

日本の真ん中から、  
地方創生をリード

English  
英語版

# こまつ創生戦略

パート  
PART2

## Komatsu Revitalization Strategy

2020 - 2024  
Flag management

SUSTAINABLE  
DEVELOPMENT  
GOALS

1940-2020  
小松市制  
80  
周年



石川県小松市  
KOMATSU CITY, JAPAN

Amidst the lack of suitable treatment methods and medicine, for the pandemic that has shaken the world these past five months since Jan 2020, the bravery of medical staff and precautions taken by each and every one of our citizens is helping to pacify the situation. Yet, whether we like it or not, it seems like we might have to “co-exist” with this virus for the foreseeable future.

Already, it is certain that a second wave of infections is underway. Let us continue striving to prevent the spread of infections, while taking responsibility for the happiness of our citizens and the development of our city as a whole.

For the time being, let us introduce new lifestyles while combining our strengths to promote community and economic activities.

June 2020 Mayor of Komatsu, Wada Shinji

## National • Prefectural Emergency Economic Measures

- I Prevention of spread, equipping the medical care provision system, drug development  
Securing and distributing sanitary goods, boosting testing•medical systems, drug•vaccine development etc.
- II Sustaining employment and businesses  
Grants and rent subsidies for businesses, grants for cooperating with prevention measures, Special Cash Payments to all households, special handouts for households with children and single-parents, tax deferments, living support for students and those on work suspension etc.
- III Recovery of government and citizen economic activities as the next step  
Support for local government initiatives, stimulating tourism•F&B spending, arts•sports promotion
- IV Building up a robust economic structure  
Supply chain reform, strengthening supply•export system for agricultural produce, promoting remote work and digitalization etc.
- V Future readiness (setting aside and making use of reserve funds)

Komatsu City carries out economic measures of our own as upheld by

- • • Responding swiftly and flexibly by reviewing and reallocating our 2020 budget and leveraging funds. Additionally, gathering support by setting up the hometown tax “cooperation fund”.

### 3 Pillars

#### Protecting Employment & Lives

- Study support during school suspension and intake at childcare facilities etc.
- Promoting food education at home
- Learning support funds for youths
- Distributing masks to schools, nurseries and homes of elderly•handicapped etc.
- Emergency job creation and job sharing expansion
- Establishment of info center for living support
- Swift dissemination and extension of eligibility for Special Cash Payments
- Citizen meets to support youths in sports•music•arts etc.

#### Business Sustainability & Continuity

- Financial aid for business owners and those in poverty
- Handouts and support for business continuity
- Support for restarting businesses and simulating consumer spending post-COVID
- Supporting those newly inheriting a business
- Ensuring continuation of traditional industries
- Exhibitions promoting Komatsu’s traditional beauty etc.

