

(5) KITAKYUSHU

Kitakyushu's Cross-Boundary Intercity Cooperation and Exchange

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1. Environment and Technology City: Kitakyushu

The City of Kitakyushu is an international city of one million people located in western Japan on the northernmost tip of Kyushu Island.

Located close to other Asian countries, Kitakyushu has thrived as a gateway to Asia for many years due to its convenient location between Tokyo and Shanghai.

Enclosed by a beautiful coastline and rich, natural surroundings, Kitakyushu, the “World Capital of Sustainable Development,” has an area of approximately 490 km², with a magnificent river that flows through the heart of the city.

2. Technology Capital of Asia: Kitakyushu

With the operations of government-owned Yawata Steel Works located in the city in 1901 and the resulting concentration of material manufacturing industries, including steel, chemicals, metals, and ceramics, Kitakyushu has supported the development of modern Japan.

Kitakyushu has amassed a wealth of technology and human resources that have been acquired over the city's history as a manufacturing city, one which has lasted well over one hundred years.

Within the city can be found Nippon Steel Corporation Yawata Works, which has acted as a driving force behind the Japanese economy; renowned TOTO Ltd., which produces housing plumbing products and equipment; and Yaskawa Electric Corporation, which is known for cutting-edge industrial robotics; major automobile manufacturers, such as Toyota, Nissan and Daihatsu, have also moved their latest, most-up-to-date plants to neighboring areas.

Kitakyushu continues to perfect its transportation and distribution base, including Kitakyushu Airport and the Hibikinada Deep Sea Port and Harbor, as well as enhance its rich, intellectual foundation, such as the Kitakyushu Science and Research Park. Industries involved in environmental business, semiconductors, and automobiles continue to concentrate their activities in the city, while more businesses within Kitakyushu are moving into new areas of growth, leading to great strides in the city's advancement as a “new manufacturing city.”

3. World Capital of Sustainable Development: Kitakyushu

In the 1960s, Japan underwent a period of rapid economic growth, during which Kitakyushu developed into one of the country's four largest industrial zones. However, this resulted in the progression of severe environmental pollution, in particular in air and water quality, with factories emitting multi-colored rainbows of smoke and soot, and the propellers of ships dissolving in sludge. The above photos are of the sky and Dokai Bay, which was known as the “Sea of Death,” in Kitakyushu in the 1960s.

However, through the unified actions of the city's residents, businesses and the local government, Kitakyushu was transformed from a "grey city" to a "green city." The photo below is of Kitakyushu today, where one can see the city's blue skies and a variety of fish swimming in the bay.

Since the 1980s, Kitakyushu has made use of the experiences, technology and know-how developed during its struggle to overcome pollution to contribute to environmental improvement in developing countries.

Today, the city is promoting the Kitakyushu Eco-Town project, which aims to create a resource recycling society by promoting the "use of all waste as material for other industries, and reducing waste as much as possible (zero emissions)." The development of recycling activities, such as that of home appliances, automobiles, and PET bottles, as well as the establishment of facilities that carry out research and development on technologies in cooperation with businesses and universities, has led to the generation of new environmental industries.

Selected by the national government as an "Eco-Model City," Kitakyushu is also taking on the challenge of carrying out pioneering approaches with ambitious targets, such as large-scale reductions of greenhouse gas emissions, and with the establishment of the Kitakyushu Asian Center for Low Carbon Society, the city has started on its journey towards the creation of a low-carbon society.

4. Kitakyushu's Sister/Friendship Cities: Exchange with Dalian, China

Kitakyushu has concluded sister/friendship city agreements with the City of Dalian (China), Incheon Metropolitan City (Korea), and the cities of Tacoma and Norfolk in the United States.

Friendship city ties were established with Dalian, China in 1979, and the two cities celebrated the 30th anniversary of this relationship last year. Kitakyushu was the first friendship city for Dalian and, over the years, exchange activities have continued in various areas, including economy, culture, and sports.

In May 2009, the 30th anniversary of Kitakyushu and Dalian's friendship city ties, a "Dalian Challenge Shop" was set up as a space to exhibit the processed food and manufacturing products from Kitakyushu and to conduct business meetings. Advantages of this business promotion office for companies in Kitakyushu include assistance from the local staff in carrying out market research at low-cost and developing business activities in China that are tailored to the country's unique business practices. As a matter of fact, there have been a number of small and medium-sized businesses that have made use of the "Challenge Shop" and achieved entry into the Chinese market.

5. Kitakyushu's Sister/Friendship Cities: Exchange with Incheon Metropolitan City, Korea

Kitakyushu established sister city ties with Incheon Metropolitan City in Korea in 1988.

Incheon Metropolitan City is a port city located near Seoul, in which heavy industries have developed.

