

# Kutchan Town Tourism Master Plan Revised Edition

2020-2031

Main



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### In conclusion

# Introduction

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- The Kutchan Town Tourism Master Plan, with a planning period from FY2020 to FY2031, was formulated in FY2019 through the collaboration of the government and tourism-related organizations such as DMOs.
- Additionally, the collection of the accommodation tax, which began in November 2019, has increased tourism expenditures (project and personnel costs), and the Kutchan Tourism Association also became a DMO.
- With these three pieces – "plan (strategy)," "financial resources," and "organization" – now in place, it has become possible to implement private sector-led strategic initiatives and respond immediately to issues.
- After the formulation of this Master Plan and following a decrease in demand due to COVID-19, as of 2025, demand in the Niseko area has strongly recovered both domestically and internationally, and it is recognized as an international tourist resort area.
- On the other hand, in addition to existing challenges such as the gap between the busy winter season and other seasons and transportation issues due to the increase in tourists, tourism challenges in the area are entering a new phase, including concerns about declining resident understanding of tourism promotion due to soaring land and commodity prices and exchange rate fluctuations, as well as shortages of human resources and housing.
- In light of this situation, we have revised this Master Plan by organizing the matters to be progressively addressed over the next seven years.
- Through the proper promotion of this newly revised Master Plan and its appropriate management within the region, we will continue to develop strategic initiatives and aim to practice tourism destination management for the benefit of all three parties – customers, the community, and businesses.

# What is the Tourism Master Plan?

- It is a master plan (MP) for tourism strategy, formulated jointly by the DMO, the government, and other tourism-related organizations.
- It presents the ideal vision for the tourist destination and current challenges, and outlines the approach for the tourism industry (DMO, government, area management organizations, related groups, etc.) to achieve that vision.
- This MP was organized and coordinated between the public and private sectors, including the DMO, government, and related organizations. Based on the challenges and action policies described in this MP, the DMO, government, and related organizations will implement initiatives in appropriate collaboration.
- This MP will be managed by the Tourism Destination Management Meeting under the leadership of the DMO, with rolling updates as necessary.

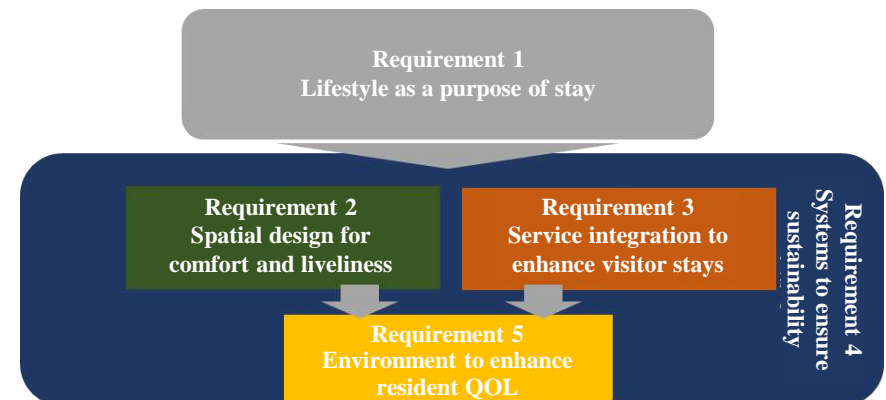
<b>Planning Period</b>	<b>Formulating Bodies</b>	Created jointly by the Kutchan Tourism Association (Regional DMO), Kutchan Town, and Niseko Hirafu Area Management (a general incorporated association)
A 12-year period from FY2020 to FY2031	<b>Cooperation</b>	Niseko Promotion Board (Regional Partnership DMO)
	<b>System and History of the MP Revision</b>	The Tourism Destination Management Meeting was held a total of three times from April 2024 to March 2025. Additionally, hearings and study sessions were held for the KTA board of directors [Members] KTA Directors, Kutchan Town, Area Management, NPB [Secretariat] KTA Secretariat, JTBF [Observers] Tokyu Land Corporation, et al.

- This MP organizes the necessary measures to promote this region over the medium to long term and to realize the desired future image, in light of the five "Requirements for a Globally Competitive Resort."

## <The 5 Requirements>

1. Lifestyle as a purpose of stay
2. Spatial design for comfort and liveliness
3. Service integration to enhance visitor stays
4. Systems to ensure sustainability
5. Environment to enhance resident QOL

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



# Role of the Tourism Destination Management Meeting

- The Tourism Destination Management Meeting is a forum for discussing the continuous rolling updates of the master plan and the promotion of various projects, based on the future vision and broad path set out in the plan.
- Revisions to the master plan are also made based on the approval of this meeting.

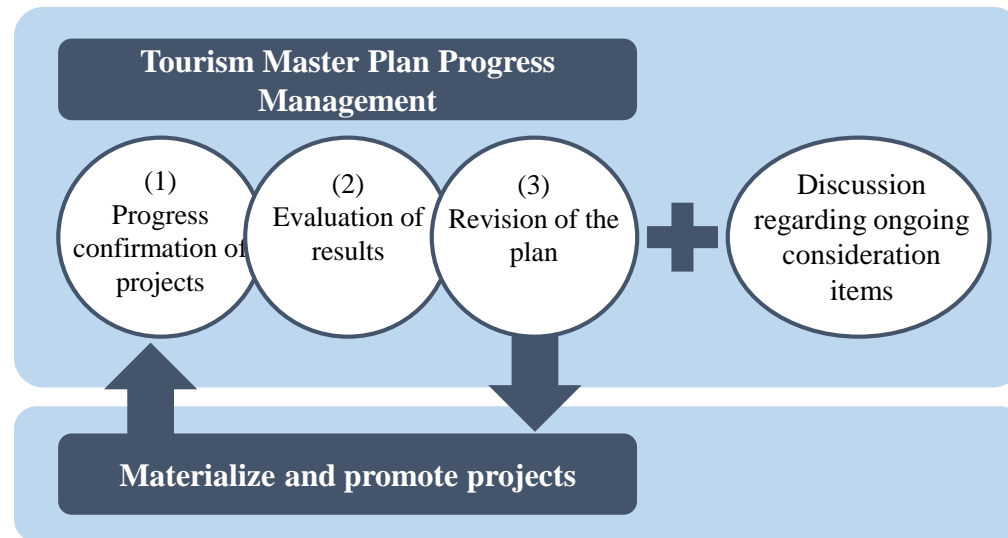
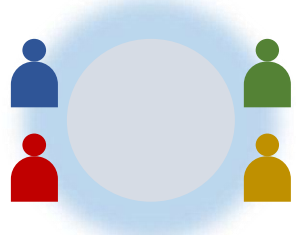
## Members and System

- Members are **diverse entities involved in tourism in Kutchan Town**
- The regional DMO serves as the secretariat
- The mayor participates as an advisor
- Related government departments also participate as observers

## Role of the Meeting

- To **manage progress, verify, and revise the plan** for the Tourism Master Plan
- To share information among stakeholders

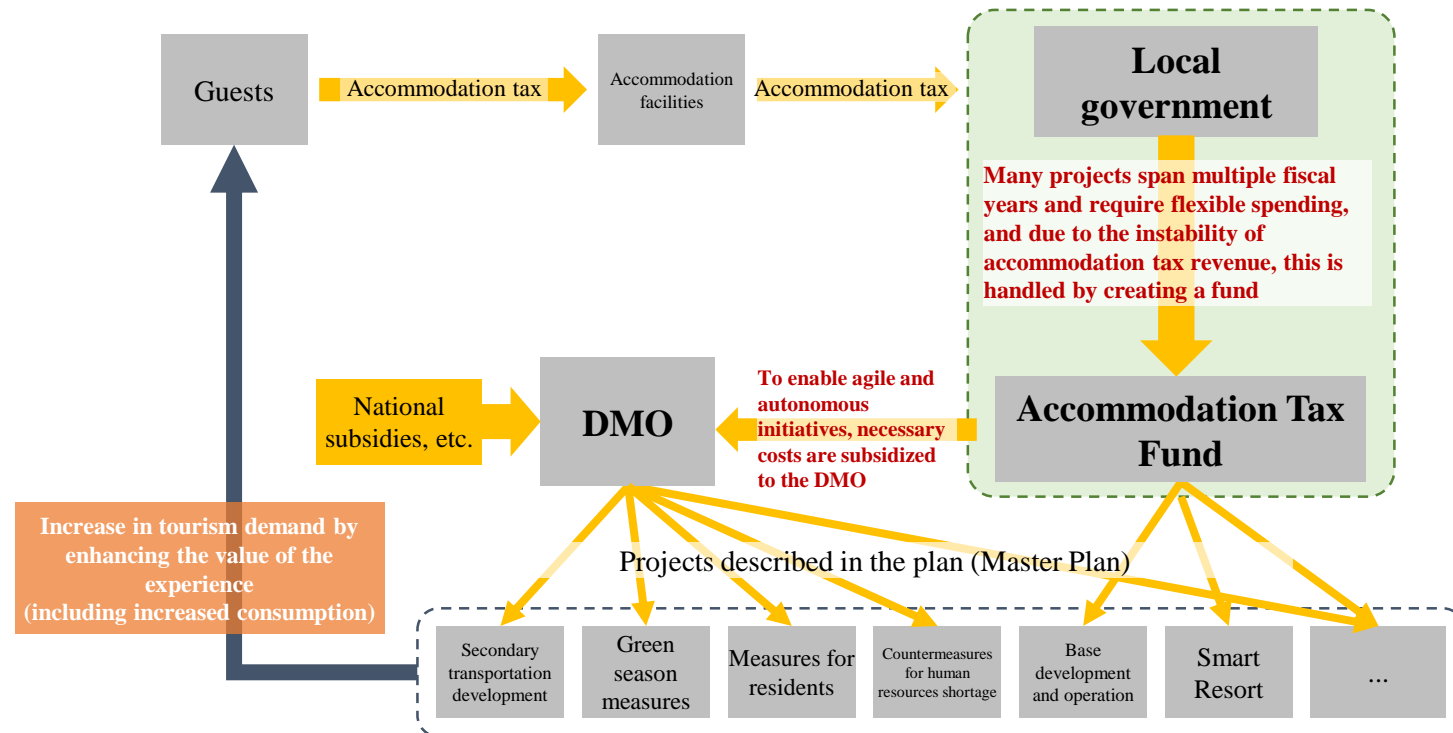
## Tourism Destination Management Meeting



# Relationship Between Master Plan Implementation and Accommodation Tax Utilization

- To realize a "high-quality stay experience" based on the five requirements of a globally competitive resort, comprehensive and continuous efforts are necessary for the entire area, and the Tourism MP sets forth the policy for this.
- The Tourism MP also designates the accommodation tax as a financial source to implement these initiatives.
- By working on projects positioned in the Tourism MP with the accommodation tax as a resource, it is expected to create a virtuous cycle and strengthen competitiveness: realizing a high-quality stay experience  $\Rightarrow$  increasing accommodation tax revenue through higher consumption per person  $\Rightarrow$  addressing further challenges using the accommodation tax as a resource.

## Mechanism for Increasing Tourism Demand and Utilizing Accommodation Tax Revenue Through the MP



# Situational Analysis

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## 0. Overview

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- Mainly due to an increase in the number of inbound tourists, the number of visitor arrivals in Kutchan Town is on an upward trend. Comparing seasons, the concentration in winter is increasing along with the rise in inbound tourists. The widening gap in visitor appeal between winter and other seasons makes year-round employment more difficult, prevents continuous employee training, and results in issues such as a decline in service quality.
- By country, Australian tourists are still numerous, but by region, Asian tourists now account for half. The overall length of stay is trending downward, influenced by the increase in options in other areas and the tendency for Asian tourists to engage in multi-destination tours.
- The development of foreign-affiliated hotels and condominiums continues, and land prices in the Niseko Hirafu area continue to rise.
- Under these rapid changes, problems including transportation and the environment have become apparent, primarily in the Hirafu area. Specifically, sprawl due to weak development control and traffic disruptions from the increase in facilities and tourists have become issues, leading to negative impacts on branding and disadvantages for residents.
- To achieve "sustainable tourism," it is necessary to implement measures against such sprawl and to promote residents' understanding of the benefits of tourism promotion.
- Although accommodation facilities, mainly condominiums, are increasing, the corresponding related services have not been sufficiently aggregated. Regarding space, while individual facilities are luxurious due to private investment, the resort as a whole has not kept up with the development of other public spaces and functions that may not be profitable on their own but would increase the value of the entire resort.
- Changes in employee residential areas have brought new challenges to light, such as traffic congestion during commutes and a housing shortage.



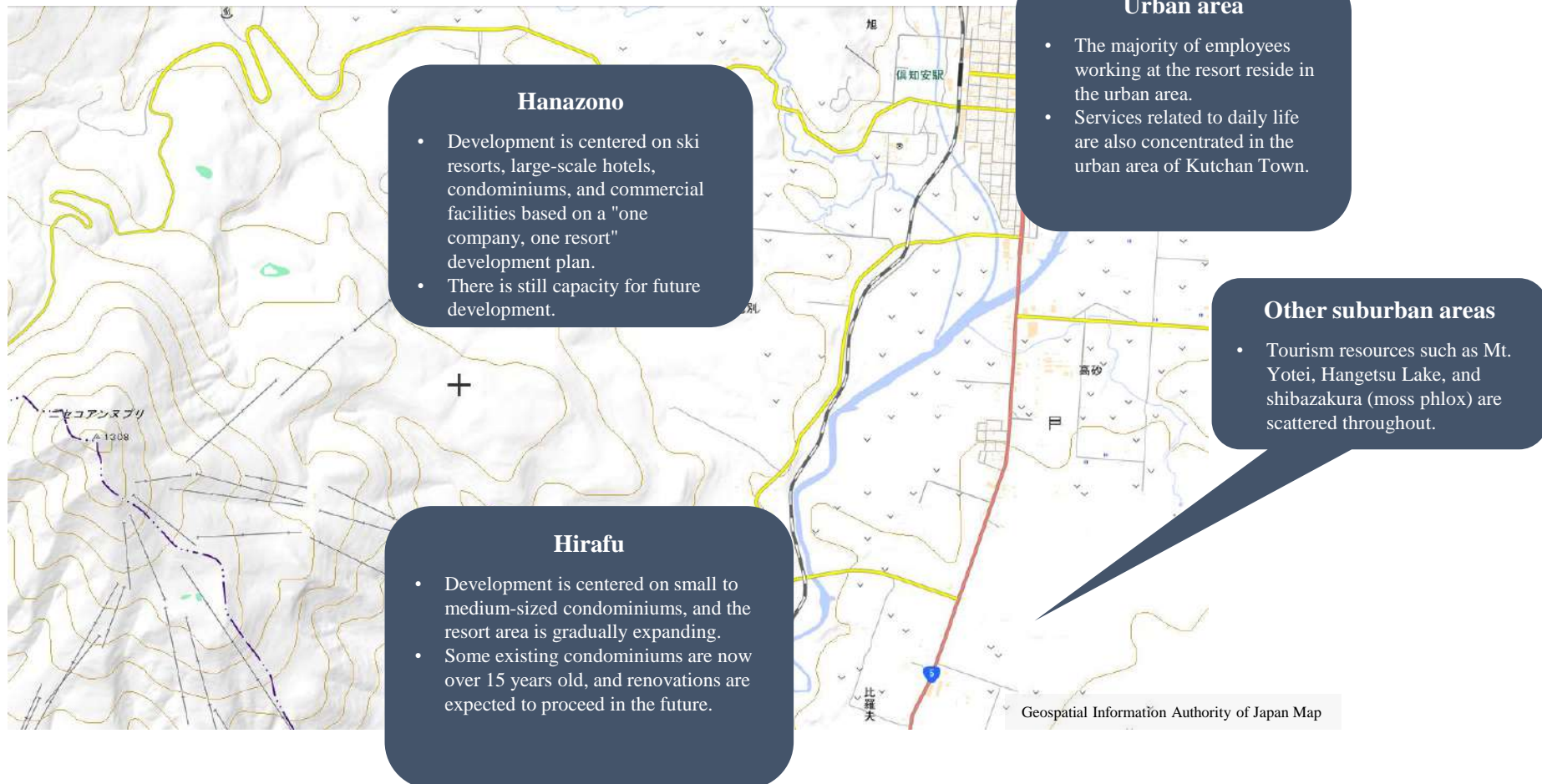
# 1. Access to Kutchan Town

- Currently, it takes about 3 hours by train and 2 hours by car to get from New Chitose Airport to Kutchan Town, but this is expected to be shortened in the future with the opening of the expressway and Shinkansen.
  - The section from Niki IC to Kutchan IC is being developed as the "Kutchan-Yoichi Road."
  - Kutchan Station is scheduled to become a stop on the Hokkaido Shinkansen line from FY2038 onwards.
- Intra-regional transportation includes public buses and shuttle buses from ski operators, but they are operated separately, making the system confusing for visitors.