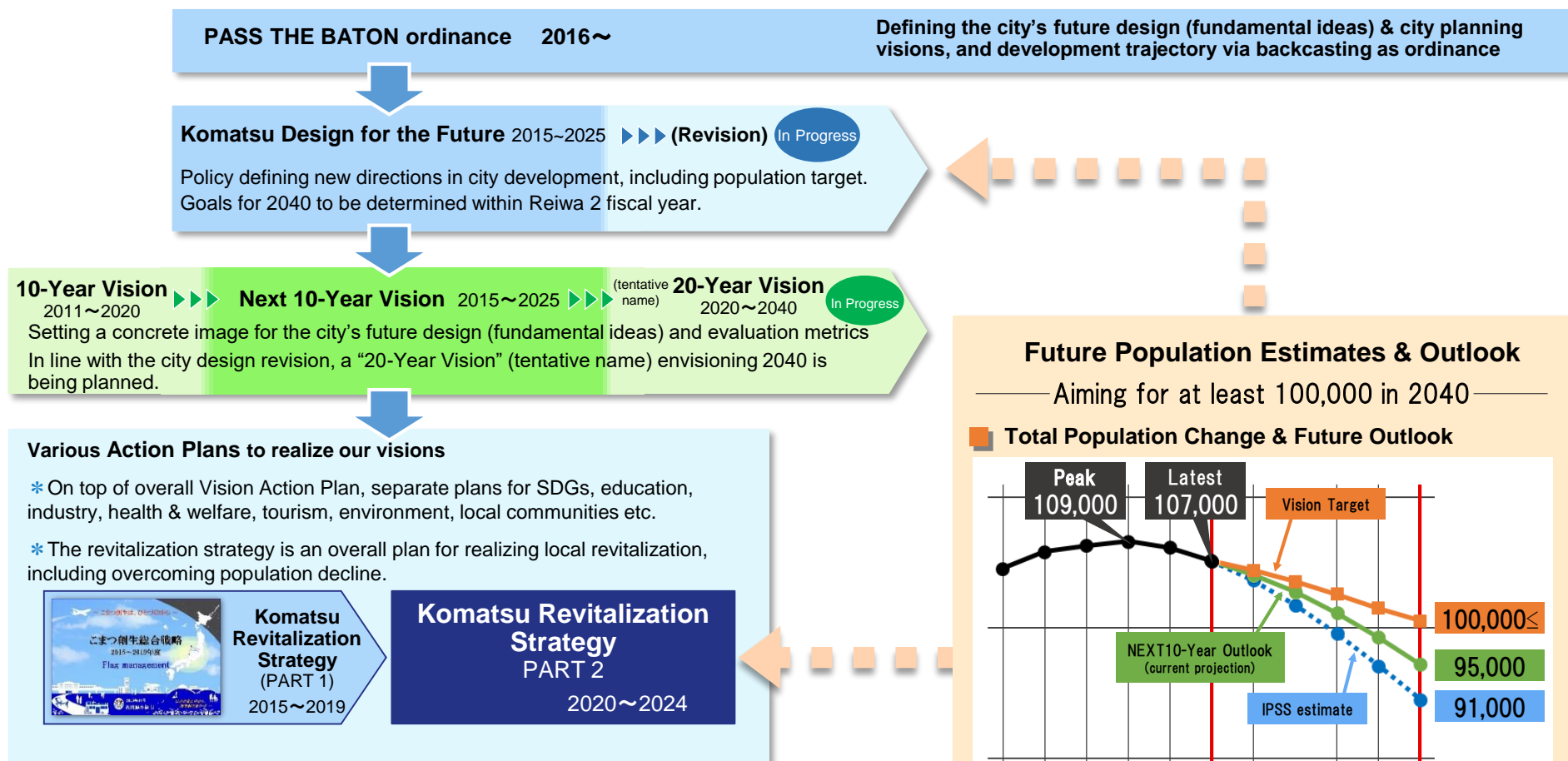
#### The Next Level Up

- Enhancing systems of management model change
- Supporting the agricultural industry in job matching and production expansion
- Building up the safety and economy of our city through the proliferation of support cars.
- Improving sanitation in schools, community centers and during emergencies•disasters etc.
- Accelerating the introduction of ICT into schools (GIGA School Plan)
- Accelerating adoption of smart work practices such as online procedures and remote conferences etc.

⚠ The policies and KPIs listed on the following pages will be continuously reassessed according to developments in the pandemic, and flexibly reviewed and modified to meet the changing circumstances.



In advance of national initiatives, Komatsu City has envisioned its future through the “10-Year Vision” and advanced city development through **backcasting**. In 2015 we also drew up various plans such as the “Design for the Future”, “Vision” and “Revitalization Strategy”, in view of the crucial national benchmark of **populations of at least 100,000 in 2040**. Currently, Komatsu’s total fertility rate and population movement projects a future population size higher than that estimated by national government agencies. In enacting this strategic plan, we hope to continue developing our city and people to pave the way to a ever better future, as one of the 100,000-strong populations in 2040.



### Komatsu's Revitalization Drivers



Citizen & Community  
Strength  
Partnerships



Our revitalization  
starts from  
human development



Meetings,  
Executive Committee

Looking back on our past 5 years and the overall trends of this era, we will draft and execute policies that anticipate changes. With the **flag management** method we have adopted ahead of the national government, we initiate part 2 of Komatsu's revitalization.

### Komatsu Revitalization Part 1 (2015~2019) —4 Flags • Main Pts & Results of the Revitalization Strategy—

#### 1 Nurturing vibrant people to revitalize our city and future

- Opening of **4-year university** [2018.4]. There were years with **net positive influx** of young people.
- Steady decrease in municipal debt. Scaling up of **hometown tax** etc.

