

Council of Local Authorities for International Relations (CLAIR) Fellowship

US-Canada Delegation to Shimane Prefecture, Japan; November 7-17, 2010

Follow-up report: Nancy Chaney, Mayor, City of Moscow ID & CLAIR Delegation Leader

Program background, itinerary, & contact information, attached

Theme: “Policies to promote industrial development by harnessing local resources”

Objectives: Information exchange and network-building among international counterparts

Overview: Six local government executives from the U.S. and two from Canada were selected by CLAIR NY to travel to Japan for opinion and information exchange, including discussing economic development in Shimane Prefecture.

Nov 5-6, Novi MI: Orientation supported by city staff & former CLAIR participants Clay Pearson & Tracie Ringle. Their perspectives were helpful. Orientation model is portable, and when asked, Mr. Pearson indicated that establishing other pre-trip training sites (such as in Moscow ID) seems complementary, and would not detract from Novi’s efforts. The relationship has mutually-beneficial implications. More than 35 Novi businesses are based in Japan. The Japanese School of Detroit recently relocated to Novi: <http://www.cityofnovi.org/Government/PressReleases/2010/101216JapaneseSchoolOfDetroit.asp>

Novi experience included bus tour that yielded interesting information.

- Aging population:
 - City owns a retirement complex of about 200 duplex/multi-plex + ~200 apts for independent living by residents aged 50+. Expansive, attractive grounds.
- Land acquisition
 - Historic “Tollgate Farm” was donated to Michigan State University and functions as an education and events center <http://web1.msue.msu.edu/tollgate/>
 - Much of Novi’s park & school property was donated to city as large acreages
- Stretching limited resources
 - City has its own liquor license for events
 - Property taxes are reportedly relatively high
 - City owns the privately-managed ice arena with two rinks
- Regulations
 - Novi doesn’t have impact fees but requires off-site improvements by developers for sidewalk connectivity, etc.
 - Novi has design review & strict sign regulations
 - Novi requires full cutoff lighting for playfields & tennis courts
- Ideas to consider
 - Novi has a GIS Manager (PMP/MPA) to support land use planning, economic development, taxation, emergency response, infrastructure management, etc: <http://www.cityofnovi.org/Community/Maps.asp>
 - Novi City Hall displays framed photos of City commissions, an idea Moscow might borrow. A rotating LED display is another possibility.

- Walled Lake Park includes naturalized “no mow” zones to facilitate eco-diversity in that popular, multi-use space
- City of Novi offers free CPR training for all residents
- Public safety
 - Police and Fire Depts are now combined, and anticipate cross-training employees
- Econ development
 - Novi has a large tech park
 - Novi lacks a central downtown and is not dense or walkable...”They built industry instead...” “but (they) have shopping and restaurants.”

Nov 7-9, Tokyo:

Sustainability

- Hotel offered option for “greener cleaning service,” with a 500-yen credit per night to guests who waive room cleaning. Credits may be applied to hotel restaurant and stores. Must stay a minimum of two nights, and may not be used more than three consecutive nights. Trash cans and ashtrays are emptied every day, regardless. Towels can be re-hung for re-use to conserve water.
- No public trash cans, but no trash either!
- On-off electrical power in hotel room controlled by entry card, slipped in and out of slot inside entrance, thereby avoiding leaving lights on when room is not occupied.
- Tokyo municipal government building with 10,000 employees had many lights off to conserve energy.
- Rainwater catchment and graywater re-use have provided 40% of the non-potable uses in municipal government building *since 1991*.
- Energy in Tokyo
 - 234GW
 - 19.6% hydro
 - 59.4% “fire” (i.e. natural gas)
 - 21% nuclear

Transportation

- Ginza main street closed to motorized vehicles on weekends (Busy, wealthy high-end retail/entertainment area clearly benefits from foot traffic)
- Shinjuku Station is the busiest in the world, with 3M users daily. Trains arrive every two minutes. (People hired to push passengers into trains during crowded rush hours are paid 1,100 yen per hour, compared to the national minimum wage of 700 yen per hour.)
- Bikes are allowed on sidewalks. No helmet law.

Social tidbits

- Kimono sleeves are short for older married women and long for unmarried women
- Tokyo has largest population of any city in the world (13M) or 5,960 people per square kilometer. 170,000 of those are municipal government employees. (NYC is second.)
- A one-bedroom apartment in Tokyo may cost 100,000 yen or \$1,000-\$1,500/month.

