**

Use SNS and websites to provide easy-to-understand information, especially for accident prevention in elderly households.

### **▽ Co-creation Partners and Initiatives**

With Medical Institutions and Schools: Strengthen cooperation for emergency response and first aid.

## **3-15 History**

### **◎ Target City Vision**

A city where the preservation, research, and utilization of Kamakura's unique historical and cultural heritage are advanced, and where citizens and visitors understand and cherish their value.

### **○ Main Initiatives**

#### **• Research and Preservation of Cultural Assets**

Conduct surveys and repairs to protect cultural assets and nurture professional expertise for their exhibition/storage.

#### **• Protecting Historical Sites**

Acquire land and manage historical sites to make them accessible and understandable to the public.

#### **• Passing Down Heritage**

Promote "Japan Heritage" and work toward "World Heritage" registration while utilizing cultural assets for education and tourism.

#### **• The "Kamakura Museum" Concept**

Establish the (provisional name) "Kamakura Museum" as a network connecting the Kamakura Museum of National Treasures, the Kamakura Museum of History and Culture, and the entire city's heritage.

### **▽ Co-creation Partners and Initiatives**

With Asset Owners and the Government: Collaborate on the management and repair of historical sites.

With NPOs and Schools: Engage in local "treasure hunting" (discovering local assets) and share the charm of Kamakura's history.

## (5) Co-creation for the City

### 4-1 Urban Space

#### ◎ Target City Vision

A city where urban development is promoted to leverage local character, creating a livable and vibrant community.

#### ○ Main Initiatives

##### • **Guiding Land Use Based on Regional Characteristics**

Advance initiatives to realize the future urban structure based on the "Kamakura City Urban Master Plan" and the "Kamakura City Location Optimization Plan."

##### • **Guiding Large-Scale Developments toward Appropriate Land Use**

Establish an environment to communicate the city's land-use policies to developers during consultations for large-scale projects.

##### • **Promoting Citizen-Led Urban Development**

Maintain support systems for citizen activities and create environments where residents can participate in formulating local urban development plans.

#### ▽ Co-creation Partners and Initiatives

With Citizens and Community Groups: Formulate urban development plans as primary actors.

With Companies and Businesses: Share information on city policies to ensure they are reflected in private-sector projects.

## **4-2 Roads**

### **◎ Target City Vision**

A city where road facilities form the framework connecting people and regions, supporting the movement of people and goods to create a rich, safe, and secure environment.

### **○ Main Initiatives**

#### **• Ensuring Safe Passage for Everyone**

Maintain and manage road facilities with clear priorities to ensure safe and comfortable movement for residents and tourists, facilitating smooth logistics and economic activity.

#### **• Maintaining Road Functions During Disasters**

Strengthen the resilience of road facilities and establish systems to maintain road functions and ensure safety during emergencies.

#### **• Ensuring Pedestrian Space and Accessibility (Barrier-Free)**

Promote barrier-free roads by widening sidewalks and removing steps. Based on the "Kamakura City Road Utility Undergrounding Promotion Plan," aim for the removal of utility poles to improve disaster resilience and aesthetics.

### **▽ Co-creation Partners and Initiatives**

With Citizens: Work together to discover road deterioration or defects and deepen understanding of road functions.

With Telecommunications Providers: Actively collaborate on projects to move utility lines underground.

With National and Prefectural Governments: Steadily promote the "Kanagawa Road Development Plan" through proactive public relations.

## **4-3 Rivers**

### **◎ Target City Vision**

A city where flood damage is mitigated and the river environment is well-preserved.

### **○ Main Initiatives**

#### **• River Maintenance and Development**

Continuously perform dredging, weeding, and branch trimming. Mitigate flood damage from localized heavy rains and provide real-time information on river conditions.

### **▽ Co-creation Partners and Initiatives**

With Citizens: Clarify the roles of "self-help" and "public support" to meet rising disaster prevention awareness and ensure swift preventive measures.

## **4-4 Green Spaces**

### **◎ Target City Vision**

A city where green spaces are well-maintained through both proactive municipal management and autonomous citizen activities, fostering a comfortable and disaster-resilient urban environment.

### **○ Main Initiatives**

#### **• Promoting Wide-Area Green Space Preservation**

Designate Special Green Space Conservation Districts and purchase lands under the "Urban Green Space Act" in cooperation with national and prefectural governments.

#### **• Promoting Greening Activities in Urban Areas**

Advance awareness for urban greening and support citizen-led maintenance and conservation of local greenery.

#### **• Improving the Quality of City-Owned Greenery**

Perform branch trimming, tree thinning, and slope stabilization in municipal green areas to prevent disasters. Repair and update management facilities like rockfall protection fences.