#### 2 Creating jobs for women, the young and other diverse peoples

- Production increase centered on key industries. Initiating new productions such as sake brewing and wild-game cuisine though **agricultural diversification**
- Rise in **employment rate** for females and across generations. With greater employment of foreigners, increase in **foreign residents** etc.

#### 3 Creating happy progressions in life for families in Komatsu

- Met target for **Livable Cities Ranking**. Large increase in **active seniors** but emerging gender gap.
- **Diverse parenting styles** are also a factor in promoting marriages and increase in birthrates etc.

#### 4 Leveraging our accessibility to create new industries, cultures and lifestyles

- While the influx of **international tourists** has greatly expanded our global interactions, we have not reached our overall growth target.

- Increased national and global recognition of Komatsu's appeals, as exemplified by **Japan Heritage** and **host town** designations etc.

\* **Advancement of diverse partnerships** that accelerate Komatsu's revitalization (Domestic & global corporations, groups, education & research institutions, experts and regional alliances etc.)

\* Our vision-based city development strategies have been recognized as a national model for SDGs promotion, earning national designation as an **SDGs Future City** in 2019

**Milestones & Achievements to Come** ※some still mid-recruitment/conceptualization

2030# **World** SDGs target year **JPN** Target of 60 mil. international tourists to Japan

2025 **JPN** EXPO 2025 (in Osaka)

2024 **Komatsu** (tentative name) Smart Future Expo

2023 **Komatsu** **Inauguration of Hokuriku Shinkansen Komatsu Stn.**, Kaga Province 1200<sup>th</sup> Anniversary, National Cultural Festival, National Flower-planting Festival in Komatsu, Young Entrepreneurs Group National Annual Conference etc.

2021 **JPN** **Tokyo Olympics & Paralympics**

**Komatsu** Komatsu Airport 60<sup>th</sup> Anniv., Japan Heritage Summit, National Public Education Research Conf. etc.

2020 **World** **COVID-19 pandemic** **JPN** Education system reform **Komatsu** City's 80<sup>th</sup> Anniv., 380<sup>th</sup> Anniv. of Lord Toshitsune's arrival

2019 **JPN** Start of Reiwa era, Rugby World Cup, Immigration Control Act revision **Komatsu** SDGs Future City designation

Onto part 2:  
Reviewing • maintaining  
4 flags, policies, KPI etc  
**AND**  
Adding **SDGs**—targeted  
flag & policies

1

はつらつ - Active -

With the best learning capabilities in Japan, revitalizing our city & future

### Directions for PART2 (2020~2024)

Leveraging legacies of the olympics • paralympics and maintaining the spirit that "building our future starts from nurturing our people"

### Overall Issues • Transitions in Japan

- \* **Education reform** is taking place in the form of changes in curriculums and expanded functions of higher education.
- \* Understanding and spread of multiculturalism & **diversity** is progressing through international events

### Komatsu Revitalization Strategy PART1 ④ Themes

Annual influx of new residents has increased by **1,000 ppl** in 5 yrs.  
Net flow of ppl aged 15~29 also rose from ▲ 50 to **+65 ppl** (2012-14 avg. : 2017-19 avg.)

\* **Komatsu's revitalization starts from human development**

\* Creating a system of **seamless HR development** from childhood • reforming universities.

\* Leading by example through admin. reform

Nurturing vibrant people to revitalize our city and future



2

おもしろい - Revolution -

Leveraging accessibility & technology to become a top international city in Hokuriku

Leading the way in Hokuriku's growth in this global age, using our exceptional accessibility & futuristic technologies

- \* Rise in Japan's **international tourists** and flow towards rural areas (promotion of tourist-friendly infrastructure & environment)
- \* Along with reversal of over-concentration in Tokyo and increased regional alliances, leverage of **external community collaborators** and futuristic technologies.

