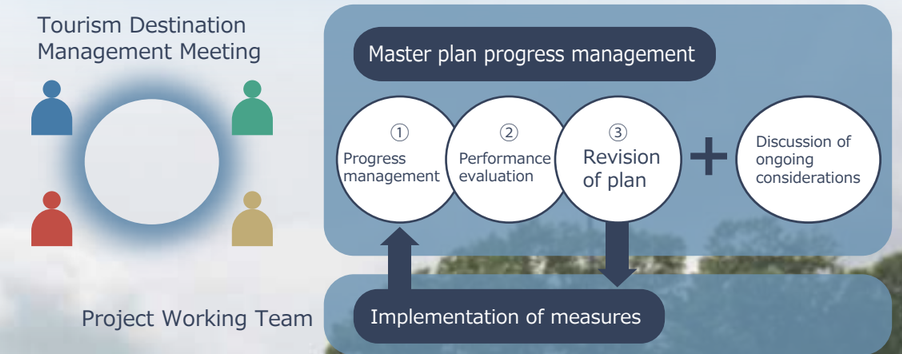
- This master plan clarifies the future image to be pursued in order to promote the tourism of Kutchan in the medium to long term, and summarizes the major paths for realizing it. The Niseko area, which includes Kutchan town, is changing rapidly. Therefore, it is necessary to continuously discuss the rolling of the master plan and how to proceed with the business at the Tourism Destination Management Meeting (tentative name).

- The Kutchan Tourism Association will be the secretariat of the Tourism Destination Management Council, and private companies will be the key members. It is desirable that the mayor participate as an advisor and the staff in charge of related departments participate as observers, as the government is also a member who seeks consensus.




# Kutchan Town Tourism Master Plan
## (Summary)

Published in March 2020

Created jointly by Kutchan Town, Kutchan Tourism Association, and Niseko Hirafu Area Management

Cooperation : Niseko Promotion Board

Supervisors : Japan Travel Bureau Foundation,
Urban Design Institute Co., Ltd

# Kutchan Town Tourism Master Plan

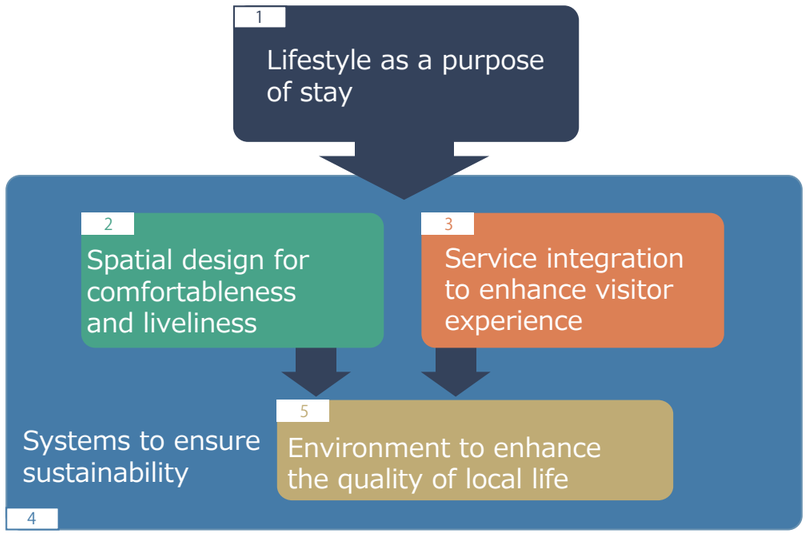
2020-2031《Summary》

# » Introduction

- Kutchan Town has been started developing ski resorts in the beginning of high economic growth. In addition, since the 2000s, the town has attracted domestic tourists as well as internationally known for ski powder resort.
- On the other hand, condominium investment is increasing in size, and occurring problems such as the progress of sprawl and traffic obstacles due to the increase in facilities and tourists.
  Moreover, the huge gap in attracting visitors between winter and other seasons causes a decline in quality service and unrealistic to make a year-round employment. Therefore it is necessary to the area becomes a year-round resort.
- Based on the above issues, this master plan shows the mission and vision we should aim for realizing to develop the area from the medium- and long-term perspective, as well as the measures required to achieve the goal. The course of action is organized in accordancewith the Five Requirements for Globally Competitive Resorts.

5 Requirements

1. Lifestyle as a purpose of stay
2. Spatial design for comfortableness and liveliness
3. Service integration to enhance visitor experience
4. Systems to ensure sustainability
5. Environment to enhance the quality of local life




Source: "Project to establish development plans to create tourist destinations that attract the world" (Ministry of Economy, Trade and Industry, 2018)



# » Lifestyle That Can Become a Purpose of Stay

- It brings about "quality experience" in a region, which is the core of the brand of the tourist destination.
- A proposal for Lifestyle as a purpose of stay:

  **"The center of year-round outdoor lifestyles in Asia"**

  - » At present, ski resorts are playing the central part in attracting tourists.
  - » Besides from skiing, the residents enjoy and play in nature which Mt. Yotei symbolized as the landmark of this region.
  - » High-income groups are increasingly paying attention to the environment and their own health.