Access to the area	Railway	JR Hakodate Main Line Sapporo–Otaru–Yoichi–Kutchan	Approx. 2 hours 30 minutes
		JR Chitose Line & Hakodate Main Line New Chitose Airport–(via Sapporo/Otaru)–Kutchan	Approx. 3 hours
		Hokkaido Shinkansen (from FY2038) Sapporo–Kutchan	Approx. 25 minutes
	Buses	Sapporo–Otaru–Kutchan (Hokkaido Chuo Bus, Niseko Bus)	Approx. 2 hours 30 minutes
		Ski Bus: New Chitose Airport–Niseko Hirafu (Winter only. Travel time varies by operator and route)	Approx. 2 hours 30 minutes to 3 hours 30 minutes
	Rental car, etc.	Sapporo–Kutchan (Via expressway, National Route 393)	Approx. 1 hour 50 minutes
		New Chitose Airport–Kutchan	Approx. 2 hours
Intra-regional transportation	Donan Bus		
	Niseko Bus		
	Shuttle buses between ski resorts and within ski resort areas (NISEKO UNITED Shuttle, Hirafu Free Shuttle Bus, etc. Winter only)		
	Kutchan Night Go (Winter only)		
	Skybus Niseko (Summer only)		
	Jagarin-go Bus		
	Taxi, etc.		

## 2. Area Characteristics of Kutchan Town's Tourism Industry

- Currently, the Hirafu area is where small-scale condominium development and the concentration of related services such as restaurants are progressing. Meanwhile, in the Hanazono area, development of ski resorts, hotels, condominiums, and commercial facilities is proceeding under a "one company, one resort" model.
- The majority of employees working at the resort live in the urban area and commute to the resort area.



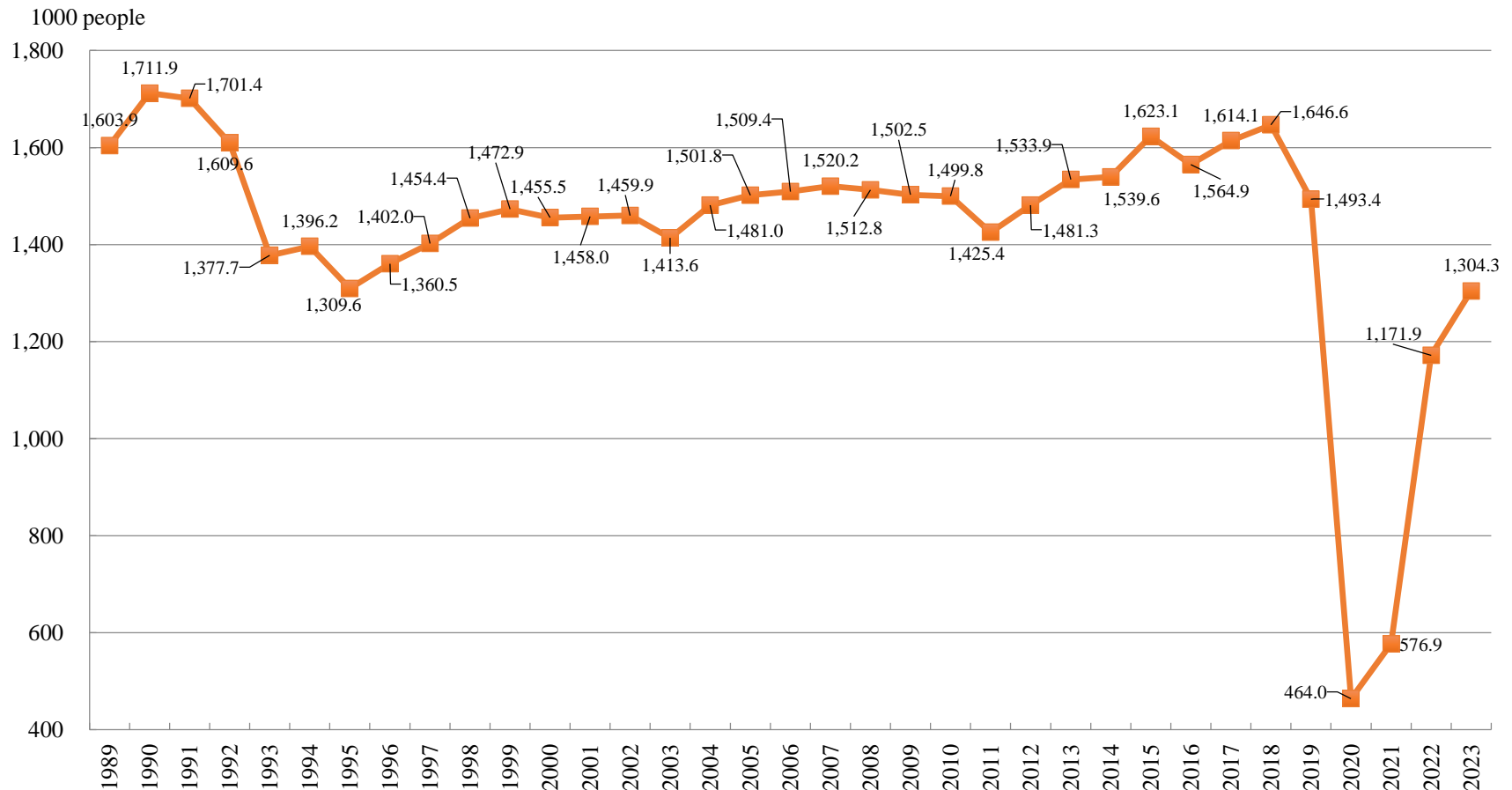
### 3. Tourism Resources of Kutchan Town

- While skiing and snowboarding attract the most attention, there are many other tourism resources. In particular, a wide range of outdoor activities, including rafting, can be enjoyed year-round in addition to skiing and snowboarding.

	Spring	Summer	Autumn	Winter
Outdoor Activities	Rafting, canoeing, canyoning Trekking Mountain biking Golf			Skiing, snowboarding (Niseko Tokyu Grand HIRAFU, Hanazono Resort, Asahigaoka Ski Area)
Nature	Natural landscapes (Mt. Yotei, Niseko mountain range, Hangetsu Lake Nature Park, Hirafu Kogen Chuo Park)			
	Shibazakura (Shibazakura Garden, Shibazakura Hill)		Autumn foliage (Kagami-numa Pond, Iwaonupuri)	
	Flowers (Potato fields)			
Culture	Museums (Shu Ogawara Museum of Art, Fudokan), galleries, cafés			
Events		Niseko Classic Niseko Hanazono Hill Climb	Kutchan Jaga Matsuri Festival Hirafu Festival	Yukitopia Festival
Other	Onsen (hot springs) (Kutchan Onsenkyo, Hirafu Onsenkyo, Hanazono Onsenkyo)			

## 4. Changes in Demand

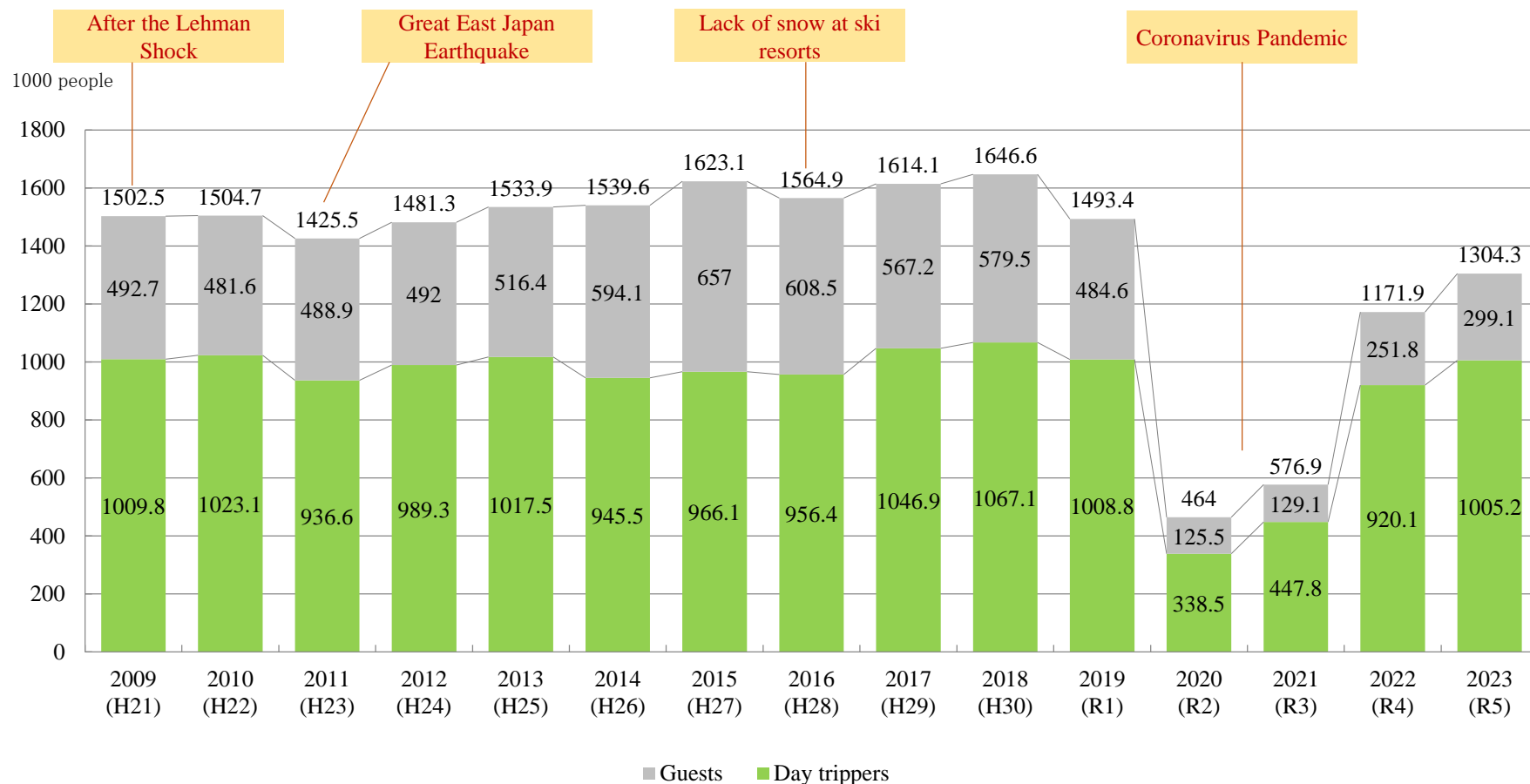
- The number of visitor arrivals, which exceeded 1.7 million in FY1990, dropped to about 1.3 million five years later following the collapse of the bubble economy.
- Until the 1990s, the majority of tourists were Japanese, but the area later succeeded in attracting inbound visitors, starting with Australians, and welcomed about 1.65 million tourists in FY2018. Although the number decreased significantly in FY2020 due to the impact of the novel coronavirus, a recovery trend has been observed, with about 1.3 million visitors in FY2023.



## 4. Changes in Demand

### (1) Trends in Visitor Arrivals to Kutchan Town Over the Past 15 Years

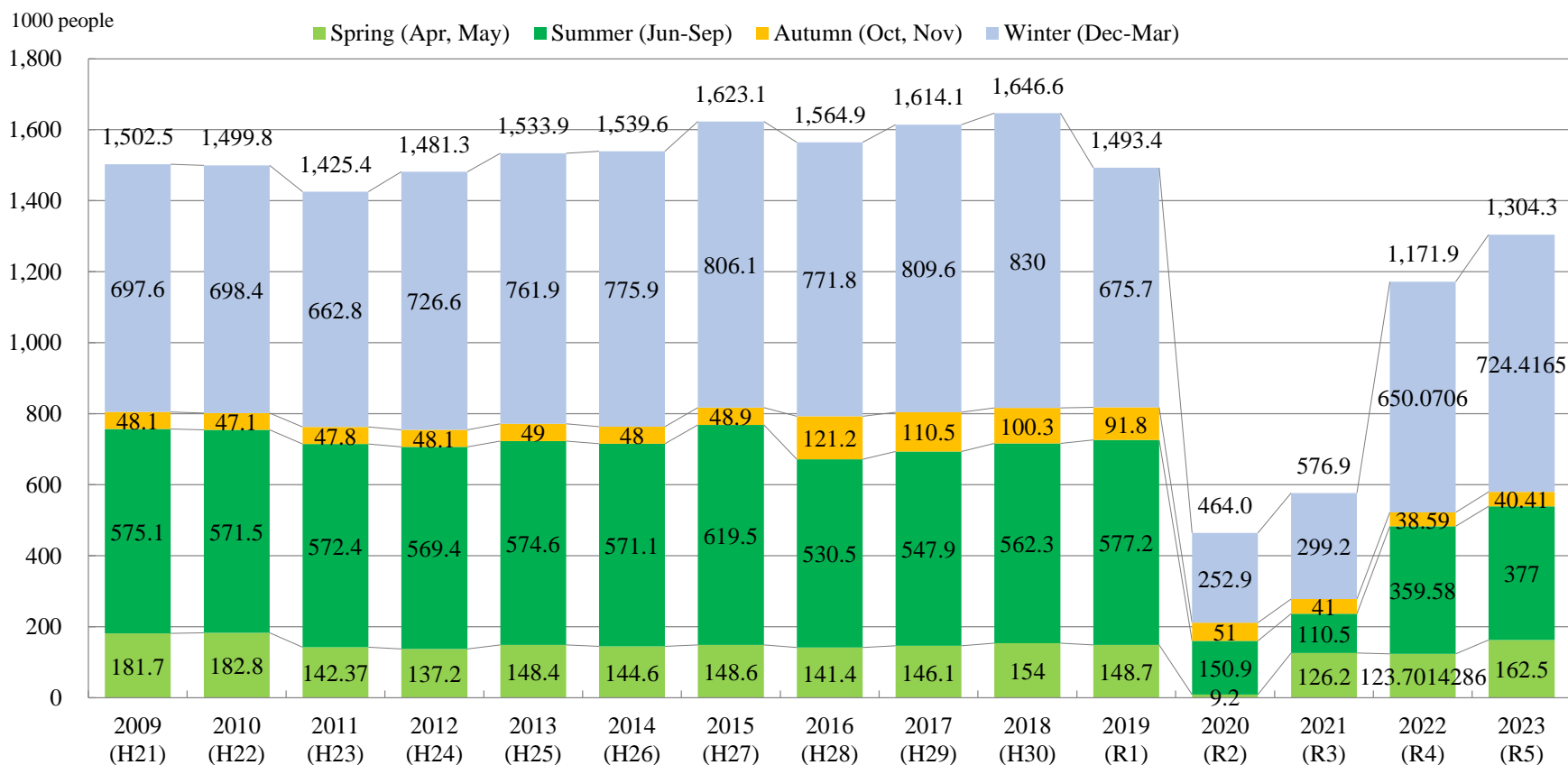
- Over the last 15 years, visitor arrivals have generally trended upwards. After a sharp decline due to the coronavirus pandemic, an increasing trend is once again visible.
- Furthermore, because tourists are concentrated in the winter season, visitor numbers can also decline due to external factors other than the pandemic, such as a lack of snow at ski resorts or competition with overseas resorts.



## 4. Changes in Demand

### (2) Trends in Visitor Arrivals by Season Over the Past 15 Years

- Winter is dominated by foreign tourists, while other seasons are primarily visited by Japanese tourists. In recent years, as the number of foreign tourists has grown, the concentration in winter has tended to increase.
- Although the gap between peak and off-peak seasons temporarily improved due to the sharp drop in winter tourists during the pandemic, the gap is widening again with the subsequent recovery.



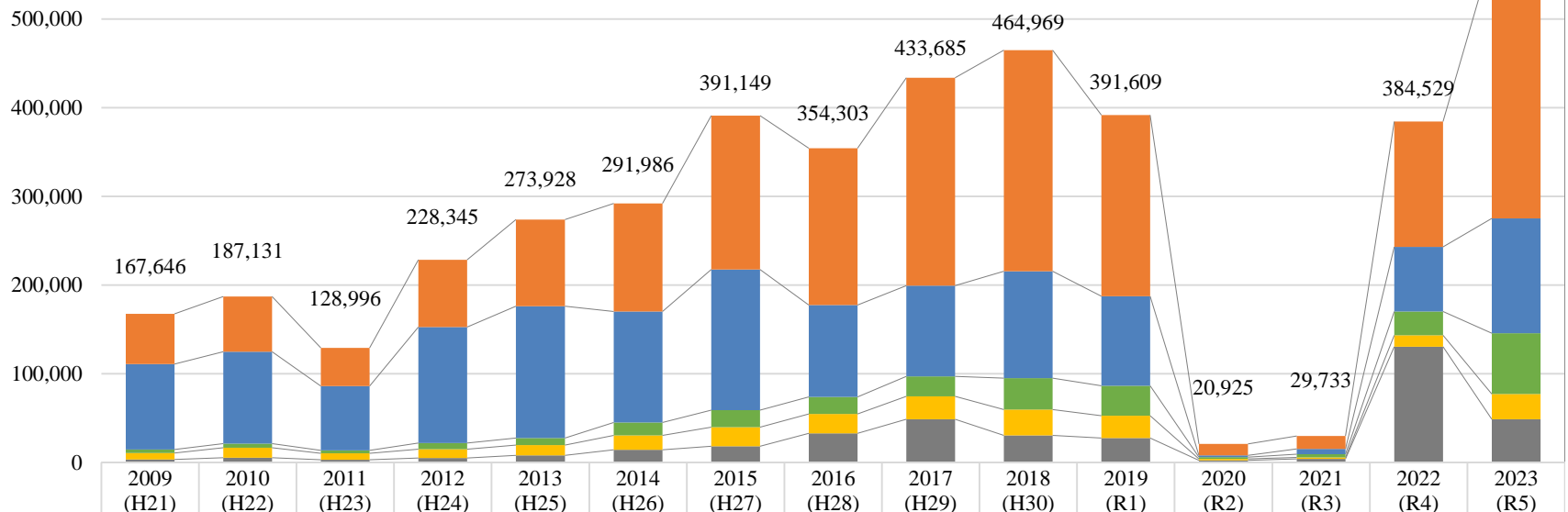
## 4. Changes in Demand

### (3) Trends in the Total Number of Foreign Guest Nights in Kutchan Town Over the Past 15 Years

- The growth rate of total guest nights for foreign tourists is high compared to the overall total. After a sharp decline due to the pandemic, it is showing significant growth again, reaching 570,000 guest nights in FY2023, 3.4 times higher than in FY2009.
- While tourists from Australia remain numerous, recent growth in guest nights has been primarily driven by visitors from Asia and North America.