International route users **×1.3** (2014→2018)

• Staying international guests **×5**

A proximity between the Shinkansen station and airport rarely found elsewhere in Japan

- \* Establishment of **expressway network**
- \* Raising appeal and PR of local resources
- \* Expansion of **global exchange** and strengthening of regional alliances

Leveraging our accessibility to create new industries, cultures and lifestyles

3

たくましい - Innovation -

Growing our city & creating jobs for diverse peoples through tireless reform

Even while facing changes on a global scale, continue creating and challenging to evolve our industries & administration

- \* A **global** and AI・5G-savvy **Society5.0**-based industrial revolution is now more important than ever
- \* The need for a strategy for **reforming local govts** amidst an age of population decline, in advance of 2040, is being raised

Accounting for **20%** of manufactured goods shipped from Ishikawa (2017), the **3rd** highest in the Hokuriku region

- \* Strengthening our **manufacturing power** backed by a rich talent pool
- \* Advancing agricultural sophistication・**diversification**
- \* Actively supporting **active women**

Creating jobs for women, the young and other diverse peoples

4

こころよい - Renaissance -

Pursuing kindness & happiness to produce smiling families

As a model for the Japan of a new era, creating a pleasant living environment where anyone can be healthy and happy

- \* Social structures are changing as **foreign residents** increase and **cities hollow out** due to population decline
- \* Diverse movements such as the creation of **inclusive societies**, **centenarian era**, **work style reform** etc.

Ranked **16<sup>th</sup>** among 812 cities nationwide (Toyo Keizai's Most Livable Cities Ranking 2019)

- \* **Creating a top-class living environment**
- \* **Prevention-focused** health-promotion

Creating happy progressions in life for families in Komatsu

5

うつくい - Harmony -

Through harmony with nature, creating a futuristic city that can shine on the global stage

Thinking and acting alongside diverse partners to open up a bright future for the Earth & future generations

- \* **Rise in intensity & frequency of natural disasters**, and ecosystem & **infection-related problems** due to climate crisis & overdevelopment.
- \* Radical change in thinking and action to overcome various problems through **SDGs** is now a global imperative

+1

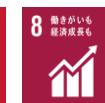
Ranked **45<sup>th</sup>** among 815 cities nationwide (**9<sup>th</sup>** for "society" goals) (Nikkei Glocal 2018 Survey SDGs progress)

- \* **Becoming a new hub for exchange, learning activities & living**, where the nature and culture of Japan can be felt
  - \* Robust citizen energies・co-creation
  - Leveraging and elevating citizen awareness and community engagement in disaster prevention and environmental beautification
  - Expansion in city development partnerships
  - \* **SDGs Future City Komatsu**
- Leading local revitalization in a globalized age through development strategies a step ahead of the rest

# With the best learning capabilities in Japan, revitalizing our city & future

Pop. flow of 15~29 age group 2015~19 avg/yr: Net influx of +38 ppl ▶▶▶ 2020~24 avg/yr: Net influx of +100 ppl

Employment rate of 20~34 age group 2015: 96.0% ▶▶▶ 2025: 98% (students etc. excluded from calculation)



## Key Policies



○ Honing a seamless education system from early childhood, that will become a key stimulus for growth

### ① Enhancing unique learning and intergenerational learning

- Expanding nursery schools to fulfil both childcare and educational roles
- Supporting knowledge acquisition and **food education** in early childhood
- Promoting science・programming・international studies, internships & **GIGA School Plan** in schools
- **Future-oriented education on the universe & SDGs** etc. at Science Hills
- Nurturing rich human potential through sports・music・arts, traditional culture & nature experiences
- Promoting **industrial HR development throughout communities**
- Enhancing Japanese language education for foreign residents and setting up early learning centers for children

### ② Strengthening effectiveness of human development and expanding it to population as a whole

- Turning the station vicinity into a "Learning Zone". Accumulating diverse human-developing industries.
- Becoming a hub for learning through leveraging on the locality's unique assets and history.

○ Upgrading our education system

- ③ New education goal: "To Guide in Learning"
- ④ Establishing and elevating appeal of combined elementary & JHS
- ⑤ **Reforming and evolving Municipal High School and Komatsu University**

## The Olympics & Paralympics as a **Legacy** That Will Nurture the Minds of All

○ Taking the Olympics & Paralympics as a chance to develop our people & city.