## Changing Needs of Visitors

- For "globalization and borderless society" progress, the purpose of travel for digital natives is shifting; from basic desires of seeing and experiencing to more above desires and exceptional experience that link to their self-actualization. And the digital natives are the center of the growth in the number of overnight stays in recent years.

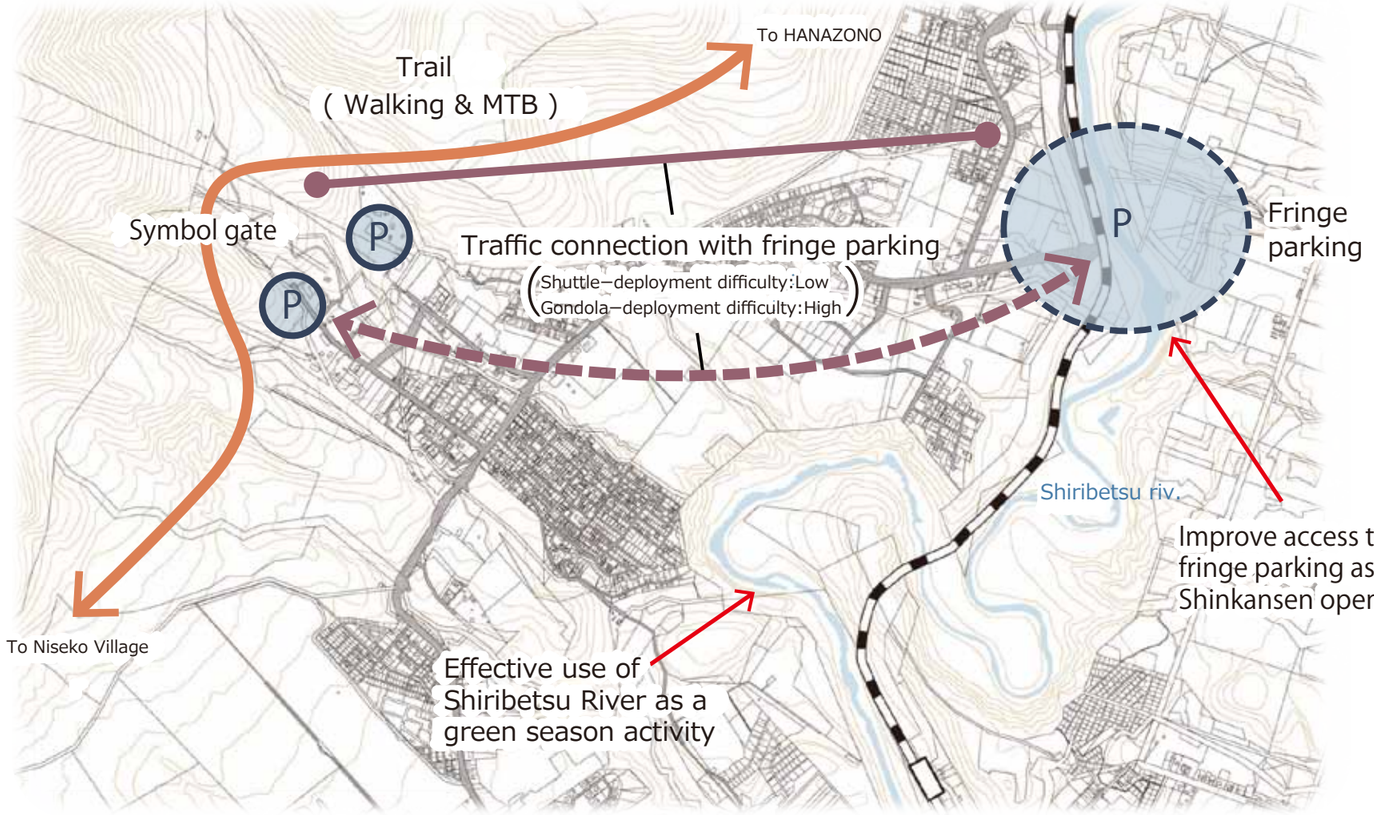
| Generation | Birthyear | Ages as of 2020 | Ages as of 2030 |
|---|---|---|---|
| Generation Z | Since 2000s | 0 to 20 | −30 |
| Millennials | 1980 to 2000s | 20 to 40 | 30 to 50 |
| Generation X | 1960s to 1980 | 40 to 60 | 50 to 70 |
| Baby Boomers | 1946 to 1964 | 56 to 74 | 66 to 84 |
| Silent Generation | 1928 to 1945 | 75 to 92 | 85 to102 |
| The Great Generation | Before 1928 | 75 to 92 | 102− |

Digital natives

Digital immigrants

# » Services that Contributes to Improve the Value of Area

- Spending time on skiing, snowboarding and at accommodation facilities such as lodging and condominiumssuch as condominiums is only part of the resort experience、
- Services for facilities other than skiing slopes and condominiums need to be improved in order to upgrade the value of experience in a resort.
  ( Example using the Hirafu area development. )




## The whole area

- Such as museums, galleries, and halls

- Activities other than outdoor activities
- Facilities to support children
- Co-working spaces
- Conference or community spaces
- Library

Co-working space

Theater

Museum

Library

## Core Area (Upper Hirafu)

- Restaurants and Cafes
- Bars and Pubs
- Groceries
  (local foodstuffs, etc.)
- Daily commodity shops
- Hot springs and Spas
- Activities counters