Local government

- Tokyo facility has a reference library, publication sales, an information disclosure center, and a foreign residents' advisory center
- 127 Assembly Members, 24 of whom are women, are elected by direct public vote
- Assembly Hall has exquisite acoustics!
- Ruling 'Democratic Party of Japan' is more liberal than predecessor, LDP ('Liberal Democratic Party'), recently ousted after more than 50 years in power

Art

- International sculptures are on permanent exhibit
- Every month, 12 young artists' works are displayed

Nov 9, Kawagoe City:

General

- Population 340,000. Earth-walled warehouse-style buildings from Edo Period minimize fire risk. (In 1893, 1,302 houses burned in one day.)
- Takashi Hosoda, Culture Promotion Division, City Hall, Kawagoe:
kokusaikoryu@city.kawagoe.saitama.jp

Economy

- Shogun television show brought tourists here

Transportation

- 'Safe routes to school'-type lanes are painted solid green
- *Parking space bumpers are placed in pairs* here, rather than as single, long sections of concrete, as we do. The Japanese practice seems less costly and easier to transport and replace.
- City Hall has covered bike parking. Elsewhere, bike spaces are designated with paint. Bikes are not locked.

Religion

- 80% of Japanese are said to believe in Buddhism. 80% are said to believe in Shintoism. Traditions co-exist seamlessly.

Nov 10, Isumo District:

Sustainability

- Numerous residential applications of large skylights and rooftop solar panels, even in this snow country.
- Wind turbines line ridge
- Japan's 7th largest lake, previously fresh water, now mixed with saltwater. Valued as natural wetlands ecosystem, worthy of protection.

Transportation

- Bicycle-pedestrian trail system
- Residents "need" cars here, due to lack of transit

Matsue City (Name means 'pine tree' and 'river')

Population:

- 194, 131 or 366 per square kilometer

Economy

- Homes larger and generally newer than in Tokyo. Beautiful locally-produced ceramic tile roofs.
- Comparatively small economic disparity among cities in Japan, compared to U.S. cities
- Japanese do not have a concept of stratification by social class

Public safety

- *Multi-story buildings have large red arrows on select windows, showing firefighters where to find emergency equipment inside.*

Presentation by Masahiro Miyao, Chief Director Japan External Trade Organization (JETRO), Matsue (Organization promotes locally-produced products and supports costs of showcase events linked to business expos in Tokyo, NYC, etc)

- Geography: Shimane Prefecture is 80% mountainous, so is topographically constrained. (As a whole, only 5% of Japan is densely built)
- Archaeological evidence suggests an occupation older than Kyoto and Nara, potentially, Korean
- Local economic base
 - 9% construction
 - 30% hospitality
 - Agricultural subsidies are necessary, but only small amounts are available
 - Described local economic circumstances as “a severe situation”
 - Said “Shimane is a hidden (treasure) of Japan”
 - RUBY information systems program was developed here
 - Recreational tourism seemed natural to international visitors, but reality is that locals don’t go to the local beach, even though it’s nice and clean.
 - Promote local seafood
 - Aspire to increase ‘near-offshore’ export of ag products to other Asian countries
 - *Limited by few English-speakers, translators* (Shimane has 5,700 foreign nationals, as well as tourists.)
 - Limited by food import regulations in targeted markets
 - Presenter indicated that prefectures seem to be competing, especially for the Taiwan market, and not working together for a cohesive “Buy Japan” initiative.
 - Branding effort underway for *quality* local ag products
 - Designated UNESCO World heritage site (mine operation)

**Request a copy of Director General Kenzo Tsukimori’s excellent remarks (Dept of Environment and Civic Affairs)*

- *Send him a letter with examples of regional cooperation here.* (e.g. Regional arts & cultural tourism; branding Palouse Knowledge Corridor; Latah Economic Development Council; Clearwater Economic Development Association; Quad Cities Task Force; Farmers market/NPO/food banks/backyardharvest.org; Dept of Commerce support for light industrial

park as adaptively-re-used contaminated site, with prospect of professional-technical training; integrated multi-modal transpo, including regional transit and multi-modal center.)