Kitakyushu has carried out staff exchange and trainings with the Incheon Metropolitan City government since 1996, and to date, has hosted eight staff and dispatched 12 staff from Kitakyushu to Incheon.

In the field of firefighting, Kitakyushu has hosted staff from Incheon Metropolitan City since 1997 and has been able to transfer a number of Kitakyushu's prominent firefighting techniques. In 2007, the two cities concluded a Memorandum of Understanding for cooperation in the field of firefighting and disasters, which has further strengthened the cooperative relationship between Incheon and

Kitakyushu. Since 2009, direct flights between Kitakyushu Airport and Incheon Airport have gone into service.

6. Kitakyushu's Sister/Friendship Cities: Exchange with the United States

Kitakyushu has sister city relationships with two cities in the United States. The reason for this was so that the sister city relationships could continue between the former city of Kokura and Tacoma, Washington, and the former city of Moji and Norfolk, Virginia, both established in 1959 before Kitakyushu's equal amalgamation of five neighboring cities in 1963, the first case of its kind in the world.

Kitakyushu has continued to carry out extensive exchange with the city of Tacoma extending to the economic, cultural and educational fields through agreements with sister universities and ports, as well as youth home stays.

A goodwill high school baseball tournament has been held 13 times since 1988. This photo is of the tournament organized last year on the occasion of the 50th anniversary of Tacoma and Kitakyushu's sister city ties.

As with Tacoma, Kitakyushu has also continued to carry out extensive exchange with the city of Norfolk. Since 1994, a musical performance has been held four times with the participation of young people from Norfolk. This photo is of a performance that was held last year on the occasion of the 50th anniversary of Norfolk and Kitakyushu's sister city ties.

It was a moving performance that charmed the residents of Kitakyushu.

7. The Organization for the East Asia Economic Development

Next, I would like to speak about transboundary intercity cooperation and exchange.

The Organization for the East Asia Economic Development was inaugurated in November 2004, in which mayors and representatives from the business community from ten cities in Japan, China and Korea participate.

Within the organization, the following priority issues have been highlighted as activities that should be addressed from a broad perspective.

- (1) Promotion of the creation of a regional East Asia FTA
- (2) Development of strategies for a Pan-Yellow Sea sightseeing brand
- (3) Creation of a Pan-Yellow Sea environmental model region
- (4) Formation of a platform for technology exchange and development of human resources
- (5) Development of a system to create new business

Member cities include four cities in China (Dalian, Qingdao, Tianjin, Yantai), three cities in Korea (metro Pusan, metro Incheon, metro Ulsan), and three cities in Japan (Fukuoka, Kitakyushu, Shimonoseki).

A general meeting with the participation of mayors and the heads of chambers of commerce and industry is held once every two years. This photo is of the third general meeting organized in the city of Ulsan, Korea in November 2008.

8. The Organization for the East Asia Economic Development: Four Panels and Achievements

In order to promote business activities, four panels were established with practical functions: manufacturing, environment, distribution and sightseeing. In each panel, private companies are encouraged to participate so that practical gains and benefits can be developed.

I would like to provide some information about the achievements of these four panels.

(1) Manufacturing Panel

Various business matching activities are being carried out, including improvements to business infrastructure, such as the development of websites, as well as the organization of business meetings and trade fair exhibitions between member cities.

(2) Environment Panel

“Simultaneous coastline clean-up activities in the ten cities” with the participation of residents in all member cities are carried out before and after World Environment Day.

(3) Distribution Panel

All of the ten member cities possess port facilities. A preferential system to mutually reduce port costs has been introduced to promote the utilization of each port.

(4) Sightseeing Panel

The creation of a sightseeing guide information network and the development of joint sightseeing public relation activities are being carried out to attract tourists from inside and outside the Pan-Yellow Sea area.

9. New Joint Activity: “Pan-Yellow Sea ACTION”

I would now like to speak about “Pan-Yellow Sea ACTION,” which is currently being promoted as a new joint activity.

“Pan-Yellow Sea ACTION” is a joint activity which will improve the business environment focusing on trade and investment. It is the first attempt at the local level to further accelerate economic exchange between ten cities.

Currently, a questionnaire and survey of businesses is being carried out by chambers of commerce and industry in each city, in which problems and priority issues for businesses are being examined.

In the future, member cities will develop individual action plans for all problems and priority issues, and in November of this year, a memorandum on the implementation of these action plans will be signed during the general meeting. The action plans will be carried out under the public commitment of the mayor of each city.

Through these actions, member cities will ultimately aim at the development of an attractive region for businesses in each country.