Cafe

Spa
(Hot spring that can be used with bathing suite)

## Networking Service

- Trail
  (Running & Walking)
- Fringe parking
- Public transportation in the area (bus)
- Transportation to connect with fringe parking

### Flow of arrangement of vehicles entering the area

Redevelopment Hirafu parking lot #1
(Symbol gate)

↓

(Based on the above results )
Consider Sun sportsland redevelopment

↓

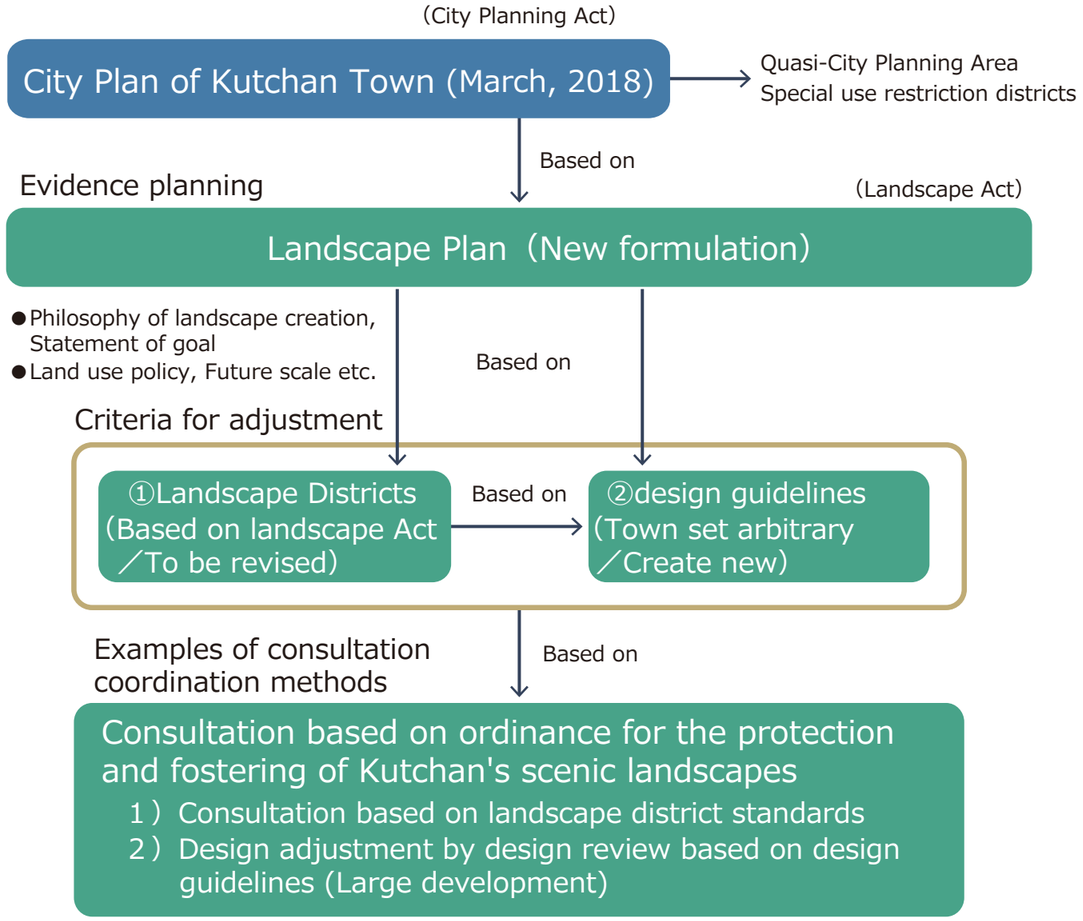
(Based on the above results)
Consider fringe parking construction

# » Induction of Quality Development

- To create a globally appreciated resort, rules to ensure quality spatial design and systems to discuss development and designs are required.
- In Kutchan Town, forming the rules and consultation systems will secure the value of real estate and attract investors who share the value. It makes the area “good real estate stock”.