Guest nights  
600,000

■ Other/Unknown ■ Europe ■ North America ■ Oceania ■ Asia Total

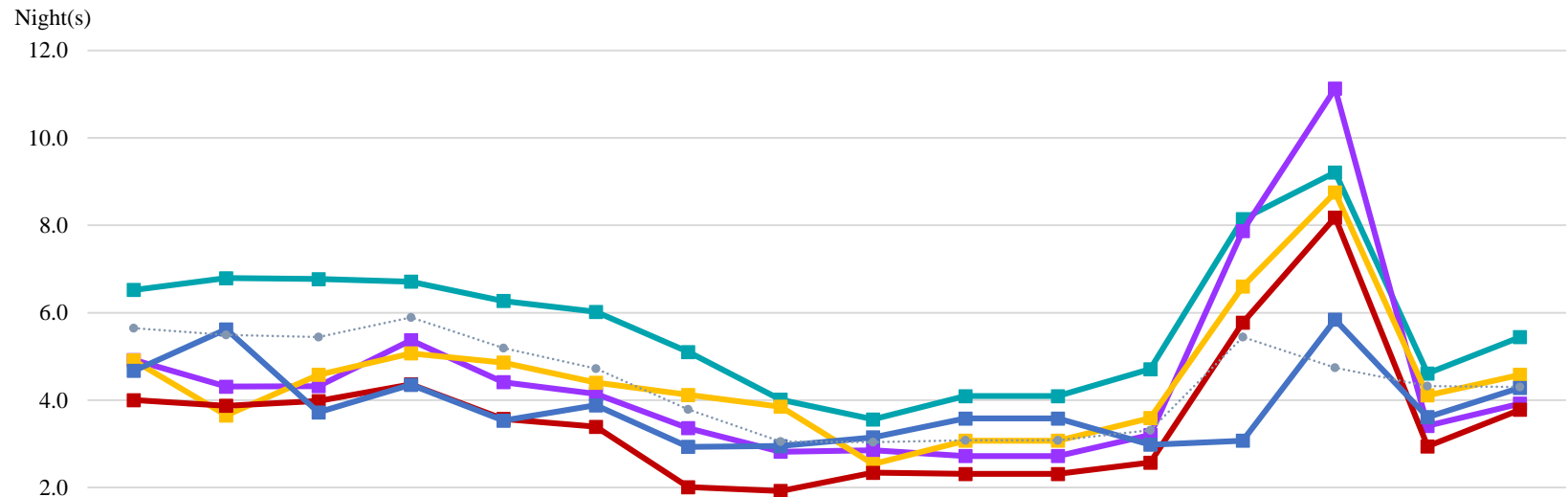


Asia	56,823	62,262	43,000	75,660	97,956	121,851	173,472	176,962	234,462	249,444	204,171	12,942	14,470	141,448	298,179
Oceania	96,392	103,668	72,408	130,763	148,397	125,081	158,884	103,663	102,255	120,612	101,028	2,208	6,173	72,781	129,471
North America	3,999	4,677	3,522	7,033	8,006	14,696	19,006	19,028	22,371	35,480	33,675	1,853	3,399	26,851	68,460
Europe	7,219	11,149	7,004	9,812	11,647	16,282	21,533	22,049	25,856	29,168	25,238	1,595	1,866	13,157	28,716
Other/Unknown	3,213	5,375	3,062	5,077	7,922	14,076	18,254	32,601	48,741	30,265	27,497	2,327	3,825	130,292	48,539
Total	167,646	187,131	128,996	228,345	273,928	291,986	391,149	354,303	433,685	464,969	391,609	20,925	29,733	384,529	573,365

## 4. Changes in Demand

### (4) Trends in the Average Length of Stay for Foreign Tourists Over the Past 15 Years

- The average length of stay was on a downward trend overall, but it showed a significant increase during the coronavirus pandemic. Although Australian tourists tend to stay for longer periods, the difference in the average length of stay with other countries is narrowing, and in FY2021, tourists from Hong Kong had the longest stays.
- One possible reason is the development of other ski areas, which has increased the options available to foreign tourists.



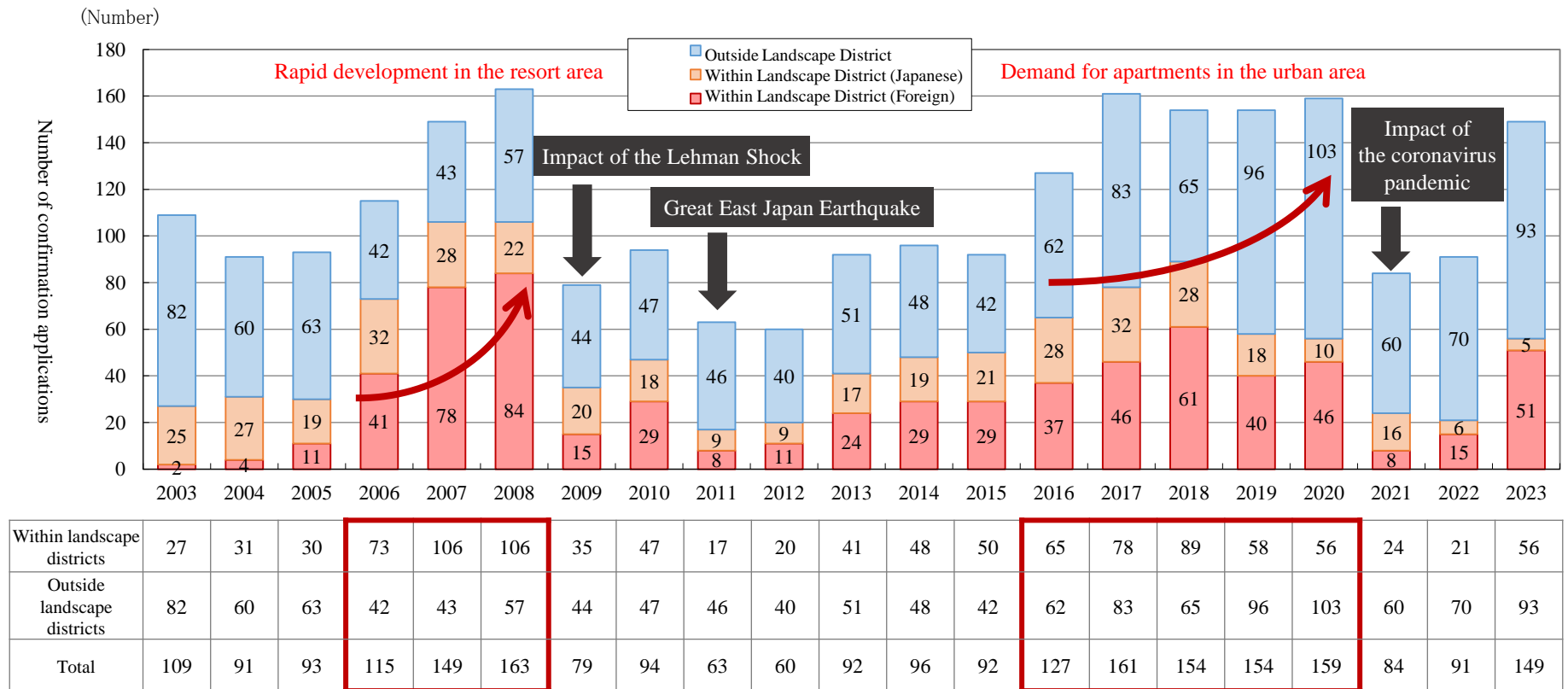
	2009 (H21)	2010 (H22)	2011 (H23)	2012 (H24)	2013 (H25)	2014 (H26)	2015 (H27)	2016 (H28)	2017 (H29)	2018 (H30)	2018 (H30)	2019 (R1)	2020 (R2)	2021 (R3)	2022 (R4)	2023 (R5)
Australia	6.5	6.8	6.8	6.7	6.3	6.0	5.1	4.0	3.6	4.1	4.1	4.7	8.1	9.2	4.6	5.4
Hong Kong	4.9	4.3	4.3	5.4	4.4	4.1	3.4	2.8	2.9	2.7	2.7	3.2	7.9	11.1	3.4	3.9
Singapore	4.9	3.7	4.6	5.1	4.9	4.4	4.1	3.9	2.5	3.1	3.1	3.6	6.6	8.8	4.1	4.6
China	4.0	3.9	4.0	4.4	3.6	3.4	2.0	1.9	2.3	2.3	2.3	2.6	5.8	8.2	2.9	3.8
USA	4.7	5.6	3.7	4.4	3.5	3.9	2.9	3.0	3.2	3.6	3.6	3.0	3.1	5.8	3.6	4.3
Overall	5.7	5.5	5.4	5.9	5.2	4.7	3.8	3.1	3.0	3.1	3.1	3.3	5.4	4.7	4.3	4.3



# 5. Changes in Supply

## (1) Trends in Building Confirmation Applications in Kutchan Town

- In the late 2000s, development was centered on condominium real estate business projects by Australians in the resort area (= within the landscape district).
- Although the pace of development had temporarily slowed due to the effects of the Lehman Shock and the Great East Japan Earthquake, construction of employee dormitories surged in the urban area from FY2015, reactivating development.



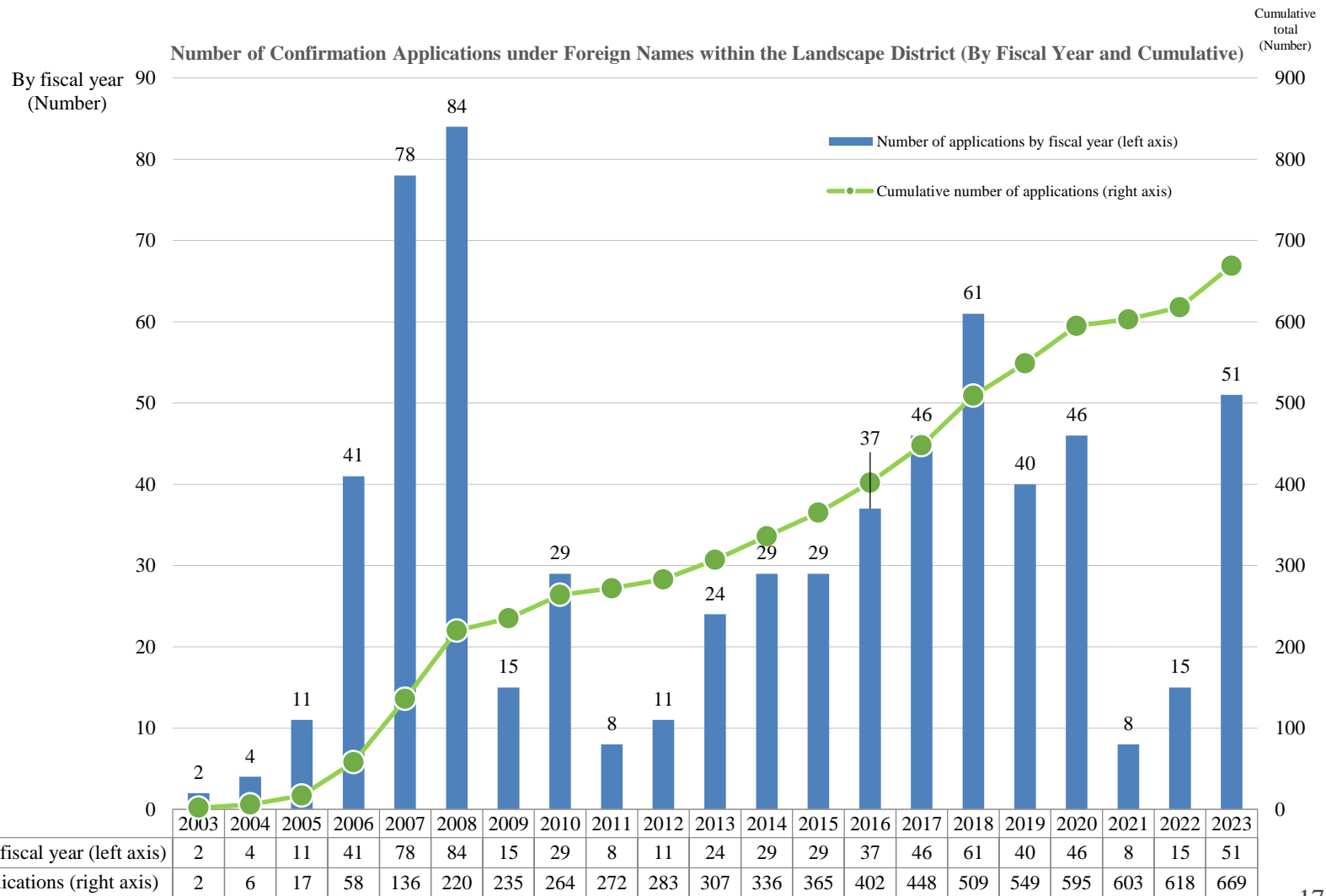
\* Number of new constructions, extensions, reconstructions, and relocations of buildings only (excludes revised confirmation applications, changes of use, large-scale repairs, and large-scale renovations).

\* The landscape district was designated in March 2008; data prior to this has been aggregated by applying the landscape district boundaries. The district was partially expanded in October 2023.

# 5. Changes in Supply

## (2) Trends in Foreign-Owned Buildings in the Resort Area

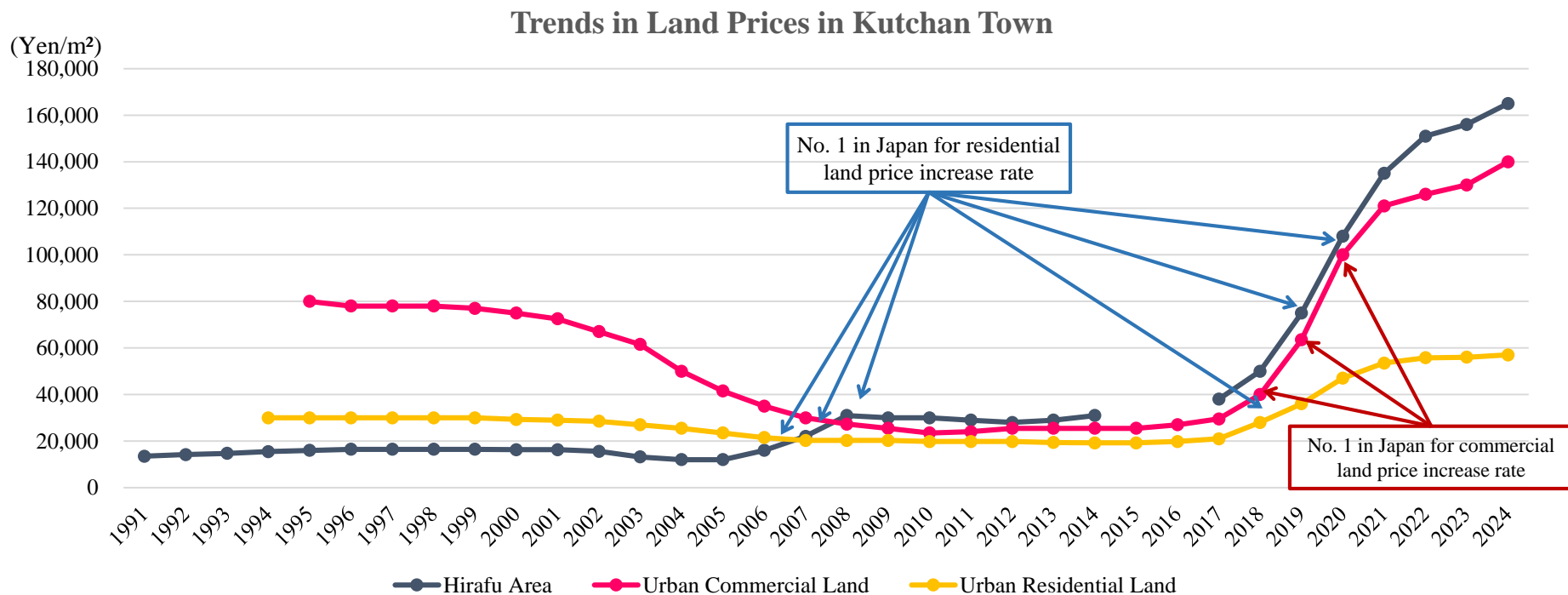
- There are approximately 700 foreign-owned buildings in the resort areas of Hirafu and Hanazono, showing how resort development has progressed since the mid-2000s, driven by foreign development expertise and investment appetite.



## 5. Changes in Supply

### (3) Trends in Land Prices in Kutchan Town

- With the progression of investment and development, land prices in the resort area began to rise in the mid-2000s. The sales price of condominiums continues to increase due to rising land prices, changes in unit sizes, and higher quality facilities.
- While the land price increase in the resort area in the late 2000s had little effect on Kutchan Town's urban area, the situation in the resort area has recently spread, causing a sharp rise in land prices in the urban area as well.