10. Development of New Asian Networks: Haiphong, Viet Nam

In addition to exchange activities with East Asia, Kitakyushu is also developing new networks. In recent years, the rapid economic growth of Viet Nam has been attracting attention, with increasing interest from small and medium-sized businesses in Kitakyushu.

The harbor city of Haiphong functions as Viet Nam’s gateway to East Asia, including China, and is importantly placed as a base for distribution and exchange for economic advancement in Viet Nam in the China/East Asia economic bloc.

With these features and the economic structure of Haiphong, which is centered around manufacturing, it is evident that Haiphong and Kitakyushu share many similarities and can be

expected to have a major overall impact across a variety of areas, such as the environment, economy and distribution.

To improve upon the previously mentioned opportunities and city characteristics, Kitakyushu concluded an Agreement for Friendship and Cooperation with Haiphong in April 2009.

11. Agreement for Friendship and Cooperation with the City of Haiphong

The Agreement between Kitakyushu and Haiphong is for a period of five years. The form of the agreement is scheduled to be reviewed in five years. Exchange and cooperation activities are as follows.

(1) Development of human resources

In 2009, Kitakyushu hosted one city staff member from Haiphong (area of expertise: urban planning), and again in 2010, the city hosted one additional city staff member (area of expertise: agriculture).

(2) Ports

Coal is imported from Haiphong Port. Exports include automobile parts and miscellaneous goods, which are shipped by container. An increase in the volume of cargo is expected with the expansion of Japanese businesses into Viet Nam in the future.

(3) Economy

The Kitakyushu-Viet Nam Association was established in August 2009. Future issues include approaches to promote support industries in Haiphong.

(4) Water supply and sewage

International cooperation activities by Kitakyushu's Waterworks Bureau started this fiscal year. In addition, the city plans to host a trainee in the area of sewage management this fall.

(5) Urban planning

Improvement to infrastructure in Viet Nam will move forward at a rapid pace in the near future. Together with international cooperation, it is expected that business opportunities for companies in Kitakyushu will emerge. Kitakyushu aims to create a win-win relationship through exchange and cooperation activities with the city of Haiphong.

12. Development of New Networks: Chelyabinsk, Russia

Next, I would like to speak about an example of exchange and cooperation with Russia.

Russia has continued on its path of high economic growth over the past several years as the only advanced BRIC country. Within Russia, Chelyabinsk shares a similar history with Kitakyushu:

- (1) Both cities have "smokestack industries," centered around steel, which is a driving force behind the cities' economies
- (2) Superannuation of facilities/equipment in factories from the era of state-run businesses, environmental pollution, other

Making use of the steel and environmental technology and know-how developed in businesses within the city, Kitakyushu has promoted economic exchange with Chelyabinsk since 2005.

One type of economic exchange has its foundation in steel. To date, an agreement on technology transfer concerning the treatment of steel slag (by-products generated during the production of steel: waste including iron) has been concluded, and the delivery of measuring equipment has been carried out. A number of individual matters concerning the export of equipment and technology transfer are

also currently in progress.

The second type of economic exchange is based on the environment. Kitakyushu's Environment Bureau has extended cooperation in drawing up a grand design for solid waste management in Chelyabinsk, and the development of environmental business exchanges with local businesses, such as in waste treatment and recycling, is anticipated.

Thus, the steel and environmental technologies of local businesses in Kitakyushu are highly admired in Russia, with the result that this type of cooperation is becoming a model for international business.

13. Agreement for Economic Cooperation with Chelyabinsk

Kitakyushu has promoted economic exchange with Chelyabinsk in the fields of steel and the environment, and has achieved a number of results, including in the export of equipment and technology transfer by local businesses.

Kitakyushu and Chelyabinsk concluded a five-year Agreement on economic exchange in June 2010 as a result of discussions in which the cities agreed that it would be important to continue to promote the activation of economic exchange in both cities which are on a similar scale and have comparable industrial structures.

In the future, Kitakyushu aims to improve its name recognition in Russia and facilitate smooth business development.

14. Strengthening the Functions of Overseas Networks

Lastly, I would like to provide some information about Kitakyushu's overseas offices.

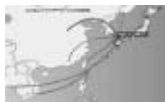
With the establishment of city offices overseas, Kitakyushu is further strengthening its networks.

Two offices have been established, namely in the city of Dalian, Kitakyushu's friendship city, and Shanghai, a focal point of the Chinese economy.

These offices aim to provide business support to all companies by expanding networks with governmental organizations and businesses through public relation activities and the introduction of business connections for local companies, as well as with the provision of support to companies that are expanding their business activities into the Chinese market.



Kitakyushu's Cross-boundary Intercity Cooperation and Exchange



CITY OF KITAKYUSHU

Environment and Technology City: Kitakyushu



Technology Capital of Asia



Kitakyushu has a magnificent heritage of technologies and human resources that have been acquired over the city's history as a manufacturing city, one which has lasted over one hundred years since the founding of the government-owned Yawata Steel Works in 1901.