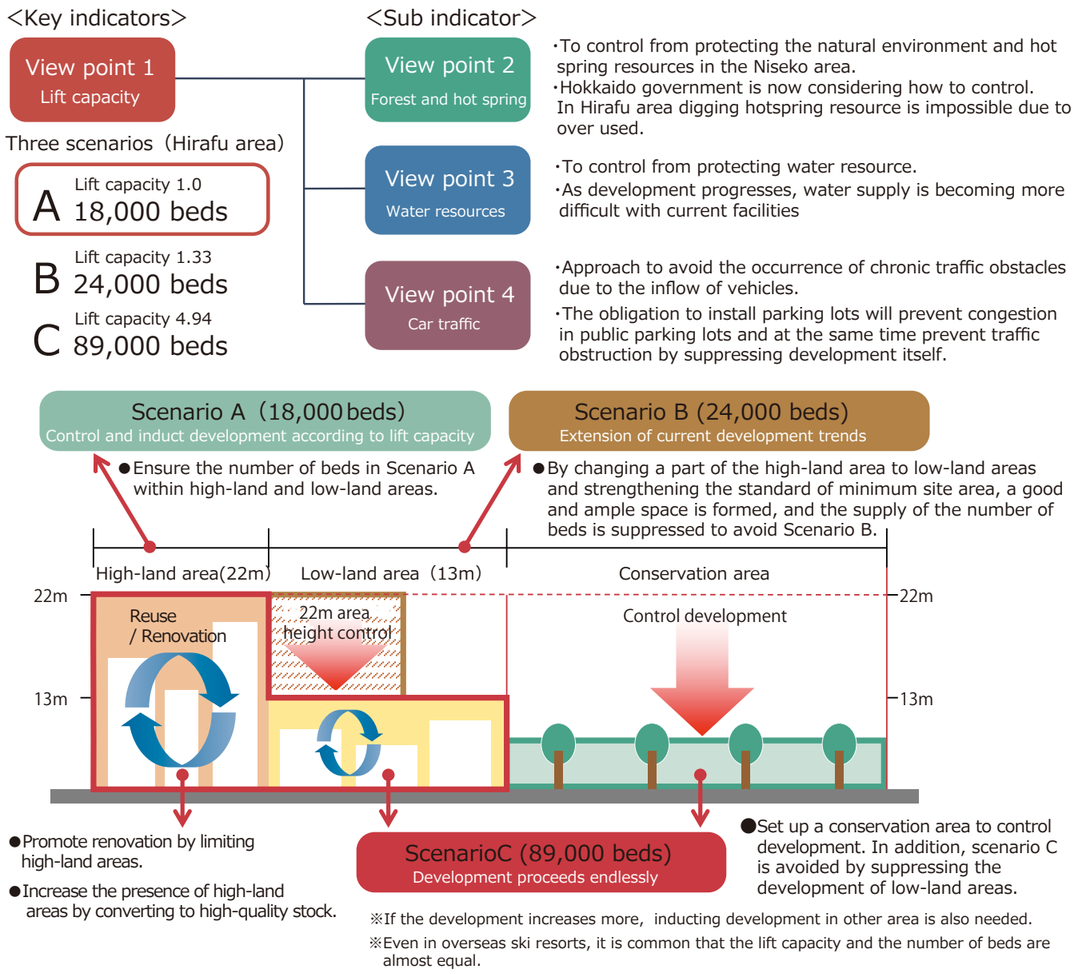
  Create a virtuous cycle by inducing renovation without bias toward new development, and contribute to the achievement of sustainable tourism.

Planning system that is the basis for development projects and adjustment of outdoor advertising materials




## Induction of development and renovation

- To preserve the environment and landscape quality as a resort and increase brand value as an internationally valued region, and to have an appropriate control of development capacity especially in highly developed areas.
- To maintain a comfortable resort environment, the lift capacity will be a key indicator. In addition, the sub-three concepts are listed, and the upper limit of the total stock of the number of beds in the accommodation facility is shown.
- Assuming the density concept according to the characteristics of each area, various methods for realizing it are introduced. Sustainably increase the value of resorts by inducing development to renovation.



# » Building a Symbolic Space

- Individual buildings, and streets in Niseko Hirafu area have good spaces and designs. However, the area does not have a strong recognizable image that represents the whole Niseko Hirafu area. To create a symbolic area needs to be referred infrastructures guideline designs.

- Position Hirafu parking lot #1 as a “symbol gate” and maintain places and facilities that both guests and residents can enjoy. The place aim to provide a memorable experience for guests by interacting with residents naturally.

※If the bus terminal is not built at the symbol gate, the open space will be larger

## Policy 1 Maintenance of "open space" as symbol space

- Maintenance of a comfortable open space where various seasonal events and daily events can be held
- Maintenance as a viewpoint where you can take a commemorative photo with Mt. Yotei view

## Policy 2 Functional enhancement as a “transportation base”

- Improvement of “transportation space” and waiting space for shuttle bus terminal.
- Guest-priority traffic management by paying for parking space. (Reducing congestion and improving comfort by separating employee parking lots)

## Policy 3 Introducing new facilities both for guests and hosts

- Introducing cultural functions to promote Niseko’s culture and enhance guest satisfaction
- Introduction of relaxation spaces and functions that can be used daily by local residents
- A mechanism that encourages interaction and a third place for residents

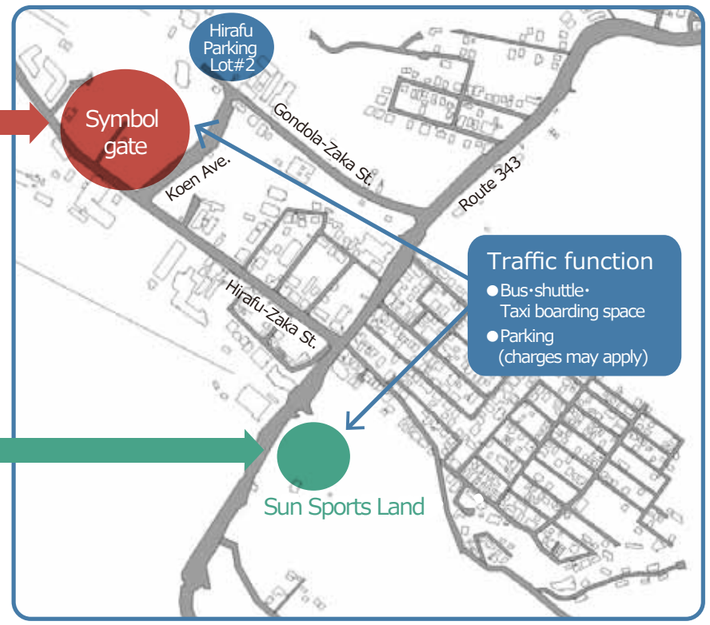
**Open space**
- Event square, park
- Outdoor hall