\* The Hirafu area price is based on the survey point for Niseko Hirafu (known as Yamada until 2022) in official land price publications and prefectural land price surveys.

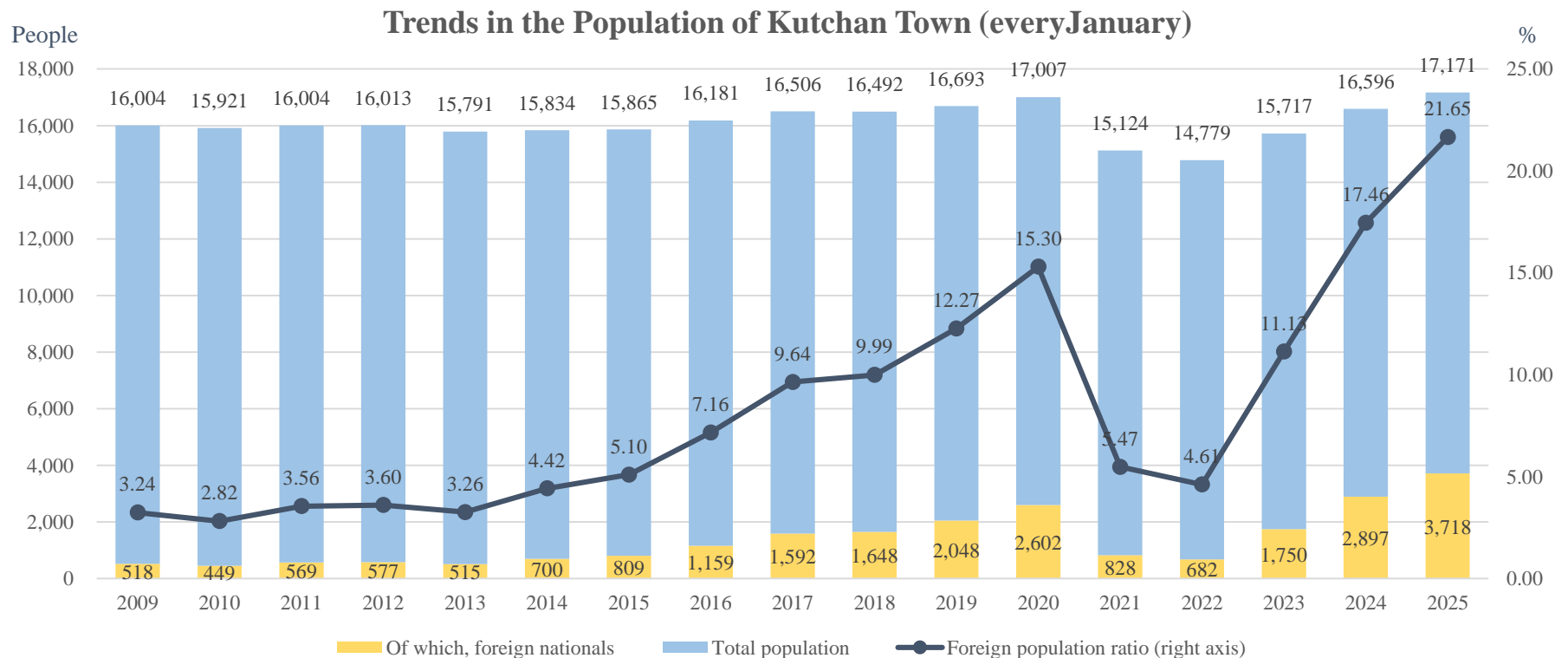
Urban commercial and residential land prices are based on survey points from official land price publications. A simple comparison is not possible for the Hirafu area and urban commercial land due to changes in survey points over time.

\* Some data is missing due to changes in survey points.

## 5. Changes in Supply

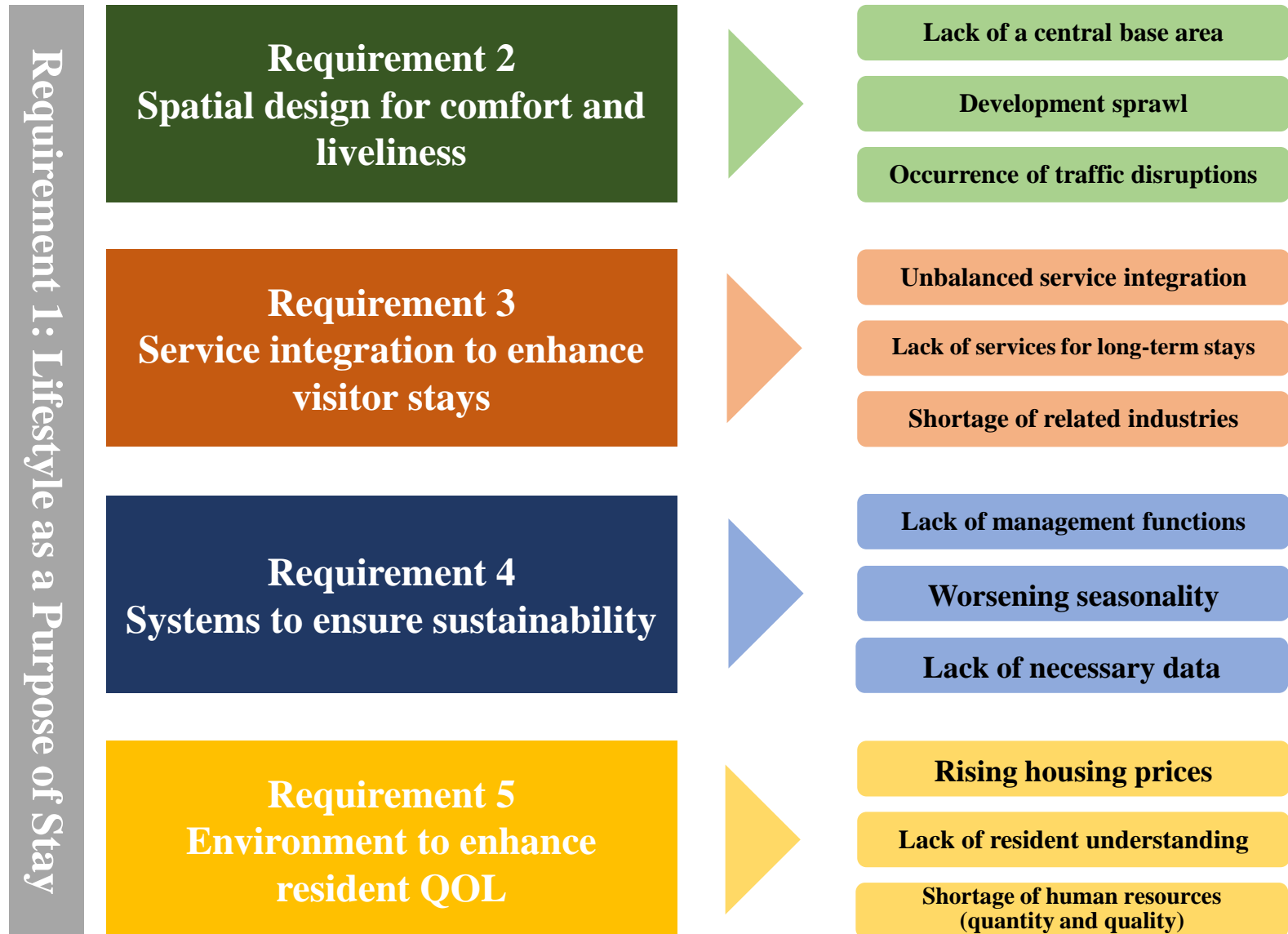
### (4) Trends in Foreign Residents

- Over the past 15 years, the population of Kutchan Town has hovered between approximately 16,000 and 17,000 people when surveyed in January. Similar to the trend in Japan as a whole, the number of Japanese residents is slightly decreasing, but due to the influx of foreign residents, there was a slight increasing trend from around 2015 to 2020.
- During the coronavirus pandemic, the number of foreign residents, presumed to be employees in the resort area, decreased. However, since 2023, both the number and proportion of foreign residents have been increasing. In January, when the number of foreign residents is highest, they account for about 20% of the population.



## 6. Addressing Challenges with the Tourism Master Plan

- This Tourism Master Plan addresses the following issues for each requirement.



# On Revising the Master Plan

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# 1. Major Projects and Initiatives Implemented Under the Master Plan

- Based on the Kutchan Town Tourism Master Plan formulated in FY2020, many initiatives and projects have been implemented to date.

<Requirement>	<Issue>	<Measure>	<Major Projects/Initiatives Implemented>	<Implementing Body>	<Fiscal Year>
					20 21 22 23 24~
Requirement ③ Spatial design for comfort and liveliness	Lack of a central base area	Formulation of rules for land use, architecture, etc.	Change of Quasi-City Planning Area	Town	23 -
	Development sprawl		Hirafu Free Shuttle Bus	KTA/Private	20 -
	Occurrence of traffic disruptions	Development of intra-regional transportation, etc.	Kutchan Night Go	KTA/Private	20 -
			Skybus Niseko	KTA/Private	22 -
			P&R employee shuttle demonstration between Hirafu and the fringe	KTA	24~
Requirement ④ Service integration to enhance visitor stays	Unbalanced service integration	Development of the Symbol Gate	Taxi vehicle and driver dispatch "Niseko Model"	Town/KTA	23 -
	Lack of services for long-term stays		Formulation of usage rules for Parking Lot #1, sign installation, lane improvement, and nighttime snow removal	KTA/Area Management	23 -
	Shortage of related industries	Development of Sun Sports Land	Parking Lot #1 reservation demonstration	Area Management	23 -
			Eat Street in Niseko	KTA	23 -
Requirement ⑤ Systems to ensure sustainability Lifestyle as a Purpose of Stay	Lack of management functions	Clean & Safety activities	Creation & provision of MICE content and guest speaker programs	KTA	22 -
		Operation of the Symbol Gate	Installation of MTB racks and stands	KTA	23 -
			Development of Twin Peaks Bike Park, planning of mountain bike tours	Namba	23 -
	Worsening seasonality	KPI setting and measurement	Niseko Hirafu Green Park event	Private	23 -
			Welcome Back Kutchan Niseko video	KTA	22 -
			Promotional video screening (Shibuya, Sapporo, etc.)	KTA	22 -
		Leveling	Digital signage installation	KTA	23 -
	Lack of necessary data	Branding	Improvement of the real-time trail map	Town/NPB/KTA	22 -
			Visualization of facility operating status through development of Niseko Digital Map	Town/NPB/KTA	22 -
		Smart Resort	Data collection and analysis platform construction	Town/NPB/KTA	20 -
			Forest Carbon Sink Project Council	KTA	20 -
			Calculation of KPIs	KTA	20 -
			Development of "Traveler's Tax" system	KTA	22 -
Requirement ⑥ Environment to enhance resident QOL	Rising housing prices	Correct understanding of the tourism economy	Niseko Summer College	KTA	23 -
			Workplace vaccinations	KTA	21 -
	Lack of resident understanding	Measures for residents	Skybus Niseko discount for town residents	KTA	22 -
			Kutchan ID+	Town/KTA	24~
		Housing measures	Publication of 50th anniversary commemorative magazine for the "Town of Skiing" declaration	KTA	22 -
			Creation of "Manga Kutchan Mukashi-banashi," a booklet introducing the origins of Kutchan	KTA	20 -
	Shortage of human resources (quantity and quality)	Human Resource Measures	Securing winter workers in collaboration with Timee	Town/KTA	23 -

Countermeasures for taxi shortage



Skybus operation



MICE • Guest Speaker Program



Niseko Digital Map



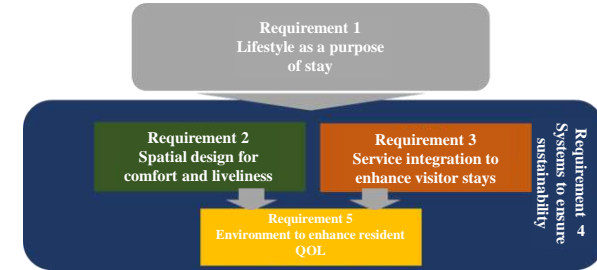
MTB stand



# 2. Perspectives on Revision Based on Environmental Changes

## Significance and Positioning of the Master Plan (MP) Revision

- The revision of the MP is not a complete overhaul, but rather a reorganization focusing on areas that need to be particularly strengthened in the medium term (2025–)
- While maintaining the framework based on the five requirements of a "globally competitive resort" as organized in the current MP, necessary perspectives for the medium term and beyond will be added (strengthened)
- Initiatives by the DMO, the Town, Area Management, etc., will be promoted based on this MP



## Perspectives to be Strengthened in

### 1. Response to urbanization

#### 1-(1) Transportation issues/TDM

- **Paid parking around Hirafu Ski Resort, consideration for local-use spaces and fees**
- **Park & Ride** system with fringe parking (at the edge of the Niseko Hirafu area)
- \* In the medium to long term, consider a new transportation function connecting Kutchan Station, the fringe, and Hirafu
- Suggestion of **effective off-street parking requirements commensurate with building use**
- **Strengthening of secondary transportation** (increased daytime frequency of operating shuttles, larger vehicles and increased frequency for the Night Go to improve circulation in the urban area)
- **Commuting support for employees**

#### 1-(2) Housing shortage measures

- In tourist resort areas, accelerating external investment leads to rising real estate prices, resulting in a **shortage of "affordable housing"** for employees and others. To address this, we will guide the supply of low-cost housing by leveraging investment pressure on the resort



Affordable Housing  
(Breckenridge)

#### 1-(3) Land use guidance, landscape measures

- Shift from sprawl to redevelopment
- Design of outdoor advertisements, building designs, and structures to enhance the resort's value

### 2. Sustainability of tourism

#### 2-(1) Environmental measures

- Considering that visitors to tourist resorts are becoming more "eco-conscious," we will examine a **comprehensive environmental vision** for the Niseko resort area



Vail Resorts' environmental  
commitment  
"Epic Promise"

#### 2-(2) Enhancing summer content for leveling demand

- Development of summer MICE programs utilizing service facilities (condominiums) and abundant resort human resources

#### 2-(3) Response to human resources shortage

- Short-term: Immediate utilization of human resources within the resort and sharing human resources with other regions
- Mid- to long-term: Accelerate consideration for establishing a university-level higher education institution. **Collaborate with DMOs, businesses, and universities with tourism MBA programs**

#### 2-(4) Responding to unforeseen events

- Risk management in anticipation of changes in the external environment (infectious diseases, political instability, worsening relations with specific countries)

### 3. Management of visitors and residents

#### 3-(1) Local benefits

- Introduction of CRM for tourists and locals, referencing visitor/employee/resident benefit cards from European resorts
  - **Customer data linkage platform:** Provide benefits for accommodation guests regarding use of transportation systems, tourism services, and local activity programs
  - **Kutchan ID+:** Link with My Number Card to provide benefits related to lifts, dining, experiences, etc., for locals. Promote the enjoyment of living in Niseko
- Manage customer data, etc., by consolidating it in one place while tailoring benefits to the target audience



St. Gallen, Switzerland  
Mobility Ticket



Lech, Austria  
Team Card

#### 3-(2) Promoting understanding of the tourism industry

- Consolidation and publication of tourism-related industry data



### 3. Japan Sustainable Tourism Standard for Destinations (JSTS-D)

- The Japan Sustainable Tourism Standard for Destinations (JSTS-D) was developed as an indicator compliant with the international standard for sustainable tourism for destinations, "GSTC-D 2.0," by the Global Sustainable Tourism Council (GSTC), and was released by the Japan Tourism Agency in June 2020. It consists of four categories: A: Management, B: Socio-economic, C: Cultural, and D: Environmental.
- Local governments and DMOs can promote sustainable tourism destination management by advancing initiatives based on these indicators.
- This Master Plan is also designed based on the management indicators of the JSTS-D.

**The 4 categories and 47 major items of JSTS-D**

A	Sustainable Management	B	Socio-economic Sustainability	D	Environmental Sustainability
A1	Destination Management Strategy and Action Plan	B1	Measuring the Economic Benefits from Tourism	D1	Natural Heritage
A2	Destination Management Responsibility	B2	Decent Work and Career Opportunities	D2	Visitor Management at Natural Heritage Sites
A3	Monitoring and Reporting	B3	Support for Local Enterprises and Fair Trade	D3	Visitor Behavior at Natural Heritage Sites
A4	Funding for Burden Reduction in Tourism	B4	Support to the Community	D4	Ecosystem Conservation
A5	Promoting Understanding of Sustainable Tourism among Businesses	B5	Prevention of Exploitation and Discrimination	D5	Protection of Wildlife
A6	Resident Participation and Opinion Gathering	B6	Land Use and Access Rights	D6	Animal Welfare
A7	Survey of Resident Opinions	B7	Safety and Security	D7	Energy saving
A8	Tourism Education	B8	Accessibility	D8	Management of water resources
A9	Survey of Visitor Opinions	C	Cultural Sustainability	D9	Water quality
A10	Promotion and Information	C1	Protection of Cultural Heritage	D10	Drainage
A11	Management of Visitor Numbers and Activities	C2	Tangible Cultural Heritage	D11	Waste
A12	Planning Regulations and Development Control	C3	Intangible Cultural Heritage	D12	Greenhouse Gas Emissions and Climate Change Mitigation
A13	Proper Operation of Private Lodging	C4	Access for Local Residents	D13	Low-Impact Transportation
A14	Climate Change Adaptation	C5	Intellectual property	D14	Light Pollution
A15	Crisis management	C6	Visitor Management at Cultural Sites	D15	Noise
A16	Infection control measures	C7	Visitor Behavior at Cultural Sites		
		C8	Interpretation of Heritage		

# 4. Overall Picture of the Master Plan

## Perspectives to be strengthened in the MP revision

### 1. Response to urbanization

#### 1-(1) Transportation issues/TDM

Requirements  
2 & 3

- Parking development, changes to off-street parking requirements, strengthening secondary transportation, supporting employee commutes

#### 1-(2) Housing shortage measures

Requirements  
5

- Securing "affordable housing" for employees, etc.