2

A World Capital of Sustainable Development (1)



In the 1960s, Japan underwent rapid economic growth, during which Kitakyushu developed into one of the country's four largest industrial zones. However, the air and water became very polluted. Despite this situation, the residents, businesses and the local government miraculously united in the task to overcome pollution. The city turned from a "Grey City" to a "Green City."

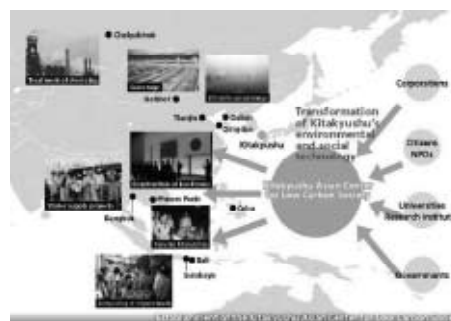
3

A World Capital of Sustainable Development (2)



4

A World Capital of Sustainable Development (3)



5

Kitakyushu's Sister/Friendship Cities

Exchange with Dalian, China

Became friendship cities in May 1979

(30th anniversary of ties in 2009)

Kitakyushu Business Promotion Office in Dalian

Established in July 1991 (Director (dispatched from city), four staff)

Establishment of "Dalian Challenge Shop" as space to conduct business meetings and exhibit processed foods and products from Kitakyushu (May 2009)

Dalian Challenge Shop

1. Reduction of initial investment
Low-cost market research
(from 7,000 yen/booth per month)
2. Local sales representatives promote sales in place of exhibitors
With their understanding of local business practices, local representatives develop business activities in place of exhibitors.
3. Potential for retail
Potential to identify consumer needs through retail for food and miscellaneous products, other



30th Anniversary of Friendship City Ties (2009)

1. Kitakyushu delegation visits Dalian (May)
• Kitakyushu - Dalian about 110 people
• Dalian - Kitakyushu about 180 people
① Held signing ceremony for friendship and exchange between the Lyuhun Museum and the Kitakyushu Museum of Natural History and Human History
② Naming ceremony and relief design dedication for "Dalian Street"
2. Reciprocal visit by local delegations from both cities via charter flights (September-October)
• Kitakyushu - Dalian about 110 people
• Dalian - Kitakyushu about 180 people
③ Dalian delegation visits Kitakyushu (February)
④ Held signing ceremony for friendship and exchange between the Lyuhun Museum and the Kitakyushu Museum of Natural History and Human History
⑤ Naming ceremony and relief design dedication for "Dalian Street"

6

Kitakyushu's Sister/Friendship Cities

Exchange with Metro Incheon, Korea

Became sister cities in December 1988 (celebrated 20th anniversary in 2008)

Reciprocal dispatch of city staff from metro Incheon and Kitakyushu city

Since 1996, Kitakyushu has hosted 8 staff from metro Incheon and has dispatched 12 staff

Exhibitions at the Global Fair & Festival 2009, Incheon, Korea

2004: MoU on distribution and exchange as "logistical partner ports"

2007: Agreement signed on cooperation in firefighting and disasters

2009: Kitakyushu-Incheon flight service



About Metro Incheon

Incheon is aiming to become a focal city for the 21st century East Asian economy by strengthening the functions of its world-class international port in customer service and as a key area for Northeast Asia, as well as an economic free zone with its origins in the Republic of Korea, setting its sights on becoming a cutting-edge city featuring air and sea transportation, a logistics complex, an international business center, financial services, residences, schools and hospitals, and shopping and entertainment centers. To achieve these targets, Incheon organized the Global Fair & Festival 2009 Incheon, Korea, and will host the Asian Games in 2014, in order to better publicize the city to the world.

7

Kitakyushu's Sister/Friendship Cities

Exchange with U.S.

Tacoma Became sister city on June 8, 1959

Visits by youth home stay groups, reciprocal visits by HS baseball teams from Kitakyushu and Tacoma

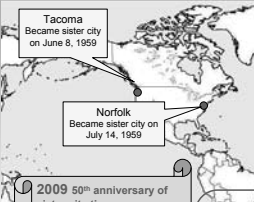


① Sister schools (Kyushu Kyoritsu University, Iseigaoka Elem. School, etc.)
② School exchanges with Kitakyushu City HS, Meiji Gakuken Senior HS)

Norfolk Became sister city on July 14, 1959

① U.S.-Japan educational symposium
② Sister schools (Univ. of Kitakyushu and Numa Junior HS, etc.)
③ Youth cultural exchanges (musical, etc)