⑥ Promoting understanding towards globalization & diversity・inclusivity and propagating volunteer culture.

⑦ Promoting diverse people-centered activities to lead the way as an **inclusive host town**.

⑧ Nurturing athletes・artists・scientists active on the national & global stage.

⑨ Preparing venues and attracting organisers for top-level competitions.



## Key Performance Indicators

✿ **Komatsu Station Learning Zone visitors** 2018: visit count 0.76 mil ▶▶▶ 2024: 1.2 mil.

✿ **Komatsu Uni. students on exchange/delegation** 2019: 47 ppl ▶▶▶ 2024: 100 ppl

✿ **Industrial talents trained** over 2020~24: total of 10,000 ppl (participation count for working adult-oriented trainings)

✿ **Active athletes・artists** (no. of ES/JHS/HS students in national events)

• In sports 2018: 468 ppl ▶▶▶ 2024: 500 ppl

• In music・art 2018: 277 ppl ▶▶▶ 2024: 300 ppl



## Leveraging accessibility & technology to become a top international city in Hokuriku

Visitors 2018: 3.96 mil ppl ▶▶▶ 2024: 7 mil ppl  
 Staying international guests 2018: 25,899 ppl ▶▶▶ 2024: 50,000 ppl



### Key Policies



○Further elevating our nationally outstanding expressway network

- ①Inaugurating Hokuriku Shinkansen Komatsu Station in spring of 2023 and promoting use. (furnishing station vicinity, inauguration PR, promoting wide-area use, improving convenience of concurrent local line)
  - ②Increasing international connections, enhancing functions and expanding use of Komatsu Airport.
  - ③Elevating the Komatsu-unique allure of boasting both rail (Shinkansen) & flight (international airport) access.
  - ④Promoting the servicing of wide-area road networks and the Hokuriku Shinkansen extension to Osaka, which will benefit businesses & tourism.
- OA city development leveraging accessibility & new technologies to captivate the masses.
- ⑤Levelling-up the functionality of the airport & station vicinity into prominent areas. (New airport-linked zone, concentration of diverse HR-developing industries around Komatsu station, enhancement of support system for business-establishment, introduction of self-driving vehicles etc.)
  - ⑥Proactive use of Society5.0 futuristic technologies and improvement of digital accessibility.
  - ⑦Promoting ideal environment for business headquarters, education research, and governmental agencies to be set up.

## Polishing & Leveraging Komatsu's Resources in the Form of 7 Big Brands

○Expanding global exchange and the Komatsu fanbase across business, education & tourism etc.

⑧ A development strategy encompassing the Komatsu brands of “Kabuki”, “Science & People”, “Eco Kingdom”, “Vehicles”, “Heritage of Gem & Stone”, plus “Waterside City” and “Romance of a Kaga Province Capital”

⑨Attracting and supporting domestic & overseas MICE and competitions etc.



### Key Performance Indicators

- ✿ Komatsu Station annual ridership 2018: 1.655 mil ▶▶▶ 2024: 2 mil
- ✿ Komatsu Stn. area benchmark land price (stn. east industrial zone, 2017 comparison) 2024: +20%
- ✿ Komatsu Airport international passengers 2018: 0.244 mil ▶▶▶ 2024: 0.3 mil
- ✿ Local resources given national value・recognition over 2020~24: total of 30 cases
- ✿ Expansion of external collaborators (Komatsu fanbase)
  - MICE(academic conf.・conventions etc.) participants over 2020~24: total of 1 mil ppl
  - Sports meet・camp participants over 2020~24: total of 0.15 mil ppl
  - Hometown tax donors 2018: 6,654 donations ▶▶▶ 2024: 20,000 donations

## Growing our city & creating jobs for diverse peoples through tireless reform

- **Manufacturing capacity** (goods shipments etc.) 2017: 615.1 bil. yen ▶▶▶ 2024: 700 bil. yen
- **Reduction of future burden** (municipal debt balance) 2018: 121.9 bil. yen ▶▶▶ 2024: fiscal year 100 bil. yen



### Key Policies



### Evolving Industries for the Future

○Ensuring business sustainability & continuity, and **accelerating innovation across all industries**