**Daily service**
- Welcome Center・TIC
- Food hall, restaurant
- Park cafe
- Food and retail stores

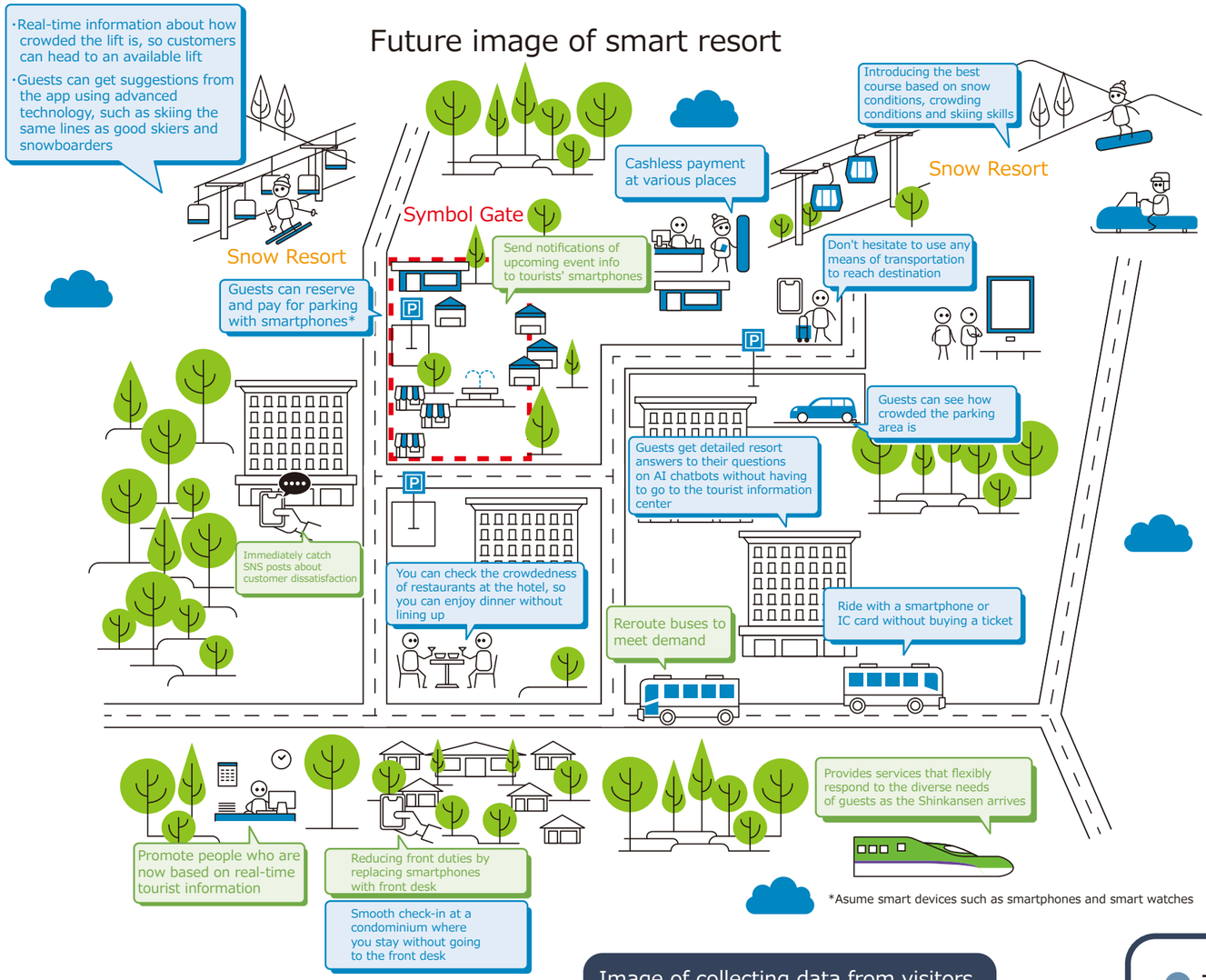
**Community and culture**
- Community space
- Cultural space
- Library function / space