2009 50th anniversary of sister city ties

Reciprocal visits by mayors of both cities, youth sports exchanges, cultural exchanges, other

8

The Organization for the East Asia Economic Development

The Organization for the East Asia Economic Development


Established 2004

Members China: Dalian, Qingdao, Tianjin, Yantai
Japan: Fukuoka, Kitakyushu, Shimonoeki
Korea: Busan, Incheon, Ulsan

04 Panels Manufacturing, Environment, Distribution, Sightseeing

0 Five Priority Issues in Kitakyushu's Activities

- 1 Promotion of the creation of a regional East Asia FTA
- 2 Development of strategies for a Pan-Yellow Sea high-speed brand
- 3 Creation of a Pan-Yellow Sea environmental model region
- 4 Formation of a platform for technology exchange and development of human resources
- 5 Development of a system to create new business

Total Population of ten cities 43260 thousand (2008)
Total GDP in ten cities About 53 trillion yen (2008)

9

Four Panels and Achievements

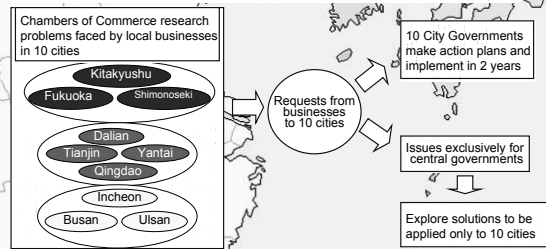
Panels	Main Achievements
Manufacturing Panel	<ul style="list-style-type: none"> ○ Business meetings, business matching opportunities at trade fairs ○ Business matching support utilizing IT
Environment Panel	<ul style="list-style-type: none"> ○ Coastal clean-up activity with the participation of 10 cities ○ International environmental cooperation with Qingdao, Tianjin, and Dalian
Distribution Panel	<ul style="list-style-type: none"> ○ Introduction of reciprocal systems, such as port fee reductions, other ○ Implementation of joint port sales
Sightseeing Panel	<ul style="list-style-type: none"> ○ Creation of joint pamphlets, DVDs, characters for ten member cities ○ Sightseeing websites, ○ Promotion of school excursions



"Pan Yellow Sea ACTION" - Unprecedented Innovative Project -

Simple Concept

Chambers of Commerce of 10 OEAED Cities identify problems
10 City Government Offices compile solutions for all of the problems
Mayors officially and openly promise to complete actions in 2 years.



Development of New Asian Networks (ASEAN)

Exchange with ASEAN countries

- Kitakyushu has focused on carrying out exchange with East Asia (Korea, China)
- To identify new areas for exchange, Kitakyushu has attached importance to the ASEAN region, an area of remarkable growth and new developments

Particular focus on Viet Nam

Current state of Viet Nam

- Economic growth/Economic growth rate: 6.23% (2008 Top News) (Rate for same period last year was 8.5%)
- Population: About 86 million (2008) (3rd largest population in ASEAN) ...
- Attractive also as a market
- High expectations as an "East-West Economic Corridor," "Hanoi-Guangzhou Route," and "Secondary East-West Economic Corridor," connecting industrial and commercial cities in the southern China and Indo-China regions with Viet Nam as a focal point.

12

Agreement for Friendship and Cooperation with Haiphong

Concluded the agreement (April 2009)

Venue: Haiphong People's Committee Gov't Office

[Signatories]
Trinh Quang Su (Chairman, Haiphong People's Committee)
Kenji Kitahashi (Mayor, City of Kitakyushu)



5-Year Exchange & Cooperation Project

- [Development of human resources]**
 - Hosting trainees, other
 - Strategic development of human resources linking both cities
 - [Ports]**
 - Increase in cargo volume expected in line with Japanese businesses locating to industrial zones in northern Viet Nam
 - [Economy]**
 - Establishment of Kitakyushu-Viet Nam Association (August 2009)
 - Activities in the field of human resource development
 - [Environment]**
 - Hosting trainees, study groups, other
 - [Water supply and sewage]**
 - Technical cooperation for leakage prevention, other from 2010
 - [Urban planning]**
 - Technical cooperation for infrastructure improvement, other
 - Creation of business opportunities for Kitakyushu companies
 - [Citizens/cultural exchange]**
 - Reciprocal visits, other
- (2014→Review planned)

13

Development of New Networks

Russia

Exchange with Chelyabinsk

Current situation in Russia

- Vast land
- Rich, natural resources
- High rate of economic growth



Chelyabinsk

- Russia's largest focal area for iron and steel industries with rich supplies of underground resources, such as iron ore, other
- Many businesses formerly operated as state-run factories—obsolete equipment, low productivity, negative environmental impacts
- Make use of technology and know-how of Kitakyushu's steel and environmental-related industries

Promotion of business matching for steel manufacturing equipment and recycling technologies
Since the summer of 2005, Kitakyushu has continuously conducted business missions to Chelyabinsk in cooperation with national organizations promoting business with Russia, and KITA, which is well-versed in the practices of local businesses and environmental know-how.