#### 1-(3) Land use guidance and landscape measures

Requirements  
2 & 3

- Shift from sprawl to redevelopment
- Improving the design of outdoor advertisements, building exteriors, and structures

### 2. Sustainability of tourism

#### 2-(1) Environmental measures

Requirements  
4

- Formulation of a comprehensive environmental vision to meet the needs of eco-conscious resort visitors

#### 2-(2) Enhancing summer content for leveling demand

Requirements  
4

- Development of summer MICE programs

#### 2-(3) Response to human resources shortage

Requirements  
5

- Immediate utilization of human resources within the resort, establishment of a university-level higher education institution (in collaboration with DMOs and businesses)

#### 2-(4) Responding to unforeseen events

Requirements  
4

- Risk management in anticipation of changes in the external environment

### 3. Management of visitors and residents

#### 3-(1) Local benefits

Requirements  
3 & 5

- Consolidation of customer data in anticipation of visitor cards, employee benefit cards, etc.
- Resident benefits linked to the My Number Card
- Promoting activities that can be enjoyed by living in Niseko

#### 3-(2) Promoting understanding of the tourism industry

Requirements  
5

- Consolidation and publication of tourism-related industry data

Requirement 4 - Lifestyle as a Purpose of Stay

Requirement 2 Spatial design for comfort and livelihood	Requirement 3 Service integration to enhance visitor stays	Initiatives	2025	2026	2027	2028	2029	2030	2031	Implementing Body	Revision perspective	Correspondence with JSTS-D
Requirement 2	Requirement 3	Development of the Symbol Gate	(1) Development of the Symbol Gate	***	***	***	***	***	***	Town	-	B8
		Development of Sun Sports Land	(1) Development of Sun Sports Land	***	***	***	***	***	***	Town	-	B8
		Land use guidance	(1) Study of land use and landscape guidance to enhance value as a resort	***	***	***	***	***	***	Town	1-(3)	C1
			(2) Study of outdoor advertisement ordinance	***	***	***	***	***	***	Town	1-(3)	C1
			(3) Study of plan to bury utility poles	***	***	***	***	***	***	Town	1-(3)	C1
			(4) Formulation and operation of "rules" to ensure high-quality spatial design for buildings, structures, outdoor advertisements, etc.(review of landscape district ordinance, etc.)	***	***	***	***	***	***	Town	1-(3)	C1
			(5) Study and operation of a "consultation mechanism" for development, design, etc.	***	***	***	***	***	***	Town	1-(3)	C1
		Development of intra-regional transportation, etc./traffic congestion mitigation	(1) Consideration of paid parking around Hirafu Ski Resort, support for locals, and traffic inflow control	***	***	***	***	***	***	Town	1-(1)	B8, C4
			(2) Parking development, effective off-street parking requirements commensurate with building use	***	***	***	***	***	***	Town	1-(1)	C4, 6
			(3) Strengthening secondary transportation (increased shuttle frequency and free Night Go, Niseko Model, ride sharing)	***	***	***	***	***	***	KTA	1-(1)	B8, C6
			(4) Operation of employee bus (worker bus)	***	***	***	***	***	***	Business operators	1-(1)	B8, C6
			(5) Transportation development connecting areas outside and inside the zone (fringe: park & bus ride)	***	***	***	***	***	***	Town	1-(1)	B8, C6
Requirement 4	Requirement 5	Services contributing to increasing the value of the Niseko Hirafu area	(1) Construction of a trail (pedestrian/bicycle) network utilizing existing footpaths	***	***	***	***	***	***	Town	-	D13
			(2) Setting trail usage rules and trail management	***	***	***	***	***	***	KTA	-	D13
		Approach to Promoting Stays and Excursions within the Region	(1) Promoting stays with visitor cards and employee cards	***	***	***	***	***	***	KTA	3-(1)	D13
		Requirement 4 Systems to ensure sustainability		***	***	***	***	***	***	Area Management	-	B7, D11
		Area Management and Resort Environment Development	(1) Clean & Safety activities	***	***	***	***	***	***	Area Management	-	B7
			(2) Operation of the Symbol Gate	***	***	***	***	***	***	Area Management	-	B7
		Environmental Measures	(1) Formulation of a comprehensive environmental vision	***	***	***	***	***	***	Town	2-(1)	A14
			(1) Expansion of summer MICE programs (Green MICE)	***	***	***	***	***	***	KTA	2-(2)	A11
		Enhancing Summer Content for Leveling Demand	(2) Development of green season content	***	***	***	***	***	***	Business operators	-	A11
			(3) Strengthening of gastronomy tourism	***	***	***	***	***	***	KTA	-	A11
Requirement 5	Requirement 6	Responding to Unforeseen Events	(1) Responding to unforeseen events	***	***	***	***	***	***	Town	2-(4)	A15,16
		Consolidation and Utilization of Customer Data (Smart Resort)	(1) Data acquisition and platform construction (Deployment for visitor and employee measures)	***	***	***	***	***	***	KTA	3-(1)	A11, D13
			(2) Setting and measuring KPIs (economic ripple effect, resident opinion surveys, etc.)	***	***	***	***	***	***	KTA	-	A3,7,9,11 B1
		Strengthening the DMO	(1) Strengthening the DMO	***	***	***	***	***	***	KTA	-	A2
		Requirement 5 Environment to enhance resident QOL		***	***	***	***	***	***	KTA	3-(2)	A3, 4
		Accurately communicating the benefits of tourism	(1) Consolidation and publication of tourism-related industry data (accommodation tax, etc.)	***	***	***	***	***	***	Town	3-(2)	A8
			(2) Compiling easy-to-understand benefits of tourism	***	***	***	***	***	***	KTA	3-(1)	B3, C4
		Measures for Locals	(1) Building a system for local benefits (KUTCHAN ID+)	***	***	***	***	***	***	KTA	3-(1)	B3, C4
			(2) Benefits for green season experiences such as MTB and rafting	***	***	***	***	***	***	Business operators	3-(1)	C4
		Addressing the Housing Shortage	(1) Development of measures to secure housing	***	***	***	***	***	***	Town	1-(2)	C4
			(1) Securing resort human resources (collaboration with worker matching apps, etc.)	***	***	***	***	***	***	KTA	2-(3)	B2
Requirement 6	Requirement 7	Human Resource Measures	(2) Human resource development program in collaboration with higher education institutions	***	***	***	***	***	***	KTA	2-(3)	B2
				***	***	***	***	***	***	Town	2-(3)	B2

\* Red text indicates changes from the current master plan.

## Requirement 1

# Lifestyle as a purpose of stay

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# 0. What is "Lifestyle as a Purpose of Stay"?



## Requirement 1

- Among the five requirements, the most fundamental and crucial is "Lifestyle as a Purpose of Stay."
- A lifestyle that can be a purpose of stay becomes an "experience" in the region, which directly forms the core of the tourist destination's brand.
- Proposal for a lifestyle as a purpose of stay:  
**"The center of year-round outdoor lifestyles in Asia"**
  - Ski resorts are the current core for attracting visitors.
  - Not limited to skiing, there is a tendency among residents to enjoy nature and play in the outdoors, with Mt. Yotei as an icon.
  - Among the upper-income demographic, there is growing attention to the environment and personal health.





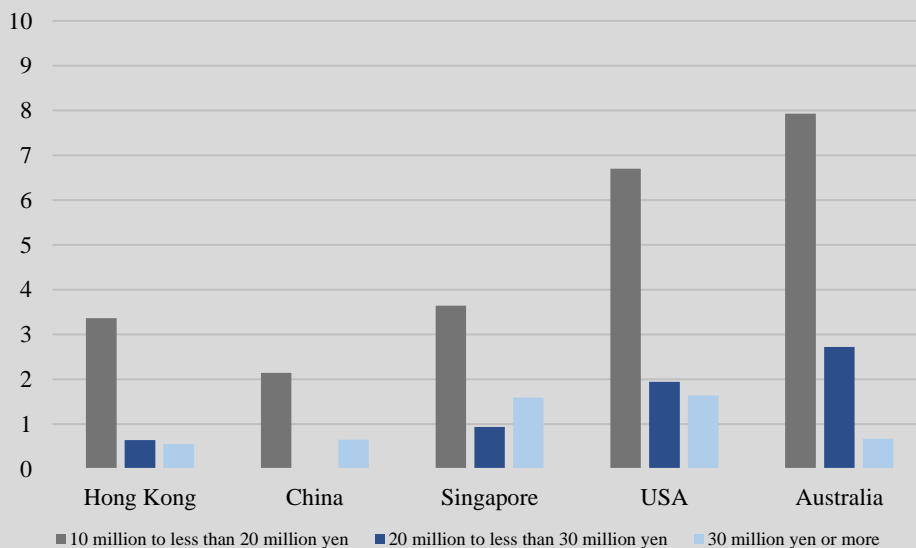
- Inbound visitors from Asia, who are central to the recent growth in total guest nights, are mainly in their 20s and 30s. This generation has grown up adapting to digital devices (digital natives), and their needs in travel and tourism have changed significantly compared to previous generations.
- The distinction between daily life and non-daily life (travel) is becoming blurred, and they naturally expect to use the technology they use in their daily lives at their travel destinations.
- Furthermore, their motivation for travel is shifting from the basic desire to see and experience extraordinary things to a higher-level desire to connect it to self-actualization.
- Updating the resort to respond to these changes in visitor needs is necessary to maintain competitiveness.

Generation	Birth Year	Age as of 2020	Age as of 2030	
Generation Z	2000s–	0–20 years old	up to 30 years old	 Digital natives
Millennials	1980s–2000s	20–40 years old	30–50 years old	
Generation X	1960s–1980	40–60 years old	50–70 years old	 Digital immigrants
Baby Boomers	1946–1964	56–74	66–84	
Silent Generation	1928–1945	75–92	85–102	
The Greatest Generation	Before 1928	92 years old or over	102 years old or over	

## 2. Target Demographics

- Since the customer base changes significantly between the ski season and the green season, it is necessary to consider the target demographic for each, taking into account the target demographics of competing ski resorts.
- During the ski season, the target is affluent individuals from Australia, the United States, Hong Kong, Singapore, and mainland China. The target household income is assumed to be 20 million yen, which is between that of the mountain resorts of Breckenridge and Vail in the United States.
- During the green season, the target is the upper-middle class from Asia and Japan. The target household income is assumed to be just over 10 million yen, which is between that of Furano and Breckenridge.
- As the Niseko area matures, the nationalities of visitors are diversifying. From the perspective of hedging risks due to changes in economic and diplomatic situations, a certain degree of diversification in visitor source countries is desirable.

2018 Share of Foreign Visitors to Japan by Household Income (%)



Source: Created by JTBF from the Survey of Consumption Trends among Foreign Visitors to Japan (Japan Tourism Agency, 2018)

Target Household Income of Competing Ski Resorts (Image)

	Green Season	Ski Season
Furano	8 million yen	Just over 10 million yen
Breckenridge	12 million yen	15 million yen
Vail	20 million yen	35 million yen

Source: Created by JTBF based on hearings, etc.

# Renovation Part 1

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Renovation part

## Requirement 2

**Spatial design for comfort  
and liveliness**

<Major Projects/Initiatives Implemented>	<Implementing Body>	<Fiscal Year>				
		20	21	22	23	24～
Change of Quasi-City Planning Area	Town				23	-
P&R employee shuttle demonstration between Hirafu and the fringe	KTA					24～
Formulation of usage rules for Parking Lot #1, sign installation, lane improvement, and nighttime snow removal	KTA /Area Management				23	-
Paid Parking Demonstration at Parking Lot #1	Area Management /Town				23	-

### Accomplishments and Challenges of the Past 5 Years

- Based on the Kutchan Town Landscape Plan formulated in January 2023, the Quasi-City Planning Area was expanded in October 2023, and the Landscape District and Special Use Restriction District were revised to shift the mindset of land use in the resort area from quantity to quality. However, these rule changes are insufficient for creating an attractive resort landscape befitting the Niseko area, and a study of design guidance measures is required to create a cohesive landscape.
- A development policy for the symbol space is currently under consideration. Various surveys and land use adjustments for development are being conducted.

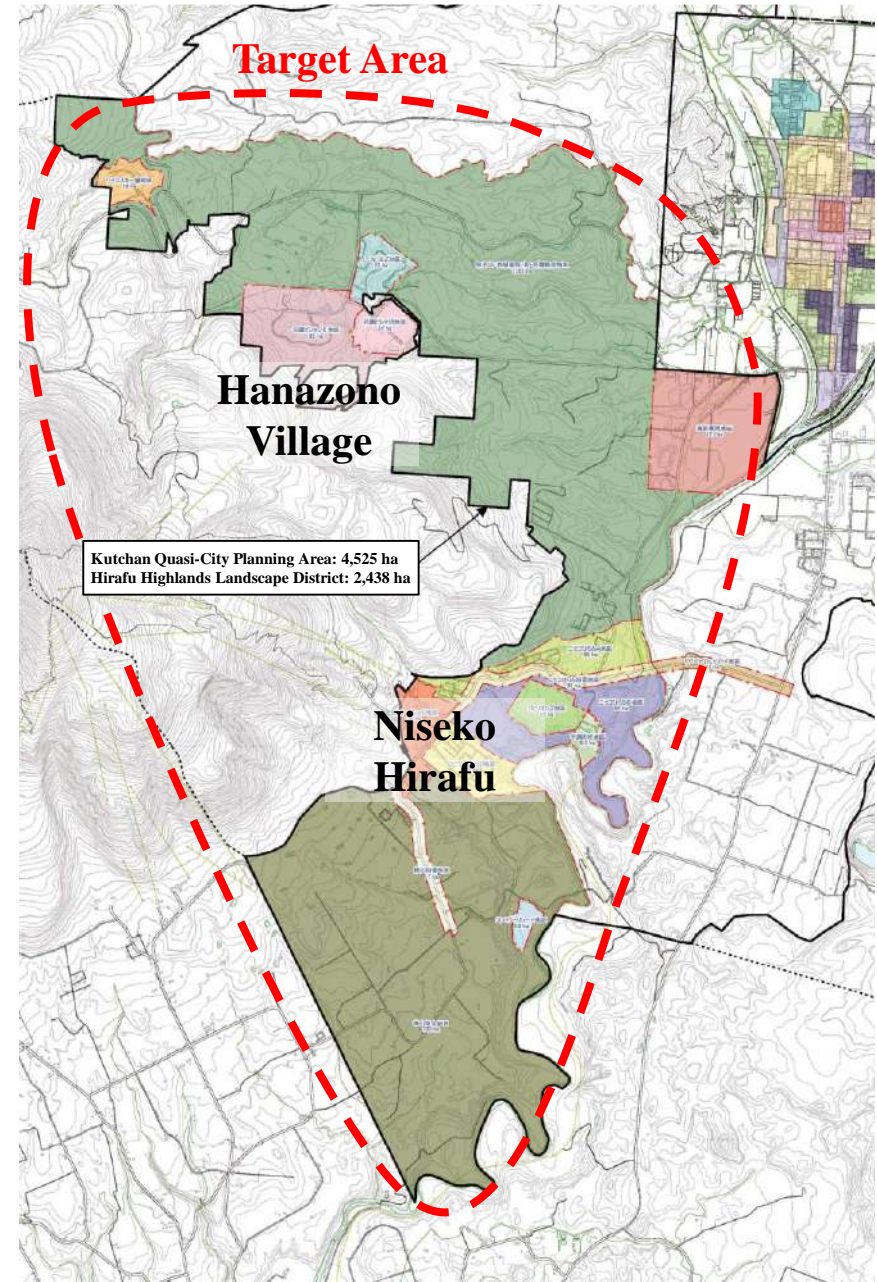
### Challenges that Have Emerged in the Last 5 Years

- Delays in the construction of accommodation facilities have occurred due to the coronavirus pandemic and rising costs of construction materials, requiring responses that take the current situation into account, such as plan revisions.
- Traffic disruptions caused by commuting employees have become apparent.



In the Renovation Part, the main focus of proposals will be the "Hirafu Kogen Landscape District," which includes the "Niseko Hirafu Area" and the "Hanazono Village Area," where a variety of large and small businesses are concentrated, forming a base area for the resort.

\* This does not mean that projects or public measures will not be carried out in other areas.