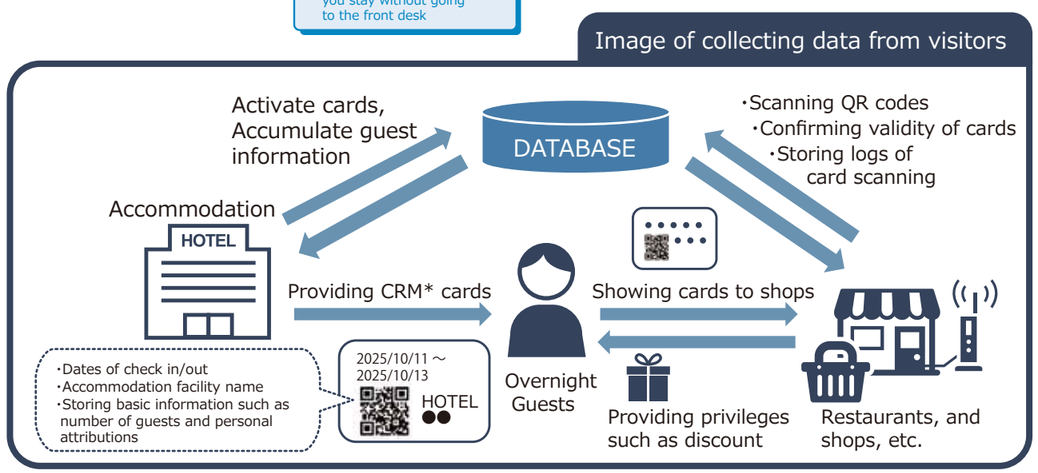
**Business support**
- Coworking space
- Meeting room

**Open space**
- Event Square



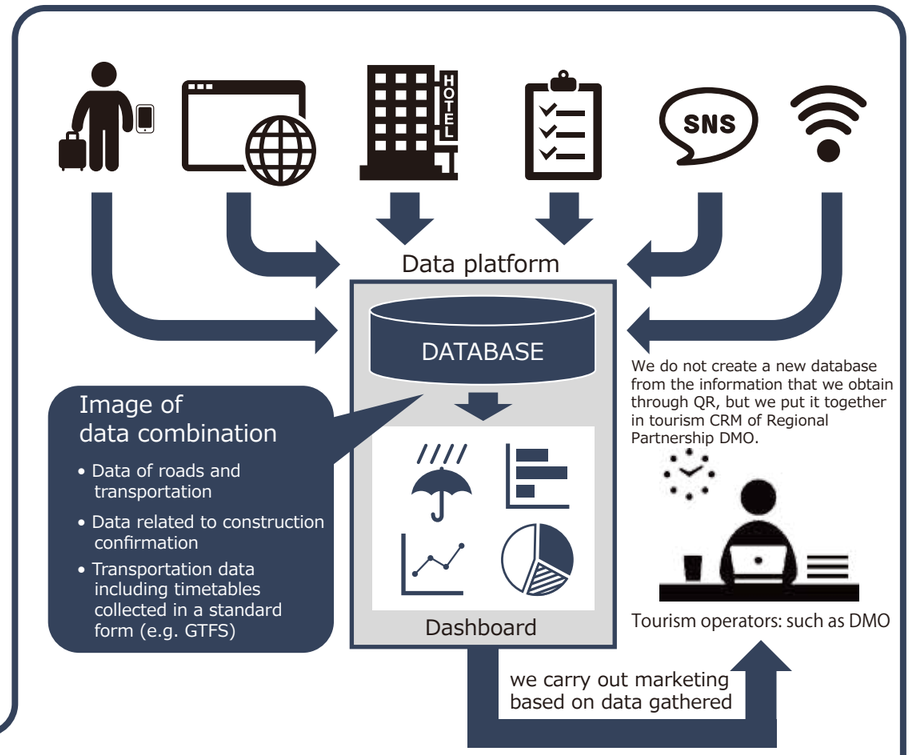
# » Realization of Smart Resort




*CRM:Customer Relationship Management

- By realizing smart resorts, it will enable seamless experiences for visitors, real-time exchange between businesses and visitors, and tourism policies based on data, thereby improving the productivity of businesses and the value of tourists' experience.

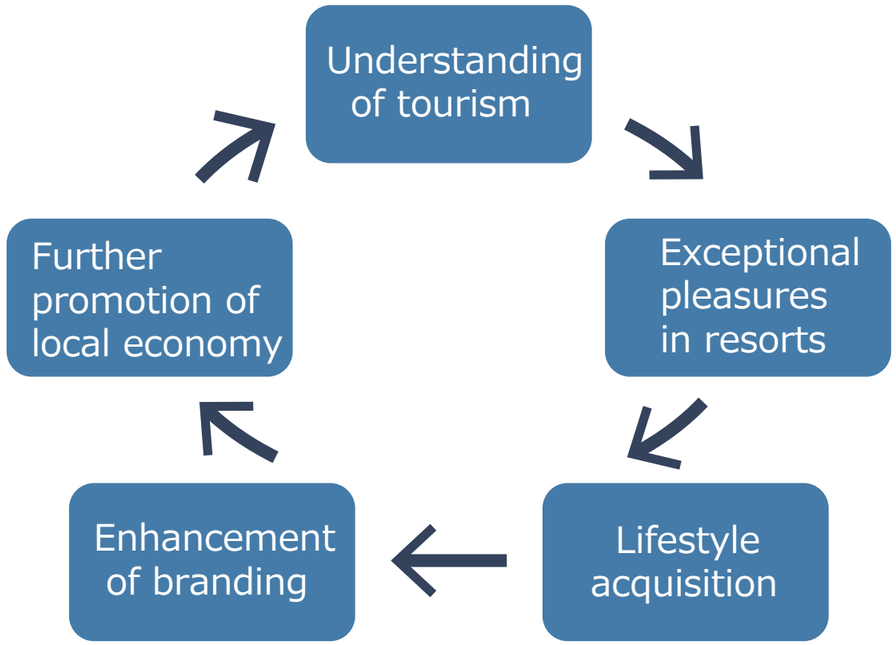



- The data, which we collect from tourists and business operators, will be accumulated in conjunction with other sightseeing information and in one database. We will build a system that enables us to integrate or link as necessary the customer data collected separately.
  Example: We will link various data by having input a lift ticket number.