Shared history of suffering from environmental problems, such as pollution
—Using this opportunity for exchange with steel-related industries, the Chelyabinsk government instituted environmental policies based on the model of Kitakyushu
—Transfer of know-how from Kitakyushu's government and businesses, creation of business opportunities for local companies

14

Agreement for Economic Cooperation with Chelyabinsk

Russia

Based on economic exchange with Chelyabinsk carried out to date, Kitakyushu concluded a five-year Agreement for Economic Cooperation in June 2010 to promote the activation of economic exchange between the two cities, which have similar scales and comparable industrial structures.



15

Overseas Offices (Dalian & Shanghai)

Kitakyushu Business Promotion Office in Dalian

Established in July 1991
[Staff]
Director (Dispatched by city)
Vice Director
(Dispatched by Fukuoka Bank)
Local staff: 2

Kitakyushu Business Promotion Office in Shanghai

Established in July 2005
[Staff]
Director (Dispatched by city)
Vice Director
(Dispatched by Yamaguchi Bank)
Local staff: 2



Main Activities

- Attracting tourists from China
- Support for attracting sea routes and cargo collection
- Support for local business expansion into markets
- Creation of human networks with businesses, other
- Support for missions and business meetings
- Information gathering about China

Other Activities

- Establishment of a Kitakyushu supporter's group, "Cha-cha Association," in Shanghai
- PR activities using free papers and TV programs in both cities
- Creation of website to promote Japan
- Overseas internship program for city staff, other

16



(6) KUMAMOTO

Creating City Brands and the Practical Use of Local Resources

~Abundant Natural Environment, History and Culture / City Strategy~

Mr. Jun Sakamoto

Senior Director, Planning and Information Department, Kumamoto City

1. Outline of Kumamoto City

Located in the center of Kyushu Island, in the south of the Japanese archipelago, Kumamoto City has an area of about 390 sq. km. and a population of about 730,000 with a metropolitan population about one million.

Kumamoto's primary characteristic is that while inheriting historical legacy and traditional culture, such as Kumamoto Castle, we have established many administrative government offices, institutions of higher learning and medical facilities. The second characteristic would be the fact that our citizens have 100% of their water provided to them by pure groundwater as well as our rich natural environment which truly makes us feel blessed. Together with inexpensive prices and a low crime rate, I can say that our city is a comfortable place to live.

If you look around Kumamoto City, you will find that there are two national parks. One is the Aso National Park. Mount Aso features the world's largest caldera as well as beautiful scenery that attracts many visitors. The surrounding area features highly popular hot springs and golf courses.

The other national park is Amakusa National Park. This park consists of 120 islands and includes hot springs and places to do water sports. The islands are also known for being where many Christians were persecuted at the beginning of the 17th century.

2. Efforts Towards Changes in Society and the Social Environment

Nowadays, Japan is facing a declining population, resulting in a declining sense of vitality in our local society.

With this in mind Kumamoto will be unveiling the Kyushu bullet train system in 2011 and becoming a government designated city in 2012, which will result in greater authority and resources.

In essence, these next few years will be a great opportunity for us to promote our city image and deepen cooperation and exchanges with other cities inside and outside Japan.

Accordingly, we will do our best to make practical use of our groundwater, greenery, tourist attractions and unique and appealing local resources, such as our citizens' spirit and daily life and culture. Whether as a business partner, a tourist destination, or a place to live, we want Kumamoto to be a place that people want to choose, which is why we are placing greater emphasis

on establishing and communicating our city brands.

In order to accomplish this, in 2009 we created the Kumamoto City Brand Strategy Plan. Based on this plan, the symbol of Kumamoto City, Kumamoto Castle, the pure groundwater from Aso, the land where fresh ingredients grow from a lush environment, the passionate and friendly citizens of Kumamoto, etc will all have a story created about them in order to make a consistent brand image for our city's products.

3. Specific Development to Utilize Our Rich Environment, History and Culture

3.1 Reconstruction of Kumamoto Castle

Constructed around 400 years ago and stretching about one million sq. meters, Kumamoto Castle was built at the center of the town, effectively making Kumamoto City a castle town. Unfortunately, most of the castle was destroyed by fire during a civil war in 1878, but recently our city has put great effort in reconstructing the castle, especially around the 400th year anniversary of the castle when the city poured 89 million USD in a 10 year project to rebuild the castle.