### (1) Current Situation and Awareness of Issues

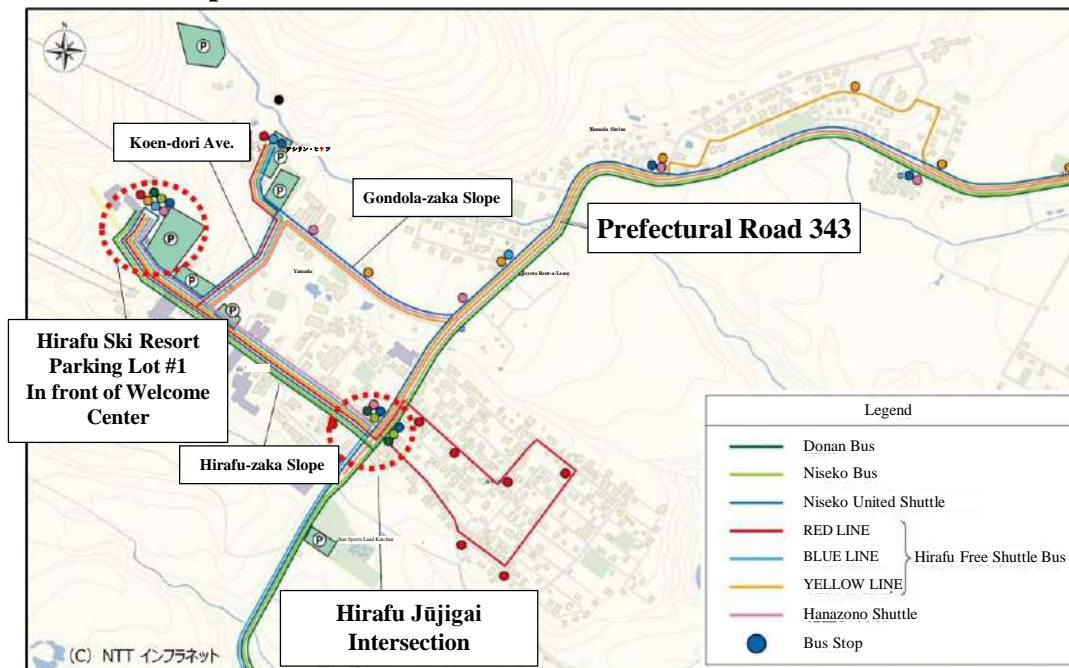
#### Issue 1: Ensuring the safety of Parking Lot #1

- The general parking area and the boarding/alighting and waiting areas for route buses and shuttle vehicles are not physically separated.
- During the winter, the parking lot becomes extremely congested, creating a very dangerous situation, especially for pedestrians.
- It is necessary to promptly separate pedestrian and vehicle traffic and physically separate boarding/alighting and waiting areas from general vehicle traffic to ensure user safety.
- However, to ensure safe boarding and alighting for all the shuttle vehicles currently using the lot, a space much larger than the current one is required.

#### Issue 2: Alleviating traffic congestion in Upper Hiraifu

- Parking Lots #1 and #2 and private parking lots in Upper Hiraifu are chronically congested.
- Traffic disruptions occur due to vehicles waiting on the street, concentration of employee vehicles during commuting hours, and the convergence of many route and private buses at Parking Lot #1.
- There are concerns that congestion will worsen in the future due to a decrease in parking capacity at Parking Lot #2 and the opening of the Kutchan IC.
- It is necessary to secure appropriate parking capacity in Upper Hiraifu and implement measures to control vehicle inflow in parallel to achieve a swift resolution.

#### Public Transportation Status



#### Current Parking Capacity

(1) Parking Lot #1 (In front of Welcome Center)	300
(2) Parking Lot #1 (In front of Hotel Niseko Alpen)	90
(3) Parking Lot #1 (Above Chalet Ivy)	80
(4) Gondola Parking Lot (Above Gondola)	190
(5) Gondola Station Parking Lot	80
(6) Parking Lot #2	200
(7) Sun Sports Land Temporary Parking	100
Total	1,040

#### Situation at Parking Lot #1



#### Congestion on Surrounding Roads





### Issue 3: Formation of a symbolic facility and space

- Compared to overseas resorts, the Niseko Hirafu area lacks a symbolic facility and a public square where people can gather.
- The Hirafu Welcome Center is open only in winter and is becoming cramped and aged, requiring functional improvements to serve as a symbolic facility.
- Parking Lot #1 and Hirafu Kogen Chuo Park are used for events, but because the necessary facilities have not been developed, it is difficult to create sufficient liveliness.
- It is necessary for the town and private businesses to collaborate and place necessary functions in the resort core where the most people gather, thereby developing it into an area that generates liveliness year-round (= a symbolic space).

#### Lack of squares and event spaces

Events held at Parking Lot #1



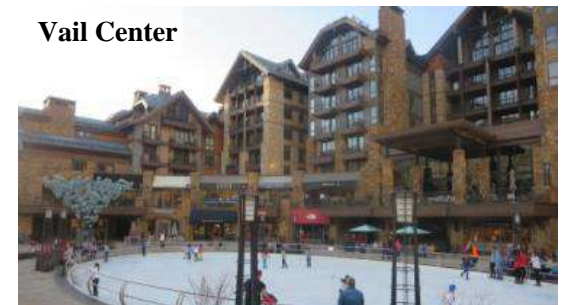
#### Symbolic facilities and places

Hirafu Welcome Center



#### Symbolic spaces in overseas resorts

Vail Center



Hirafu Kogen Chuo Park



#### Lack of viewpoints for Mt. Yotei

Mt. Yotei as seen from Parking Lot #1



Copper Mountain



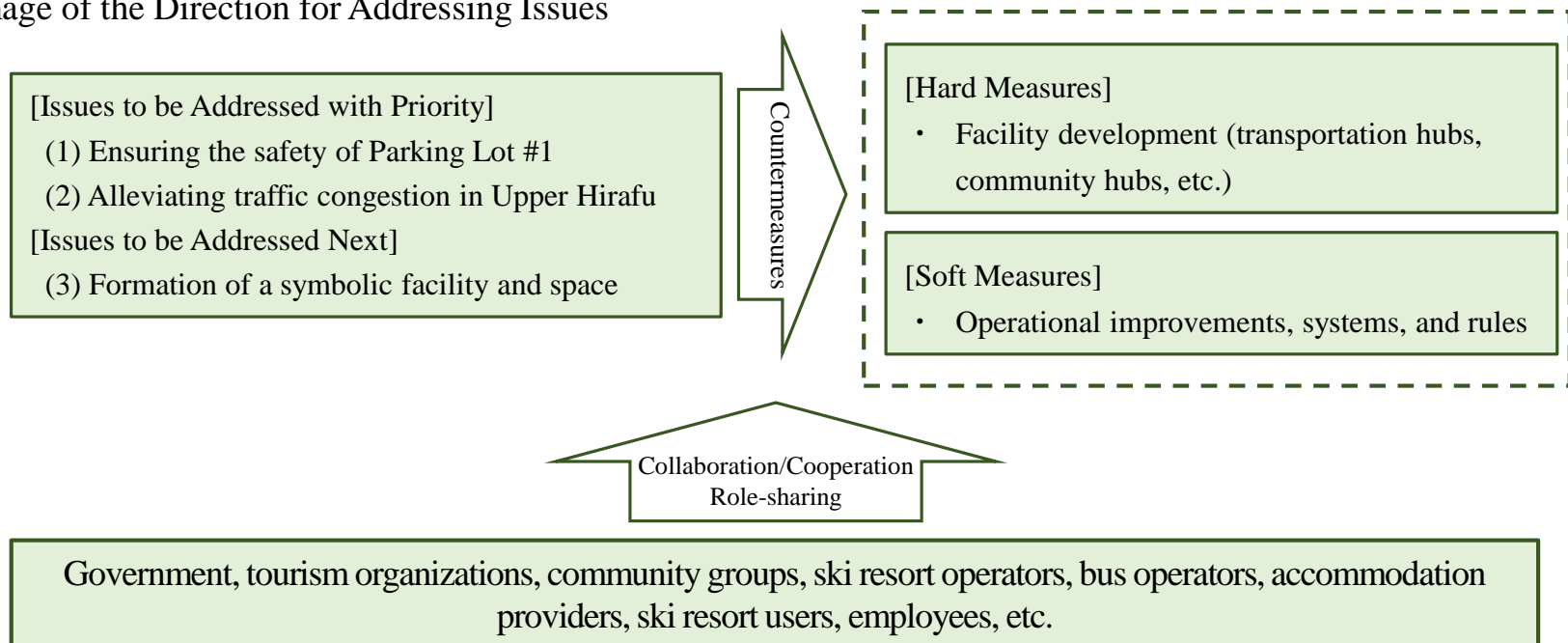
- The "Niseko Hirafu Resort Area" is defined as the area encompassing the quasi-national park area at the base of the ski resort, the Center Village area (Upper Hirafu), the Pension Village area (Lower Hirafu), the Yamada I area (Izumikyō, etc.), the Yamada II area, and the area along the Osawa River in the quasi-city planning area, where ski resort facilities, hotels, condominiums, and various service facilities are concentrated. Spatial design strategies will be planned starting from this area.

Area Map



- Addressing the issues is expected to require a significant amount of time and money, and it is difficult to proceed with everything simultaneously.  
Therefore, we will **address them in stages, considering the priority of the issues**.
- **It is essential to approach from both sides: hard measures such as facility development and soft measures through various operations like traffic management.** An approach from only one side will not be sufficient to address the issues.
- It is difficult for government agencies alone to achieve sufficient results; therefore, it is necessary to work through **collaboration, cooperation, and role-sharing among all stakeholders related to the target area**, including tourism organizations, community groups, ski resort operators, bus operators, accommodation providers, ski resort users, and employees.

## Image of the Direction for Addressing Issues



- In developing the symbol space, while aiming to solve issues, we also aim to create a place that tourists (guests) and residents (hosts) can enjoy together, and that also promotes various interactions.

**[Development Concept]**

As the central district of a world-class, all-season international resort area, create a space where guests and hosts can spend a comfortable time and where various interactions are promoted.

**[Development Policies]**

**[Policy 1] Formation and functional enhancement of a safe "transportation hub"**

- Development of a bus boarding/alighting area physically separated from vehicles
- Development of waiting areas, tourist information centers, etc.

**[Policy 2] Development of parking with priority for visitors**

- Development of parking that is considerate of the landscape
- Securing parking capacity during the development period by securing alternative parking and phased development

**[Policy 3] Introduction of functions that support the satisfaction, convenience, and interaction of tourists and residents**

- Introduction of functions to enhance the stay satisfaction of long-term guests
- Introduction of spaces and functions that residents can easily use on a daily basis
- Introduction of spaces and functions that encourage various interactions

**[Policy 4] Development of a "plaza function" as a symbol space**

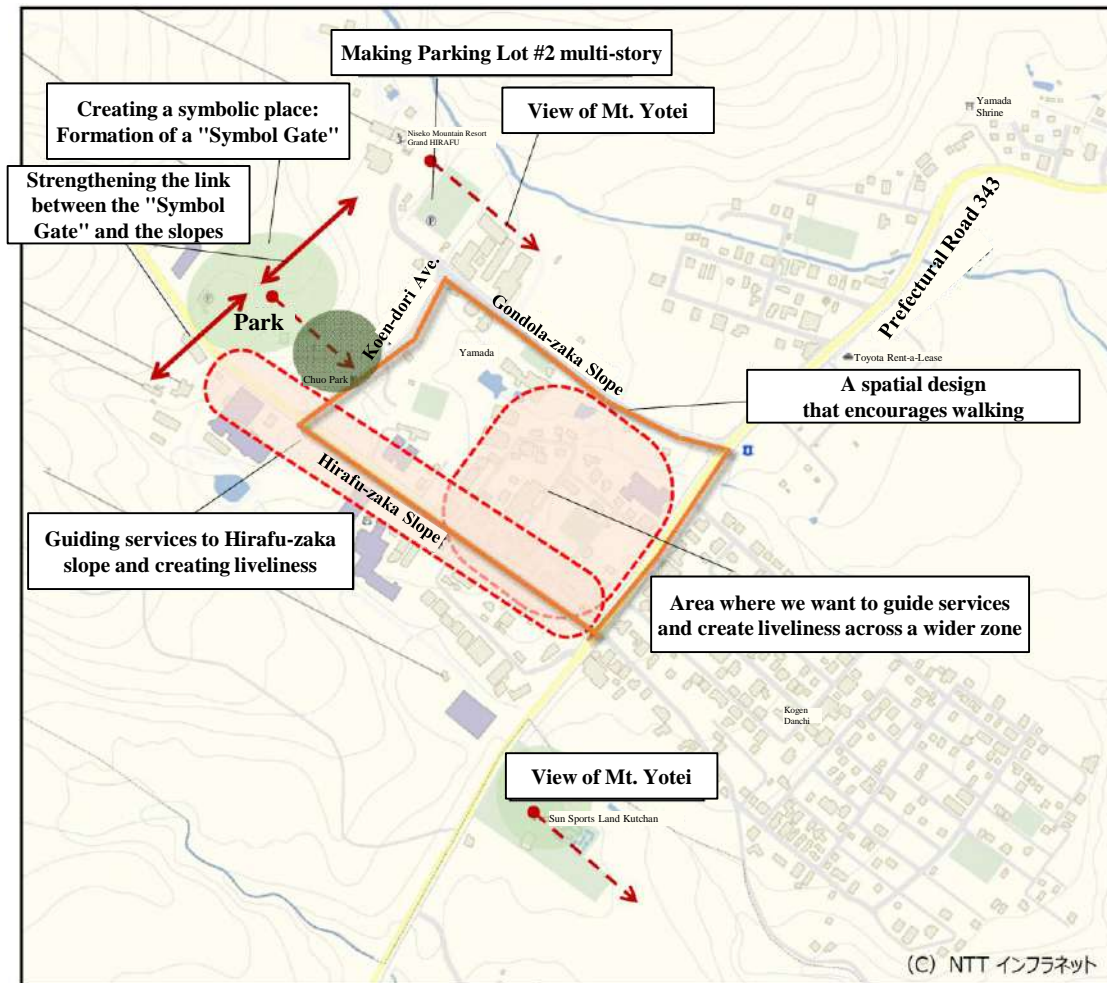
- Development of a comfortable plaza space where various seasonal events can be held
- Development of a viewpoint where commemorative photos can be taken with Mt. Yotei in the background



## Concept for Formation and Functional Enhancement of a Transportation Hub

### Formation and functional enhancement of a safe "transportation hub"

- Hirafu Ski Resort Parking Lot #1 is the **cornerstone** of the Niseko Hirafu area and a **key connection point to the ski resort; strengthening its linkage, including smooth access to the ski slopes**, is necessary.
- Positioning Hirafu Ski Resort Parking Lot #1 as the core **"symbol space"** of the Niseko Hirafu area, we will create liveliness and viewpoints for the central part of the area starting from this point.
- Parking lots around the ski resort will be designed with consideration for the **green season scenery**, as is done in overseas resorts.
- The plaza space will be leveled to accommodate events.
- **Parking Lot #2 will be made multi-story** to increase capacity and disperse user traffic.



## Development of Parking with Priority for Visitors

- One reason for the chronic winter congestion that impairs convenience for ski resort users is the parking of business-related vehicles, such as those of employees, and the concentration of shuttle vehicles from various accommodation facilities.
- It is desirable to utilize and redevelop the parking in Upper Hirafu with priority for visitors, and for non-visitor vehicles to use park-and-ride facilities on the boundary of the Niseko Hirafu area.
- In developing Hirafu Ski Resort Parking Lot #1 as a symbol space, considering that construction cannot be done in winter, it is necessary to secure alternative parking for ski resort and national park users during the development period by developing and utilizing Parking Lot #2, the Sun Sports Land temporary parking, and parking outside the area.

## Measures to be considered for forming a safe and smooth transportation and parking environment with priority for users

### ■ Paid Parking at Hirafu Ski Resort

- After a certain degree of progress in the redevelopment of the Hirafu Ski Resort parking, it is desirable to introduce paid parking in winter to separate parking areas for ski resort users and others, and to reduce the inflow of vehicles. At the same time, it is necessary to consider certain accommodations, such as setting rates and spaces for town residents.

### ■ Guiding Non-Ski-Resort-User Vehicles Outside of Upper Hirafu

- It is desirable to guide vehicles of non-ski-resort users, such as employees, to parking lots outside of Upper Hirafu to reduce the number of vehicles entering the area. In conjunction, it is desirable to enhance public transportation to ensure convenience for users of alternative parking.