- From data platform, we will make a dashboard which enables us to intuitively grasp the real-time destination spot situation, allowing us to smoothly realize the tourism policy based on data.

# » Environment to Enhance the Quality of Local Life

- The aim is to promote the local understanding of tourism and improve the quality of local life, allowing the residents by allowing the residents as well as the tourists to enjoy the experience value of the resort's unique stay environment on weekdays and off-seasons. Achieving Kutchan town hospitality among entire populations will ultimately lead to increase the value of tourism destination.
- For linking tourism with regional development, creating a desires living environment both resort employees and returning local residents to live for good and providing a place for classes and trainings corresponding to various skills required at the resorts to foster hospitality industry as well as to promote local consumption.



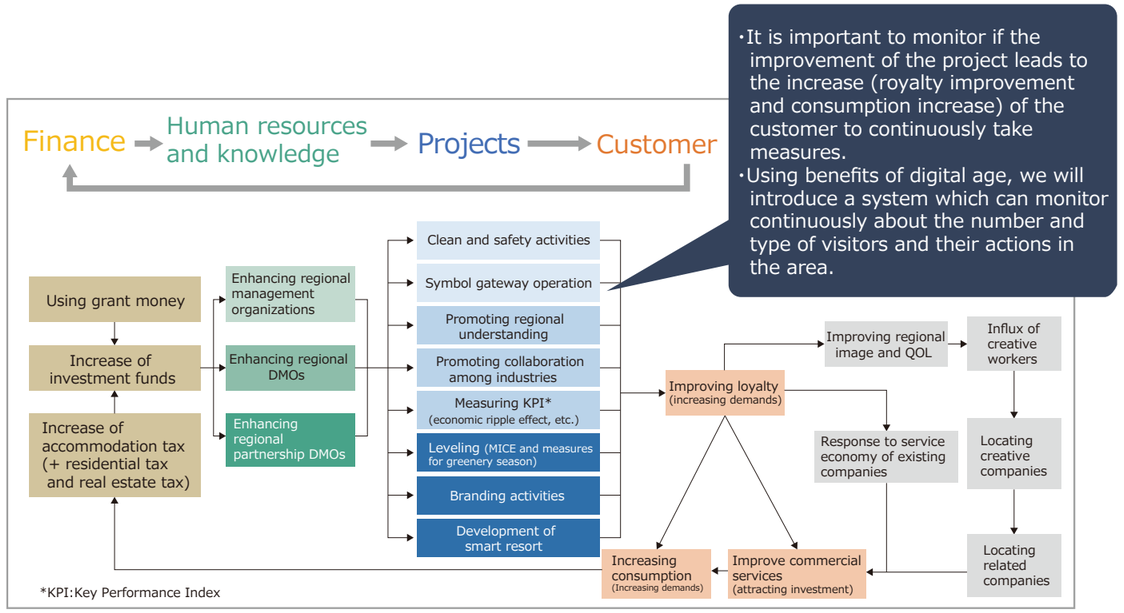
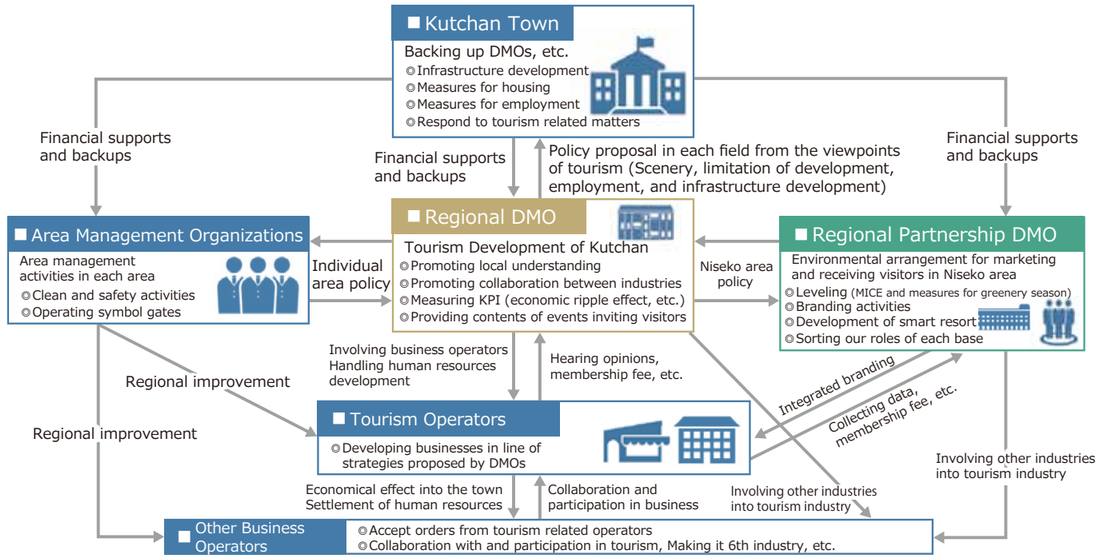
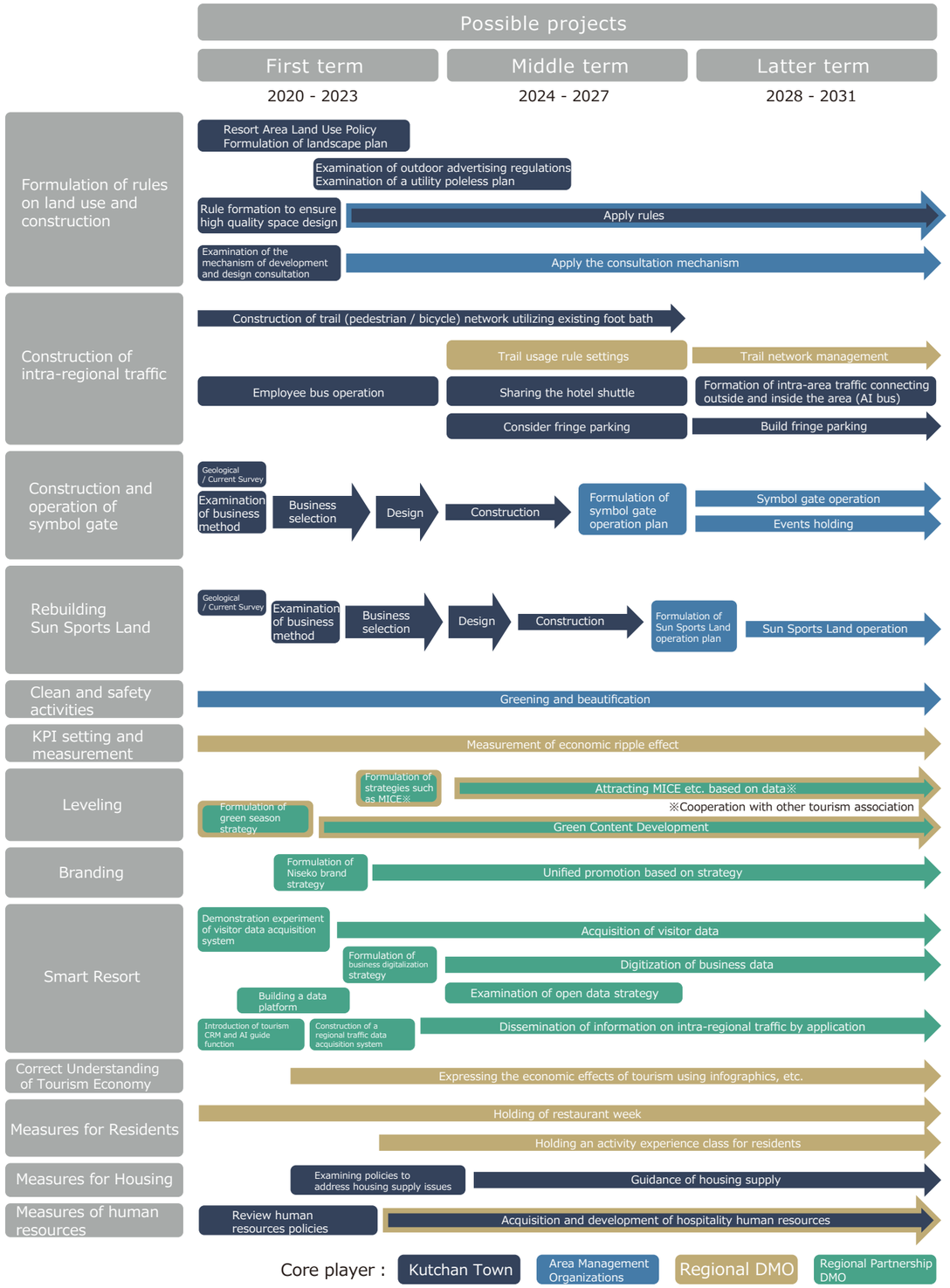

A service plan where people fell joy while leaving in the resort

- Environment where residents can enjoy winter activities
- Schooling or experience for various green season activities such as mountain biking and rafting
- Events such as Restaurant Week, where you can enjoy resort area facilities, services and gourmet food during the off season

Proper Understanding of Tourism Economy

- The development of public spaces (e.g. undergrounding of overhead cables) and providing various basic services (e.g. supermarkets, DIY stores, drugstores, consumer electronics store) that benefits satisfactory for residents.
- These ripple effects are not clearly understood by residents of compared to the direct effect of tourism.
- Therefore, it is necessary to convey where and how the vitalization of tourism have effects using tools such as infographic.

Human Resource Development Approach

# » Roles and Roadmap

- To establish systems for sustainable regional improvement, by strengthening the tourism organizations such as DMOs by tax mainly from tourism and lead to the influx of investment and human resources from private sectors.
- Regarding these systems, we will establish KPI by finding factors which can represent each element and can be regularly measured.