Worthy of mentioning is the fact that our city paid about 54 million USD to reconstruct the “Honmaru Goten Palace”, which served as the administrative and living quarters of the feudal lord. The result of this expansive reconstruction was that in 2008 alone over 2 million visitors came to Kumamoto Castle, making it the number one castle tourist destination.

3.2 Small donation system for the Castle reconstruction

In junction with the previously mentioned reconstructed Kumamoto Castle, that our city uses a small donation system to help maintain the castle. Until now we have had over 54,000 people donate over one and a half billion yen. If you look at it from a 50 year or 100 year viewpoint, it is our job to maintain the castle the way it is.

In other words, through these reconstruction projects our citizens are trying to show the historical and cultural dignity of our city while establishing “Civic Pride”.

3.3 Groundwater

Concerning groundwater, in 1977 we created the Groundwater Preservation Ordinance as well as begun maintaining our forested areas and cultivating groundwater in cooperation with other municipalities. Additionally, through the Kumamoto Water Heritage and Kumamoto Water Certification systems we have spread public awareness throughout the city.

The result of these efforts were that in 2008 Kumamoto won the Japan Water Grand Prize award for best water and is now a representative of Japan's water. Our refreshing water and water culture is one area that we are striving to promote.

3.4 Branding

The fourth area is about constantly communicating new information for our city brands. Examples of this are 10% discounts at certain restaurants via Kumamoto Castle donation member's cards, distributing handkerchiefs and badges with original designs, creating various goods, promoting our high quality water with customized bottles, and offering our city website in a variety of languages, such as English, Chinese, Korean, and Japanese.

3.5 Creating a city that capitalizes on the rich anime and manga culture

There are many famous authors, who are well-known around the world, from Kumamoto City. For example, last year the Kumamoto City Modern Art Museum hosted the final manga exhibition of Takahiko Inoue, renowned author of “Slam Dunk”, “Vagabond”, “Real” and other series. Fans from across the world attended the event. Furthermore, the legendary Musashi Miyamoto, author of “The Book of Five Rings”, wrote his masterpiece in Kumamoto’s Reigando cave; the number of the people who visit places in Kumamoto related to Musashi Miyamoto has increased over the years. Hereafter, we will continue to examine more ways to utilize the famous authors of our city and become a city that embraces the unique anime and culture of Japan.

4. Continuing Our City Cultivation

Given the current aging population situation in Japan, our city plans to respond by taking action to utilize our natural environment and living conditions and create a “City That Is Comfortable To Live In” as well as a “City To Be Chosen” by individuals from inside and outside of Japan. We aim to increase the number of people who visit and to not only preserve but improve the vitality of our city by implementing these strategies.

Concerning this goal, beginning this year we have focused greater attention on several East Asian countries and are planning on developing partnerships in a variety of fields, such as tourism, science, economics, the environment and so on.

As I previously mentioned, the unveiling of the Kyushu bullet train line as well as increased resources and authority from becoming a government designated city will further strengthen our city and create more opportunities. By implementing these strategies and creating and effectively communicating our city brands to East Asia as well as the rest of the world, we hope to attract people to come and discover a new Kumamoto City.

Kumamoto City

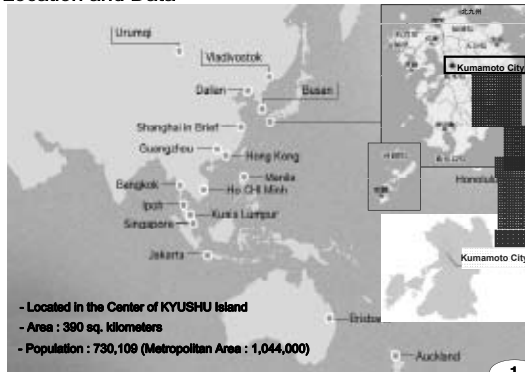
Creating City Brands and the Practical Use of Local Resources
~Abundant Natural Environment, History and Culture – City Strategy~