### **▽ Co-creation Partners and Initiatives**

With Citizens, NPOs, and Landowners: Work together to improve the quality of greenery and maintain city-owned green spaces with the help of volunteers.

With the Kamakura Landscape Preservation Foundation and the Park Association: Provide learning opportunities, such as workshops and events related to greenery.

## **4-5 Scenic Landscapes**

### **◎ Target City Vision**

A city where the richness of attractive urban landscapes—formed based on local environments and streetscapes—is visually recognized, and where natural environments and historical heritage in key areas are permanently preserved.

### **○ Main Initiatives**

#### **• Forming High-Quality Urban Landscapes**

Guide the design of buildings above a certain size and regulate outdoor advertisements to ensure they harmonize with the streetscape.

#### **• Preserving and Utilizing Unique Local Landscape Resources**

Designate and preserve historically significant buildings that serve as local landmarks and are cherished by citizens.

#### **• Maintaining "Fuchi" (Scenic Beauty) and Historical Natural Features**

Utilize the "Kamakura City Scenic District Ordinance" and the "Act on Special Measures for the Preservation of Historic Natural Features in Ancient Cities" to maintain the scenic beauty of ridgelines and expand designated conservation areas.

### **▽ Co-creation Partners and Initiatives**

With Businesses: Preserve landscapes through compliance with laws and standards.

With Landscape Formation Councils: Facilitate citizen-led initiatives for local landscape creation.

## **4-6 Beaches and Coastal Areas**

### **◎ Target City Vision**

A city where the preserved coastal environment fosters sports, leisure, culture, and learning, while ensuring strict safety measures and regional revitalization.

### **○ Main Initiatives**

#### **• Maintaining and Preserving the Coastal Environment**

Collaborate with the prefecture to clean up drifted litter and manage wastewater drainage to keep beaches clean.

#### **• Creating an Environment for Safe Coastal Use**

Ensure coastal security so everyone can safely enjoy the sea. Increase opportunities for exchange and economic activity through beach events that highlight natural and cultural values.

### **▽ Co-creation Partners and Initiatives**

With Citizens, NPOs, and the Kanagawa Coastal Beautification Foundation: Actively participate in clean-up events and "Adopt-a-Beach" programs, and promote a lifestyle that generates no waste.

## **4-7 Urban Hubs**

### **◎ Target City Vision**

A city where new value and charm are created through the distinct development of three hubs: Kamakura Station area, Fukasawa area, and Ofuna Station area.

### **○ Main Initiatives**

#### **• Kamakura Station Area**

Create comfortable spaces where residents and visitors coexist. Advance plans for the utilization of the current City Hall site based on citizen understanding.

#### **• Fukasawa Area**

Promote land readjustment projects and the establishment of the (provisional name) Muraoka New Station in collaboration with neighboring municipalities. Advance the construction of the New City Hall.

#### **• Ofuna Station Area**

Show a vision for the East Exit redevelopment through industry-government-academia-citizen collaboration, reflecting changes in social conditions.

### **▽ Co-creation Partners and Initiatives**

With Citizens and Local Communities: Collectively build the station area developments, the New City Hall, and the utilization of the current site.

With Businesses and Neighboring Municipalities: Deepen cooperation for long-term urban development.

## **4-8 Sewerage**

### **◎ Target City Vision**

A city where a high-quality living environment is ensured and the water quality of public water bodies (seas, rivers) is maintained through stable sewage treatment.

### **○ Main Initiatives**

#### **• Sustainable Sewerage Services through Appropriate Management**

Implement maintenance and repairs based on the "Kamakura City Sewerage Stock Management Plan." Strengthen the business foundation through PPP/PFI methods and Digital Transformation (DX).

#### **• Disaster Countermeasures for Sewerage**

Develop and maintain facilities resilient to large-scale earthquakes, tsunamis, and heavy rains. Implement comprehensive flood measures combining "hard" infrastructure (stormwater mains/storage) with "soft" measures (hazard maps).

### **▽ Co-creation Partners and Initiatives**

With Private Companies: Utilize private-sector expertise through PPP/PFI collaborations.

With Citizens and Businesses: Encourage appropriate use of the sewerage system (e.g., not pouring oil down drains).

## **4-9 Parks**

### **◎ Target City Vision**

A city where urban parks are cherished as places for relaxation, contributing to community creation, disaster prevention, and environmental protection.

### **○ Main Initiatives**

#### **• Developing Attractive Urban Parks**

Strive to acquire planned parklands and develop them to meet the diverse needs of users.