Art

- *Torii is roughly translated to “bird gate” to shrines because birds tend to perch there. Seems like an ideal fit for John Dickinson’s Blackbird Crossing on Paradise Path by NRS-East.*

Nov 11

“Industry-Academia-Government Collaboration in Shimane,” presented by Mr. Tansho-Terutaka,
Lecturer & Collaborative Manager

- 30% occupancy in tech facility
- Large factories beginning around site
- One-Stop Shopping
 1. Administrative management
 2. Tech research institute
 3. Shimane University
 - Est 1949
 - Engineering program established 1995
 - Enrollment 6,266 on Matsue & Izumo campuses
 - Izumo has medical school

Shimane Industrial Promotion Foundation (est 1973; 60 staff; 1,200 professional contacts over past year)

- Business planning
- Training skills
- Info exchange

Manufacture to match scenery and complement nature; sustainable development for future generations

- Building with ‘green roof’ constructed 2001
- Fiber connectivity, with free access for tenants
- Underground utilities
- Funded by Prefectural government

Research/Tech Park: Shimane Institute for Industrial Technology (SIIT)

Mission: R&D, tech assist, analysis, training, tech info

- Solar panels provide 5% of energy for the compound
- Light sensors are in all corridors
- 14 inexpensive incubation spaces (~17s.m.)
- Maximum 3 yr. occupancy
- On-site incubation manager supports business ventures
- 500 Y/s.m. (~\$6)
- 8,500Y/mo. (~\$90)
- Utilities separate
- 50 scientists, engineers & staff assist existing businesses & create new industry
- Emphasis on five projects

1. Thermal solutions project
 - Graphite & metals; high conduction, thermal conduction capacity; low density, lightweight
 - Plasma heating (carbon hardness in gears, blades, etc)
2. New energy devices
 - Using titanium oxide instead of silicone for new type of dye-sensitized solar cells. Beautiful colors & designs (cooperation with Nissha Co)
 - New solar has lower energy conversion than standard cells, but 1/3 less costly. Has not been commercialized yet.
 - LED device for designs
 - Silicon solar cells
 - Thin film organic cells; dye-sensitized (focus) or polymer
3. Functional foods industry development
 - Manufacturing process & merchandise materials collaboration among medical dept Shimane Univ, SIIT, Ag Tech govt center for value-added health & wellness products
4. Info on communications & technology
 - Auto stereoscopic displays or remote control by body movements
 - Info comm. tech team developed gesture-control cam control system; foot operation system; 3-D stereoscopic view
 - Universal design ICT devices
 - 3-D sensing system
 - Infrared camera
5. Plasma heat treatment technology
 - Facility has vending machines & showers, so one could work 24/7 (+ small glassed-in smoking room)
 - Interior spaces use soft moveable green pathways manufactured in Shimane (or alternately, permanent truncated domes) for main pedestrian routes for visually-impaired users. Japan's national policy requires them in publicly-built and heavily-trafficked buildings.
 - Hi-def digital editing & production room alleviates need for tenants to travel elsewhere for those facilities.

Director General Katsumi Yoshino (yoshino@shimane-iit.jp) Knowledgeable and engaging presenter!

- Born in Shimane in 1941.
- Earned PhD in Electrical Engineering at Osaka Univ.
- Works at SIIT 16-25 days each month.
- His mentors included inventor of photocatalysis, inventor of lithium battery, former VP Nissan...
- On place:
 - "I think this is the most beautiful place in the world."
 - "We must always stick to the Shimane."
 - "You should be proud to be here and be confident to be yourself."

Nov 12, Matsue

- Main problem: De-population
- Solution: Job-creation, industry, especially I.T.
- Also promoting ag, especially export of peonies
- Cultural tourism: 9M tourists visited last year
- Tourist destinations such as Shimane Aquarium draws people and \$, but highway infrastructure has not
- Locals complain about windblown “yellow sand” from China

Nov 13, homestay family visit (Nov 12 evening through Nov 14 morning)

- Grocery-shopping experience with homestay family at large, clean, well-stocked supermarket
- Homestay parents assisted me in shopping for a new camera to replace my defective one. Three-story electronics store and extraordinarily helpful staff were impressive. The salesperson gave me a free neck strap and tripod, and a discount on my camera pouch.
- Visited persimmon-growing region, where hospitable family-owned businesses harvest and dry the fruit, woven along lengths of twine hung under eaves in expansive wall-less structures that light the wooded landscape with orange. Property owners invited me into their home for tea and persimmons with their multi-generational extended family. Professional camera-persons were everywhere, and documented my visit, as well as the colorfully impressive drying and processing operation.
- Walking tour of Kiyomizudera Temple and surrounding grounds. With the nip of Autumn in the air, I was warmed by the hospitality of vendors, who invited us under their shelter for tea and sweets. Enjoyed lunch in a private wide-windowed dining room with expansive views of the beautiful fall-colored grounds. The restaurant’s proprietor seemed pleased to pose for photos as he bade us farewell.
- Adachi Museum of Art and Japan’s ‘top garden’ were impressive!
- Prepared okonomiyaki and yakisoba with family and friends at the homestay house. Sign language and lots of laughs were the rule of the evening. They even dressed me in a kimono.
- Before bidding farewell on the morning of Nov 14, shopped in the expansive Shimane Trade Promotion Support store managed by my homestay father, along with its sister store in Sekio Region. Products ranged from decorative and serving pieces to wood products, foods, textiles, and various forms of art, all produced in the Shimane Region.