- ①Firstly, working with national • prefecture govt. in emergency implementation of **economic measures to protect livelihoods & employment.**
- ②Then, **promoting transition of businesses to accommodate new societies & consumer styles.**
- ③**Creating a community-wide system** of enhancing natural science education, gathering diverse HR developing industries, and **promoting active seniors etc.**
- ④Developing technological capabilities, emergency management and environmental measures across diverse industries from global corporations to agriculture and SMEs, to raise productivity and competitiveness.
- ⑤**Actively promoting job reform.**
- ⑥**Supporting the activities of women, seniors and the young,** to create new value through diverse perspectives, sensibilities and skills.
- ⑦Expanding employment opportunities for students.

○Developing a well-balanced & robust industrial city

- ⑧Leveraging our accessibility to promote the establishment of companies in new industrial zones.
- ⑨**Agricultural sophistication & diversification,** formulating new products & expanding production, promoting utility of unused goods, elevating brand value and **expanding domestic and overseas markets.**
- ⑩Promoting Komatsu as a captivating industrial tourism destination through capitalizing on local assets such as manufacturing technologies as represented by our vehicles, traditional crafts and food culture etc.

### Advancing Reform for Citizen Assurance & Trust



○Levelling-up **crisis awareness & response**

- ⑪Mastering new technologies like robots & ultra-high speed communications to further strengthen the functioning of fire department • ambulances etc.
- ⑫Resilient city-building through **disaster prevention • reduction and infection-control measures.**

○Continued thorough implementation of administrative reform

- ⑬**Evolving into a local government adapted for the new era** through proactive introduction of outsourcing, AI and IoT etc.
- ⑭Building a responsive & intimate organization.
- ⑮Reducing future burdens to the utmost minimum. Building a flexible public finance system through fixed cost minimization & securing financial resources through the hometown tax system and subsidies etc.
- ⑯Becoming a development-adept organization through staff development.

### Key Performance Indicators

- 🌸 **Female employment rate(20~64 age grp)** 2015: 78.3% ▶▶▶ 2025: 85%
- 🌸 **Senior employment rate(65~79 age grp)** 2015: 34.9% ▶▶▶ 2025: 40%
- 🌸 **Companies promoting friendly working environments** over 2020~24: total of 200 cases
- 🌸 **My Number Cards issued** 2020 Jan: 14,500 cards ▶▶▶ 2024: 90,000 cards
- 🌸 **Job scope reform(city hall-wide)** over 2020~24: total of 100 cases

※Emphasis on the nature of jobs too; est. of companies that leverage staff abilities, diverse working styles



## Pursuing kindness & happiness to produce smiling families



- ▶ **Total Fertility Rate** 2018: 1.66 ▶▶▶ 2024: 1.80
- ▶ **Active Senior Rate** 2020 Jan: 69.8% ▶▶▶ by end of 2024 fiscal year: 75%  
(% of population from 75 years old that are not certified as having Long-Term Care Need)

### Key Policies



### A Model City for Parenting & Healthy Longevity



#### ○ Creating Japan's best environment for marriage, pregnancy, birth & parenting

- ① **Strengthening a comprehensive consultation and support system** stretching seamlessly from pregnancy to old age.
- ② Supporting relationship & marriage anniversaries through attractive spots & facilities.
- ③ Reducing financial burden of pregnancy・birth・parenting and enhancing childcare facilities.

#### ○ Promoting pleasant living & three-generational households

- ④ Combating population hollowing through **advanced settlement promotion policies & countermeasures for abandoned houses**.
- ⑤ Creating a livable environment through crime prevention, road safety & ICT.
- ⑥ **Collaborating with universities on family health management & promotion**.

#### ○ Developing a city with advanced preventative measures that brighten up our era of longevity

- ⑦ **Analyzing issues specific to regions, gender and age etc.** to further promote health & welfare.
- ⑧ Actively supporting the activities of our seniors as experts in life.
- ⑨ Centralizing the municipal hospital as a medical hub, strengthening ties with regional medical facilities and supporting in-home medical care.