#### **• Efficiently Updating Aging Facilities**

Systematically renew aging park facilities to ensure safety while reducing life-cycle costs. Improve facilities based on local needs to make them better places for community exchange.

### **▽ Co-creation Partners and Initiatives**

With Citizens and Volunteers: Maintain urban parks through community collaboration.

## **4-10 Housing**

### **◎ Target City Vision**

A city where all residents, including those requiring special consideration for securing housing, live with peace of mind in appropriately managed homes that match their lifestyles.

### **○ Main Initiatives**

#### **• Securing Housing for Persons Requiring Special Consideration**

Manage municipal housing and establish consultation systems for those who need assistance securing a home. Promote support systems for landlords to encourage them to rent to these individuals.

#### **• Supporting Owners of Vacant Houses (Akiya)**

Establish consultation systems for inheritance and management issues related to vacant houses and provide guidance to ensure proper maintenance.

### **▽ Co-creation Partners and Initiatives**

With the Residential Support Council: Share information among members to actively support those requiring special consideration in securing housing.

## (6) Plan Implementation System

### Citizen Autonomy

In 1973, Kamakura City established the "Kamakura City Charter," aiming for citizen autonomy created through participation and cooperation, setting the fundamental direction for urban development. Furthermore, in 2019, the city enacted the "Tsunagaru Kamakura Ordinance" (Ordinance for Connecting Kamakura) to further promote citizen activities and collaboration.

Efforts leveraging "Citizen Power" and "Community Power"—the drive to solve local issues through one's own initiative—have been active in Kamakura. We aim to continue these efforts to advance this Basic Plan. Specifically, we set forth initiatives to address changing community relationships due to the rise of nuclear families, a declining birthrate, an aging population, and diversifying lifestyles, while promoting collaborative projects between the city and civic groups that possess pioneering spirit, expertise, and flexibility.

## **5-1 Community**

### **◎ Target City Vision**

A city where sustainable local communities are active in many areas, with diverse actors who take pride in and feel affection for their region participating and cooperating in urban development.

### **○ Main Initiatives**

#### **• Promoting Membership in Neighborhood Associations**

Create an environment where diverse generations feel interested in and find it easy to participate in neighborhood associations (Jichikai/Chonaikai).

#### **• Encouraging Resident Participation in Civic Activities**

Raise awareness and publicize local activities to enhance the sense of solidarity among residents.

#### **• Supporting Local Community Activities**

Improve the operational efficiency of community organizations and reduce their burden to discover and nurture new leaders and encourage participation from younger generations.

## **5-2 Collaboration**

### **◎ Target City Vision**

A city where the municipal government and civic activity groups work together to achieve common goals—recognizing their respective roles and responsibilities through dialogue—complementing each other to solve social and local challenges with synergistic effects.

### **○ Main Initiatives**

#### **• Providing "Hands-on" Support for Civic Groups in Collaborative Projects**

Support civic groups by clarifying the procedures for receiving city contracts and increasing opportunities for collaboration and outsourcing.

#### **• Evaluating and Verifying Collaborative Projects**

Establish an evaluation system involving third parties (Citizen Activity Promotion Committee) to verify the process and outcomes of collaborative initiatives.

#### **• Raising Awareness Among City Staff**

Conduct training to deepen understanding of the necessity and management of collaboration from a policy perspective, including introductory lectures and practical training.

### **Municipal Administration Management**

Municipal administration is broad and diverse. It includes tasks mandated by law (statutory entrusted functions) such as taxation, family registration, and elections; tasks essential as a basic local government (assembly affairs, citizen consultations); and internal management tasks (general affairs, contracts, accounting, auditing). As a premise for plan implementation, the city will steadily carry out these duties while focusing on key measures as follows:

## **5-3 Personnel**

### **◎ Target City Vision**

A city where every staff member understands the organization's mission and vision, acts autonomously, and exercises their full potential, resulting in improved organizational performance and high citizen satisfaction.

### **○ Main Initiatives**

#### **• Advancing Human Resource Strategies for Maximum Potential**

Support career formation and improve the workplace environment so that staff can work with a sense of purpose and respond to diverse administrative challenges.

#### **• Supporting Capability Development**

Provide staff with the knowledge of laws and advanced case studies needed to address complex social demands autonomously.

#### **• Building Environments for New Work Styles**

Establish working conditions that allow staff to choose work styles suited to their respective life stages and diverse employment forms.

## **5-4 Public Relations**

### **◎ Target City Vision**

A city where municipal information is communicated accurately and clearly through diverse media, deepening public understanding and fostering a spirit of co-creation among citizens.

### **○ Main Initiatives**

#### **• Effective PR Using Diverse Media**

Utilize appropriate media platforms based on the content and target audience to disseminate the latest information effectively.