Nov 14, Sekisyu Kawara roof tile manufacturing facility (Mr. Sasaki)

- Manufacturing tiles there since 1600s
- High temp (1200-degree) temp firing & glazing with local materials
- Marketing theme, “For those who seek environmental ecology, health-conscious lifestyle, & the genuine article...”
- Tiles are machine-made, but gargoyles are still carved by hand
- Largest importers: Taiwan, Philippines, Vladivostok Russia (~2% total sales in exports)

- Tiles have est 60 yr lifespan
- Follow-up to my question: ~5yr ago, Sharpe Tech & Hamada approached them to collaborate on incorporating glaze solar nanocollectors, & Nishin Industry inquired about super-insulation technology with tiles (For now, manufacturing process is decidedly low-tech)
- Maruhachi Ceramics of America in Corona CA collapsed in its 21st year of cultural exchange between Gotsu shi & Corona.

Nov 15, Masuda City

Mayor Fukahara was elected 2 yr ago at age 37, Japan's youngest mayor.

According to Mayor, Masuda City recently changed from declining population and diminishing economy after materialistic era to an "era of heart and spirit." He said they are not trying to copy others, but are working to maximize local strengths, including quality of goods and services.

- Agricultural and marine products (8.4% ag products presently exported; goal is to export 20%)
 - Success story: Matsunga Farm meats production; ^ recycling using food waste as livestock feed or home compost
- Beautiful nature that large cities can't offer. Offer "rural experience" activities.
- Cultural sites are being protected
- More tours and conferences here ("Strategy Council for Attracting Visitors" <http://seatosummit.jp>)
- Kogawa Planning Ltd. ranked #1 driving school for students learning to drive 4WD (6,000 students/yr, with 5,000 of those from outside of the City)

Enhancing pride in place, expanding PR, helps locals recognize & value what they have here. How to do that is not entirely clear, though the influx of \$ from the central govt should help. He also promotes decentralization of government & preservation of local values...(His previous work with central govt heightened his willingness to take risks.) Japan has a local allocation tax, and central govt shares revenue with localities. They do not have the same anti-tax rhetoric as in the U.S.

Hagi Iwami Airport Marathon takes place on runway. Had 3,263 runners this Oct.

Mayor is proudest of improvements to the region's medical facility. There's a shortage of physicians. Success has not been fully realized.

Industrial Promoting Vision Planning Committee newly created, with goal of an independent regional economy, while valuing natural environment and culture

Education: Found it necessary to merge elementary and junior high schools. After high school, young people leave Prefecture. There's one institution of higher ed here. Shimane Regional University in Hamada is one hour away.

Takatsu River- Three municipalities are working together to promote that regional asset & activities associated with it.

Shimane Masuda Electronics Co. (“SME”)- Mr. Naohiko Miyauchi, Quality Control Manager (n.miyauchi@sme-ltd.com): Semiconductor manufacturing facility founded in 1984. Developed thin 75micrometer material wafer.

- Corporate capital assets: 133.5M Yen (Yuzuru Ishikawa, President)
- 100m Yen/year typically re-invested by company. This year, it will re-invest 600m Yen.
- 173 employees; average age 34
- 67% work in manufacturing
- Key business practices: speed, low cost, network
- Assembly key words: SIP, small size, high frequency
- Land was purchased half with grants. Financial support provided for construction of buildings. City pays for half of the water because it is the only potable supply and semiconductor manufacturing is water-intensive. They use three machines to purify and recycle water on-site.

Television announcement: runforthecure.org (at Imperial Palace):

- ~12.9% women in Japan get mammograms (vs. 70% in U.S.)
- Every 15 minutes, a woman in Japan dies of breast cancer