### ■ Adjustments to schedules of route buses, shuttle buses, airport buses, etc.

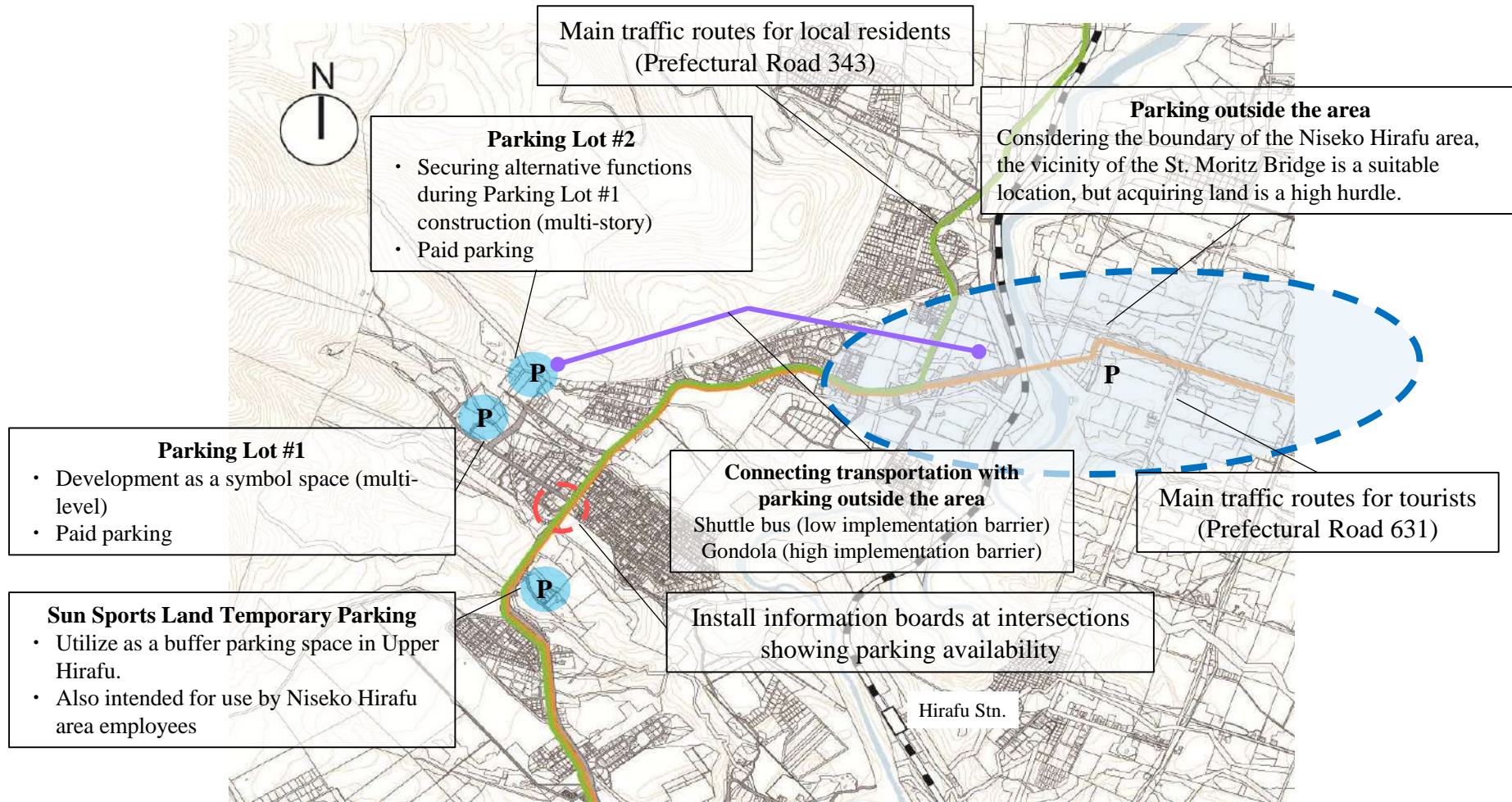
- Since buses and shuttle vehicles are concentrated at the bus boarding/alighting area during specific time slots, it is desirable to efficiently utilize the limited bus berths through schedule adjustments with each bus operator to create a transportation hub of an appropriate scale.

### ■ Measures to curb the inflow of accommodation facility shuttle vehicles

- For transportation of airport bus users to their accommodations and movement between accommodations and the ski slopes, it is desirable to guide them to use the Hirafu Free Shuttle Bus in principle, thereby reducing the number of vehicles entering Upper Hirafu.
- Additionally, to improve convenience for airport bus users, it is necessary to consider measures to separate baggage transport.



## Development of Parking with Priority for Visitors



### The need for spatial design and landscape guidance emphasizing the concept of "Servicescape"



#### A landscape that fosters appropriate expectations through visual cues

##### Servicescape

Visual information from the landscape appropriately fosters customer expectations for the services provided on-site, leading to improved satisfaction and loyalty.

It makes the invisible service visible through the "landscape."



#### Flow lines and plaza spaces that create liveliness

##### Magnet Area / Culture

Flow lines and plaza spaces with attractions (magnets) that naturally draw people to visit and stay.

- Spaces for lingering are further composed of secure private spaces and vibrant public spaces
- Pedestrian and vehicle separated flow lines
- Facility services for VIPs
- Security

In the Niseko Hirafu area, the center of the Niseko area, there are good spaces and designs in individual buildings, furniture, and streets.



However,  
there is a weak common (recognized) image for the center of the  
Niseko area,  
and there is a lack of a place that can serve as a symbol (to be  
referenced in design).



**Transforming the most crowded place  
into a "symbolic space"**



- At the time of this Master Plan's formulation (FY2019), the Symbol Gate development policy and the Sun Sports Land development policy were studied.
- Subsequently, with the Kutchan Town's study of the symbol space development policy moving forward, taking into account social changes such as the coronavirus pandemic, soaring construction material costs, and the postponement of the Hokkaido Shinkansen opening, we will review the symbol space development policy based on the status of that study.
- As the development of the symbol space is expected to be a medium- to long-term project extending beyond the planning period of this Master Plan, we will focus on measures such as developing comfortable means of transportation within this Master Plan's period.

**Symbol Gate development proposal studied at the time of the Master Plan formulation (Proposal A)**



### Transportation Facility Development Policy

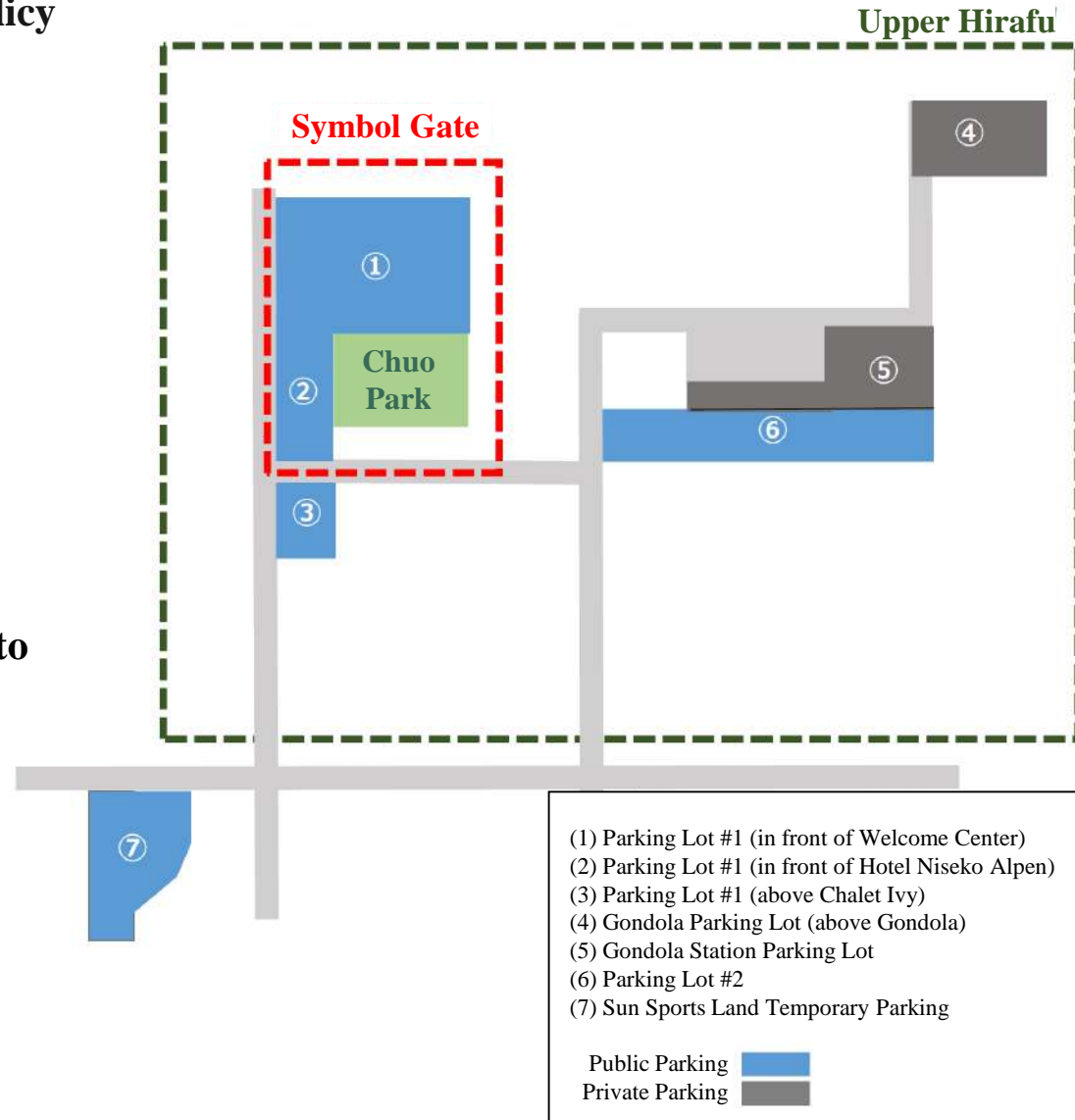
#### (1) Parking Lot Layout

- The goal for parking in Upper Hirafu is to secure an appropriate number of spaces through future development to enhance the symbol space and control traffic inflow.
- Combined in (1)-(3) and (6), secure about 600 spaces, which is sufficient for ski resort and national park users (visitors).
- Arrange parking at Sun Sports Land and outside the area for non-national park users.
- To alleviate peak-time congestion, study the operation of parking in Upper Hirafu on the premise that it will be paid.

#### (2) Development of Facilities Related to Parking Lot #1

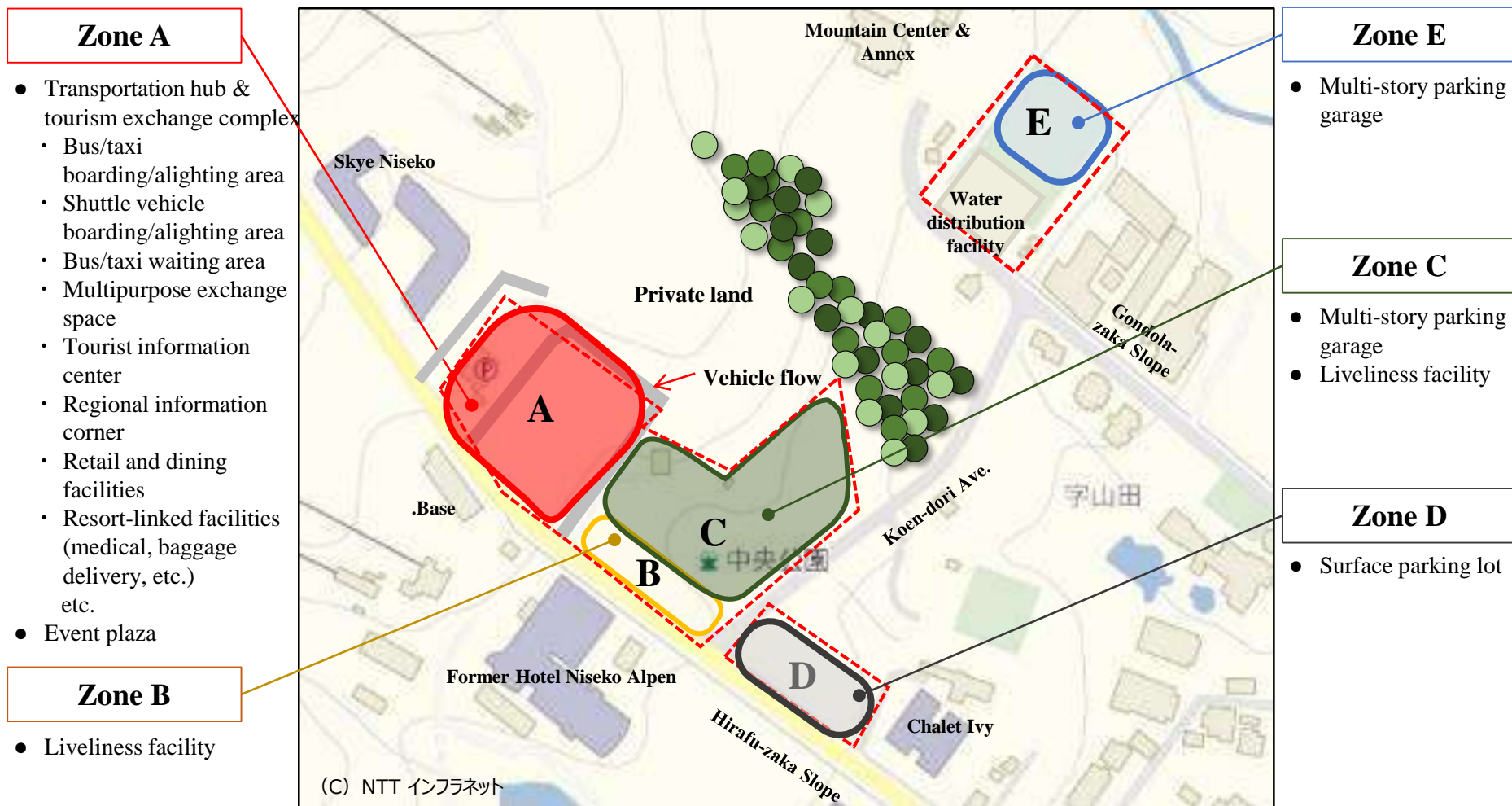
- Along with the parking layout, secure the following facilities and functions.
  - 1) Vehicle traffic lanes
  - 2) Pedestrian-only walkways
  - 3) Boarding/alighting and waiting areas for shuttle buses, shuttle vehicles, and taxis
  - 4) Welcome Center that serves as the face of Hirafu (redevelopment)

Current Parking Lot Layout



○ Arrange transportation hub functions, tourism exchange functions, and vibrant functions along Hiraifu-zaka slope.

○ Change the functions of Hiraifu Kogen Chuo Park to parking and vibrant functions.

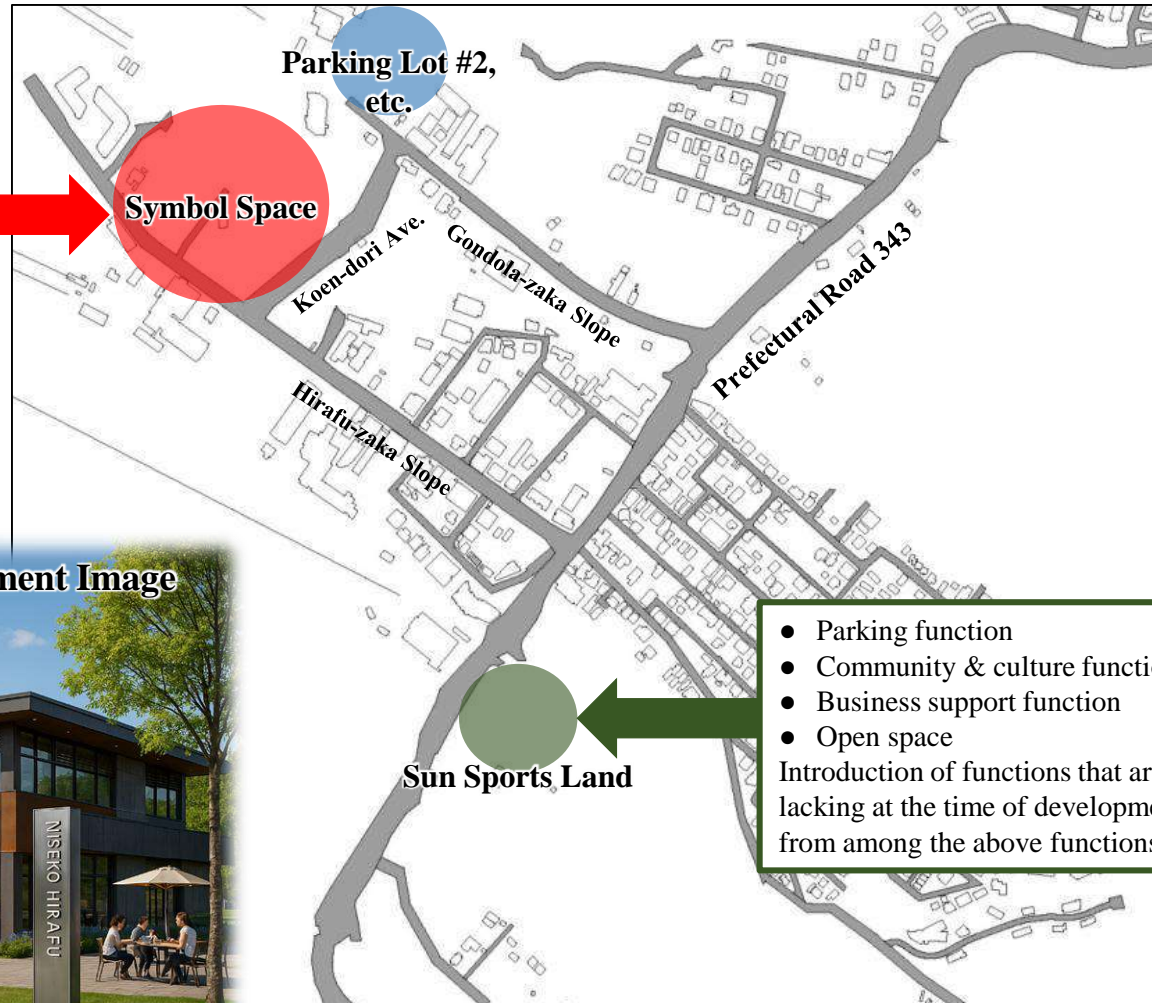




### Redevelopment and Functional Division of the Symbol Space and Sun Sports Land (Complementary Functional Point)

- The following functions will be introduced by utilizing the land of the Symbol Space and Sun Sports Land.

- Transportation hub and tourism exchange complex
  - Bus/taxi boarding/alighting area
  - Shuttle vehicle boarding/alighting area
  - Bus/taxi waiting area
  - Multipurpose exchange space
  - Tourist information center
  - Regional information corner
  - Retail and dining facilities
  - Resort-linked facilities (Medical, baggage delivery, etc.) etc.
- Event plaza
- Liveliness facilities, etc.