#### **• Creating Systems for "Communication that Reaches"**

Strategically develop PR mechanisms that go beyond just "seeing" or "reading" information, sparking interest and leading to citizen participation in municipal affairs.

#### **• Disseminating Clear Information Nationally and Internationally**

Promote Kamakura's charms and resources to those inside and outside the city who wish to live, work, learn, visit, or engage with Kamakura.

## **5-5 Public Hearing**

### **◎ Target City Vision**

A city where citizens feel their participation in municipal administration by easily delivering their opinions to the government through various methods.

### **○ Main Initiatives**

#### **• Developing Public Hearing Methods Suited to Diverse Lifestyles**

Introduce digital tools to provide convenient ways for citizens of all generations to submit proposals and requests without burden.

#### **• Visualizing Communication Between the Government and Citizens**

Build a system that continuously collects opinions and visualizes how the city responds to proposals, allowing citizens to feel a tangible sense of participation.

## **5-6 Finance**

### **◎ Target City Vision**

A city that meets citizen needs through sound and planned financial management while envisioning sustainable municipal governance.

### **○ Main Initiatives**

#### **• Financial Management Mindful of Future Burdens**

Balance cost reduction through administrative reforms with efforts to secure independent revenue. Manage city bonds and funds carefully while maintaining and expanding donation income (Furusato Nozei, etc.) by promoting policies that gain stakeholder empathy.

## **5-7 Administrative Management**

### **◎ Target City Vision**

A city where comprehensive and planned administration is achieved by managing limited resources efficiently and effectively, enhancing resident welfare while achieving maximum results at minimum cost.

### **○ Main Initiatives**

#### **• Formulating and Promoting Strategically Effective Measures**

Prioritize measures based on "outcomes" and managerial perspectives to respond to rapidly changing social conditions. Optimize city hall operations through organizational restructuring and efficient personnel placement.

#### **• Promoting Urban Management by Various Actors**

Solve management challenges through industry-government-academia-citizen partnerships, leveraging the strengths of each sector and collaborating with other municipalities.

#### **• Streamlining Decision-Making to Create "Service Time"**

Accelerate decision-making through business efficiency, creating time for staff to focus on high-value services that only humans can provide.

## **5-8 Facility Management**

### **◎ Target City Vision**

A city where public facilities are balanced across the area and maintained comprehensively and according to plan, contributing to public welfare by fulfilling their required roles.

### **○ Main Initiatives**

#### **• Providing Appropriate Services in Optimized Facilities**

Review the total amount of public facilities and optimize their use by separating "facilities" from "functions."

#### **• Building Sustainable Operation Systems**

Extend the life of buildings through routine inspections and proactive maintenance. Dispose of unnecessary facilities to ensure stable financial management.

#### **• Risk-Based Maintenance of Infrastructure**

Perform maintenance based on risk assessments for roads, bridges, tunnels, rivers, sewerage, and parks to ensure they fulfill their functions.

## **5-9 ICT (Information and Communication Technology)**

### **◎ Target City Vision**

A city where the online transition of administrative services and the efficiency of city hall procedures enhance both resident convenience and staff workability.

### **○ Main Initiatives**

#### **• Improving Citizen Convenience via ICT Tools**

Promote Administrative DX (Digital Transformation) to enable online applications and reservations, reducing wait times at service counters.

#### **• Developing ICT Environments to Support Work-Style Reform**

Establish ICT infrastructure that enables flexible work styles, such as mobile work, allowing staff to work efficiently without being restricted by time or location.

## 7. Toward the Promotion of the Plan

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### 1) General Overview

The "Kamakura Future Co-creation Plan 2030" has been formulated through a process centered on dialogue with citizens and city staff. As our Basic Policy for Urban Development, we have established the "Realizing a Co-creative Society that Harnesses Individual and Community Strengths." Accordingly, the diverse actors responsible for advancing this plan will each exercise their full potential to ensure its successful promotion.

### 2) Organization

To ensure that the city of Kamakura is steadily connected to the next generation and the future, we will build an organizational structure that powerfully promotes Leading Projects and Cross-cutting Measures. At the same time, we will place a strong focus on human resource development to support these efforts.

### 3) Progress Management

The progress of the Basic Plan will be managed through the Administrative Evaluation System, which will be reviewed in conjunction with the formulation of this plan.

Notably, as this plan was constructed using a Logic Model for each measure, we aim to establish a methodology for objective review and evaluation. This will involve verifying whether goals and initiatives are logically linked, and utilizing EBPM (Evidence-Based Policy Making) to confirm the relationship between specific initiatives and their actual effects.

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