Chapter1 Outline

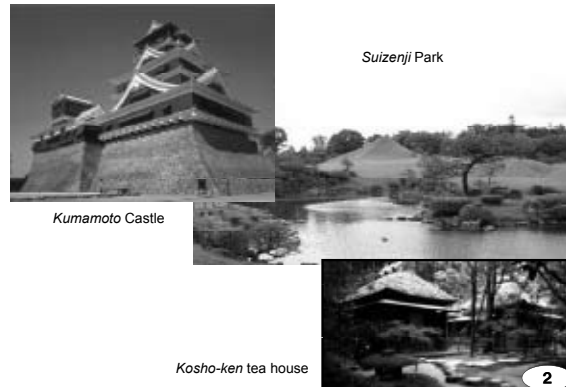


Location and Data



1

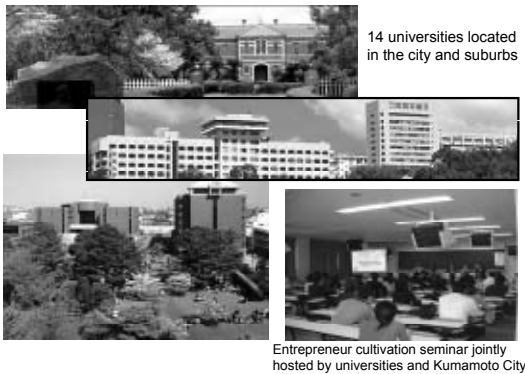
Historical and Cultural Resources



2

Universities in Kumamoto City

3



Hospitals in Kumamoto City

4



Abundant Natural Water



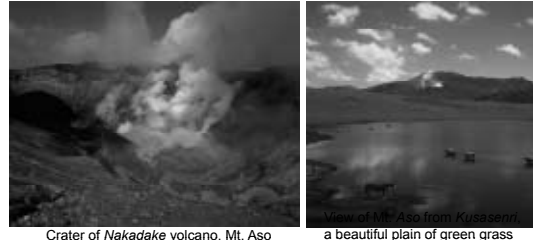
Crystal-clear, pure groundwater

All drinking water is provided by our groundwater. One can enjoy it straight from the tap!



5

Mt.Aso

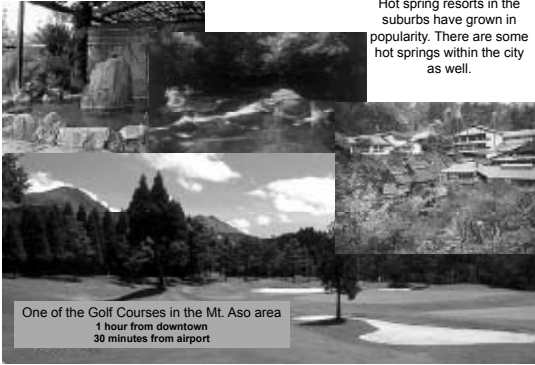


View of the outer rim of the crater shaped landform by Mt. Aso

6

Hot Springs and Golf Courses in Mt. Aso area

7



Hot spring resorts in the suburbs have grown in popularity. There are some hot springs within the city as well.

One of the Golf Courses in the Mt. Aso area
1 hour from downtown
30 minutes from airport

Amakusa Island Area

8



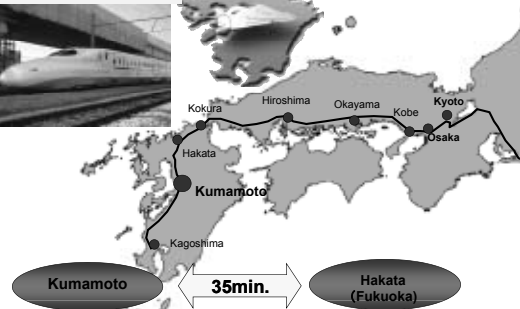
Chapter 2

Efforts Towards Changes in Society And The Social Environment



Shinkansen(Kyushu Bullet Train)

Shinkansen "Sakura"



Kumamoto ~ Osaka 3h20min.

9

City Branding Strategic Plan

◆Catchy Phrases

"Waku Waku Kumamoto",
A place where new surprises
and experiences await you!

◆Our Five Storyline Strategies

- ①The Story Behind the Symbol of Kumamoto, "Kumamoto Castle"
- ②The Story of Aso's Blessing, "The World's Groundwater City"
- ③The Story of the Rich Nature Bearing The Kingdom's Food
- ④The Story of the Vast Countryside and Spiritually Rich Rural City
- ⑤The Story of the Passion of "Mokkosu", the Sensitivity of "Wasamon", and the Fastidiousness of the "People of Kumamoto"



10



Chapter 3

Specific Development To Utilize Our Rich Environment, History And Culture



Kumamoto Castle

"Leading Symbol of Kumamoto"



11

Kumamoto Castle "Restoration"



Panoramic view of the Honmaru Goten Palace



Great guest rooms



Kuragari entranceway
(underground passage)



Veranda

12

Kumamoto Castle



Shokun hall, the highest ranked room

13

Kumamoto Water Life

- Miraculous Groundwater Brought Forth By Nature and Man
- Natural Groundwater Straight From The Tap
- Winner Of The 2008 Japan Waters Prize



14

Certifications of the Lord of Kumamoto Castle (Castle Reconstruction Donation Member's Cards)



15

Souvenirs



16

Manga ①



17

Manga ②



18



Chapter 4 Continuing Our City Development



Surrounding Cities of Interest

19