## Pursuing a Kind City, Crucial to this Era



#### ○ Building a happy **inclusive society** together

- ⑩ Enhancing welfare a step ahead of others.
- ⑪ **Comprehensive support for foreign residents and families encompassing living, work, learning & leisure.**
- ⑫ Advancing **ground-up community development** through promoting establishment of neighborhood associations.
- ⑬ Improving community disaster-prevention through the contributions of diverse people.

### Key Performance Indicators

- ✿ **Overall score for "Happiness Index"** 2016: 393.1 pts ▶▶▶ 2024: 450 pts
- ✿ **Marriage (no. of notifications)** 2019 463 cases ▶▶▶ 2020~24: min. 450 cases/yr
- ✿ **Population flow of children (0~14 age grp)**  
avg. over 2015~19: net. influx of +8 ppl ▶▶▶ avg. over 2020~24: net. influx of +40 ppl
- ✿ **Active Senior Rate targets by gender**  
2020 Jan: **Males** 78.6% • **Females** 63.9% ▶▶▶ by end of 2024 fiscal yr: **M** 82% • **F** 70%
- ✿ **Robust community strength: disaster prevention experts・citizen rescuers**  
2020 Feb: 1,185 ppl ▶▶▶ by end of 2024 fiscal yr: 2,000 ppl  
(incl. 442 females & 20 foreigners)
- ✿ **Neighborhood Associations** 2019: 7 neighborhoods ▶▶▶ 2024: all neighborhoods

## Through harmony with nature, creating a futuristic city that can shine on the global stage

- ▶ **New Resident Move-Ins** 2019: 3,976 ppl ▶▶▶ 2024: 5,000 ppl
- ▶ **Livable Cities Ranking** 2019: 16th overall ▶▶▶ 2024: 10<sup>th</sup> & above



### Key Policies

#### A Rich Nature & Clean Environment that Enchants



#### Let's Create a Futuristic City Together

○ Creating an “SDGs Future Field” brimming with rich nature & purity

- ① Elevating the charm of our mountainous & waterfront areas and establishing ourselves as a new hub to attract diverse guest stays, residents and job seekers from across and beyond the nation
- ② Expanding global exchange & our Komatsu fanbase across business, education & tourism
- ③ Promoting conservation of mountains & forests and efficient use of resources
- ④ Widening the scope of environmental harmony to elevate our city's air & ambience and proliferate settlement & interactions.

○ Through the sentiments & actions of everyone, we will overcome difficulties and connect our hometown to the future

- ⑤ Citizens & corporations working as one to advance energy reform and reduce environmental impact.
  - ⑥ Further strengthening crisis awareness & response towards disasters & infections etc.
  - ⑦ Achieving SDG goals. Forming a circular society that strikes a balance between economy, society & environment.
  - ⑧ Working with financial institutions to promote industrial activities that contribute towards societal & environmental improvements.
- Future-oriented city development
- ⑨ Leveling-up development through diverse partnerships.
  - ⑩ Leveraging human activities and shifts in consciousness such as volunteer & donor culture (hometown tax) towards city development.
  - ⑪ Drafting our vision, and continuing our backcasting-based development (planning & review of 20-Year Vision (tentative name) and various plans)

### Key Performance Indicators

- ✿ **Manufacturing Capacity - Agricultural Diversification component**  
(shipment value of manufactured F&B products) 2017: 10.95 bil. yen ▶▶▶ 2024: 15 bil. yen
- ✿ **Energy reform promotion**
  - Wood chip biomass use 2018 fiscal yr: 2,160 tons ▶▶▶ 2024 fiscal yr: 3,000 tons
  - Establishment of Satoyama SDGs Hub
  - CEV(clean energy vehicles) subsidies issued 2014-18 avg/yr: ~50 units ▶▶▶ 2020-24 avg/yr: 200 units
  - Recycling rate(% waste recycled) 2018 fiscal yr: 22.8% ▶▶▶ 2024 fiscal yr: 33%
- ✿ **Diverse partnership expansion** over 2020~24: total of 10 partnerships etc.







Boasting Japan's highest number of registered Olympic & Paralympic host towns



Youths from all over the country gather at Komatsu University



Komatsu Future Visualization Map



Komatsu was designated as an SDGs Future City in July 2019



Start of the new Reiwa era





いよいよ  
小松駅へ



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こまつ創生

検索