### Symbol Space Assumed Development Image



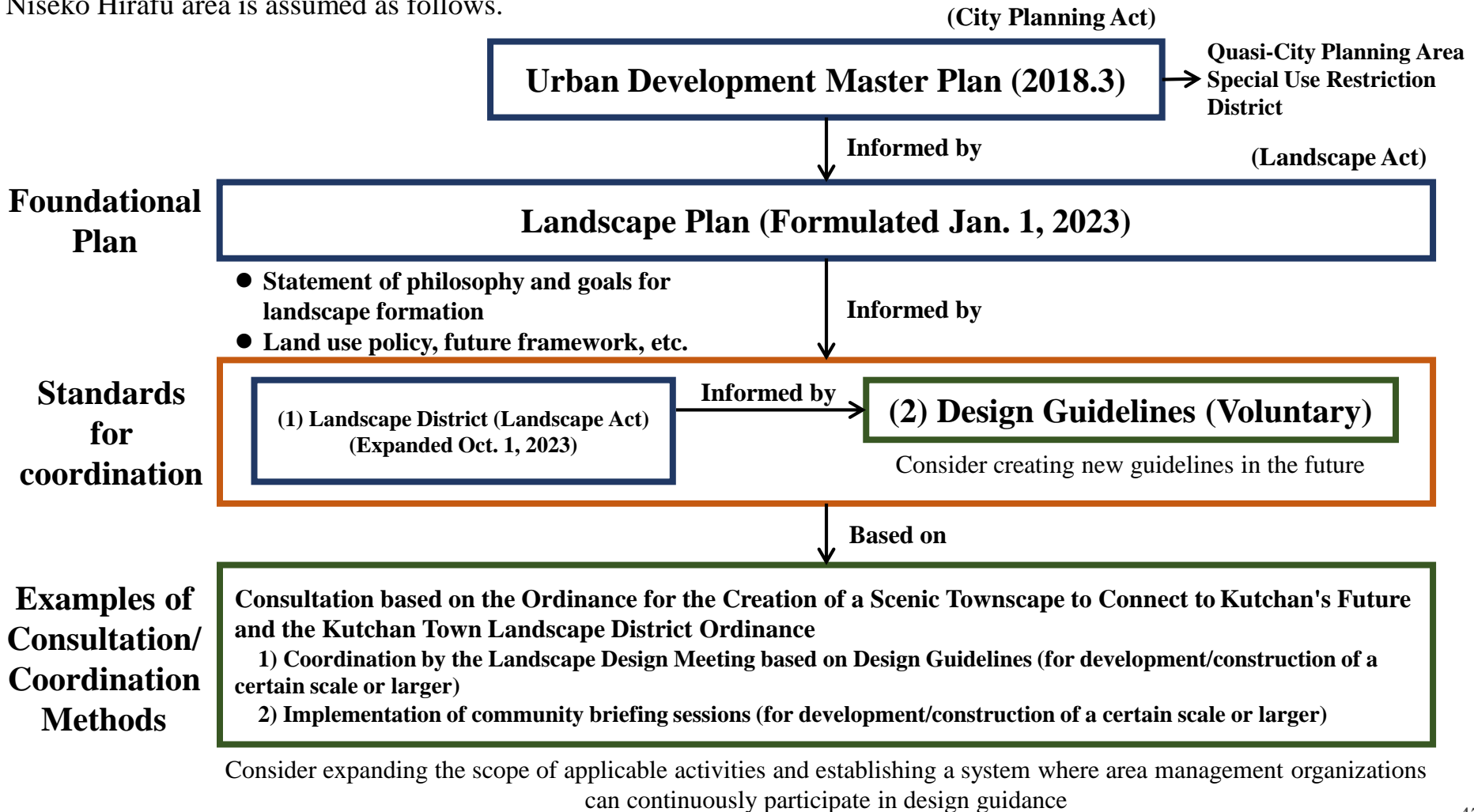
- Parking function
  - Community & culture function
  - Business support function
  - Open space
- Introduction of functions that are lacking at the time of development from among the above functions

\* This image was created to study the development policy; the content of the plan has not been finalized.

### (1) Concept of Development Coordination

#### Methods for Planning and Consultation/Coordination

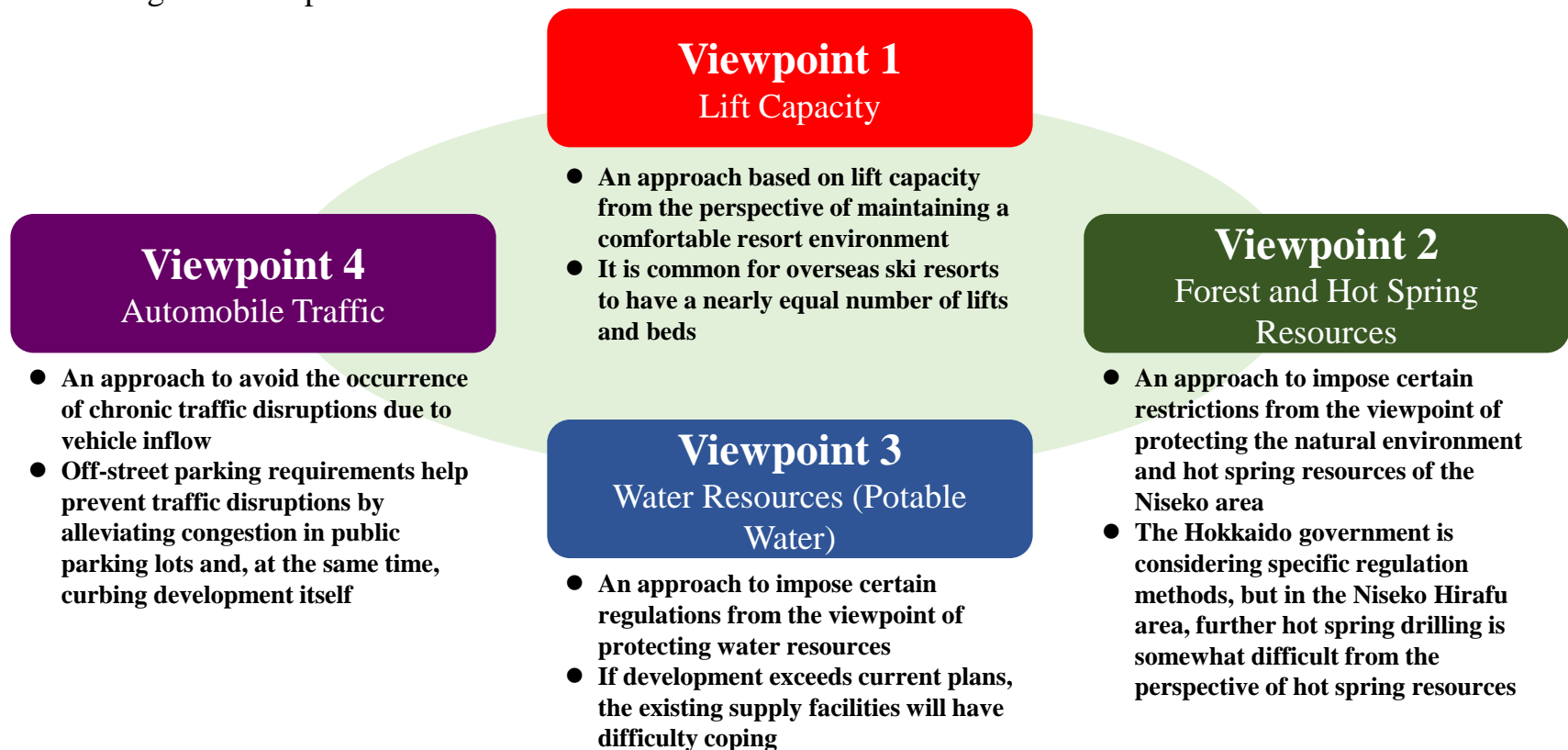
- The planning system that serves as the basis for coordinating development projects and outdoor advertisements in the Niseko Hirafu area is assumed as follows.





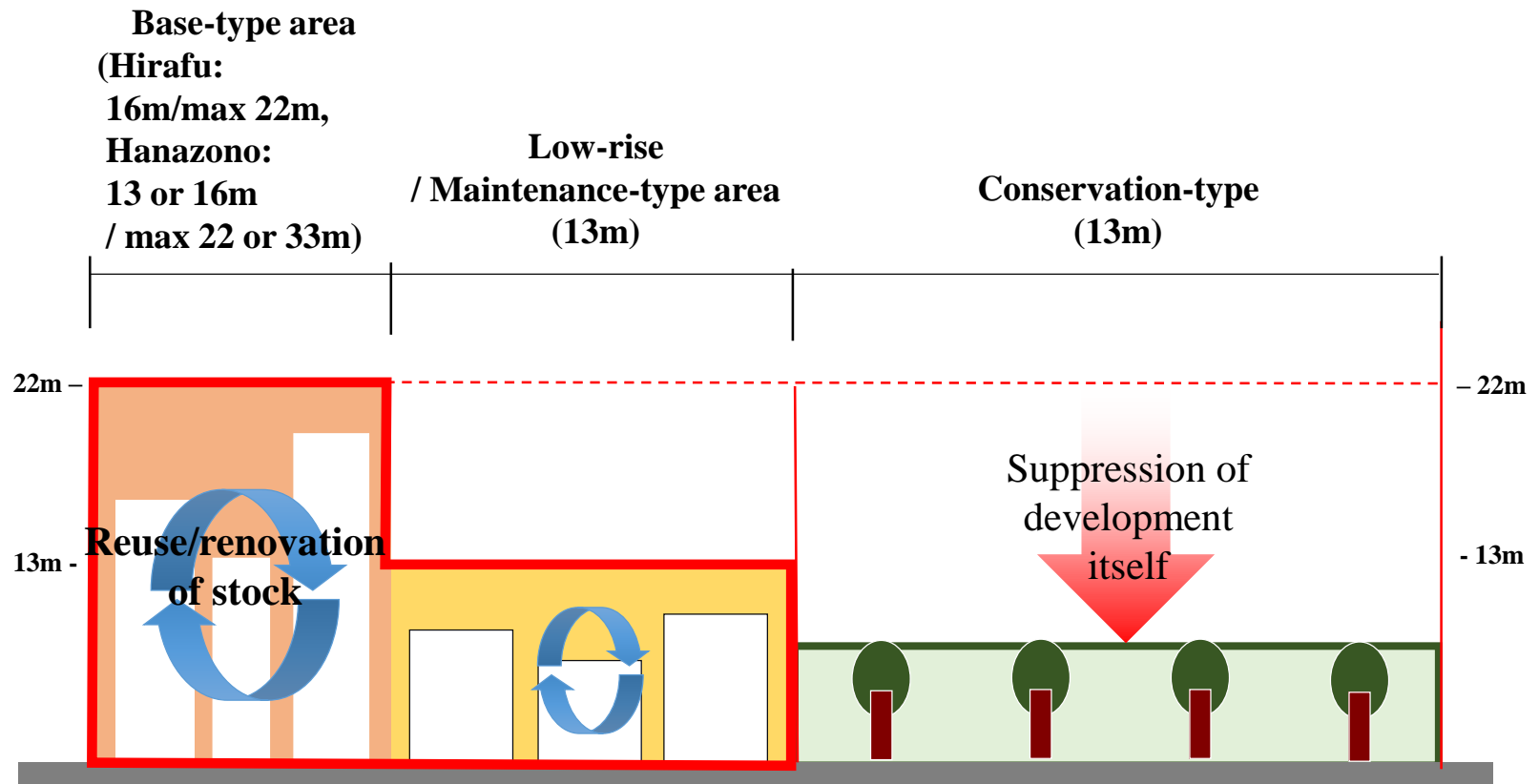
### Guiding Development and Renovation

- The new land use regulations, which came into effect on October 1, 2023, are based on the concepts of this Master Plan. One of their objectives is for Kutchan Town to maintain and enhance its brand value as an internationally acclaimed region by preserving the quality of its environment and landscape as a resort area, and by appropriately controlling the total volume of development, especially in areas with intense development.
- From the perspective of maintaining a comfortable resort environment, development will be guided by the following four viewpoints.



### Strategic Approach to Enhance Area Value

- While curbing the number of beds through the operation of new rules (consultation with and guidance for businesses), we will promote renovation in base-type and low-rise areas to convert them into high-quality stock.
- This will create a favorable and spacious environment, enhancing the presence of the base-type areas.

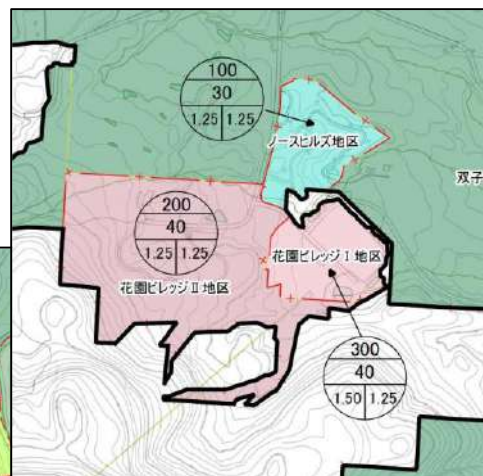


\* Depending on development pressure, development guidance may also be necessary for other areas.

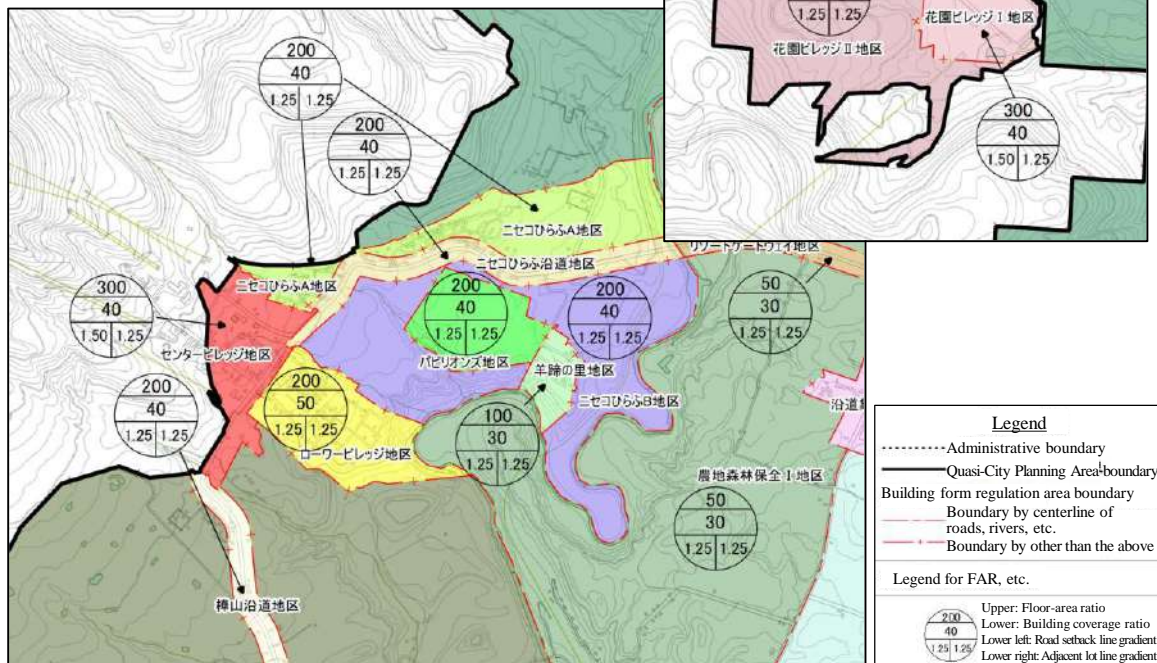
### Current Land Use Regulations (City Planning Act, Landscape Act)

- Development standards are established by the existing City Planning Act and Landscape Act. Although new rules came into effect on October 1, 2023, there are legal limitations, and some points are insufficient from the perspective of actively guiding a favorable landscape or controlling development volume.

Around Hanazono Village Area



Around Niseko Hirafu Area



### Outline of Regulations

#### <City Planning Act>

- Quasi-City Planning Area**
  - Floor-area ratio, building coverage ratio, height setback regulations, road access requirements
- Special Use Restriction District**
  - Restrictions on building use and area

#### <Landscape Act>

- Landscape District: Priority Resort Landscape Area**
  - Restrictions on form and design, maximum height limits, wall setback regulations, minimum lot area
- Notification based on Landscape Plan: Priority Resort-Adjacent Area**
  - Restrictions on location and arrangement, scale, form and design, and site exteriors
- Prior consultation for development activities and buildings of a certain scale or larger**
  - Mandatory Landscape Design Meeting and community briefing sessions

\* As part of the area is within the Niseko-Shakotan-Otaru Kaigan Quasi-National Park, restrictions under the Natural Parks Act apply

### Characteristics and Issues of Landscape Design in the Niseko Hirafu Area

- In constructing the servicescape, we will enhance the presentation of the area's unique character.
- Elements that constitute the Hirafu-like landscape are scattered, but we will foster a sense of unity as a whole.

#### Overall Landscape Characteristics of the Niseko Hirafu Area

##### <Good points>

- Some neighborhoods have a sense of unity in building colors
- There are no buildings of excessive height
- The entire area is rich in greenery
- Planting (flowers) on Hirafu-zaka Slope
- View of Mt. Yotei over the streetscape

##### <Points needing improvement>

- Presence of out-of-scale buildings
- Openness of the ground floor (opening up to pedestrians)
- Uniformity of facade design
- Consideration for the landscape in banners and signs

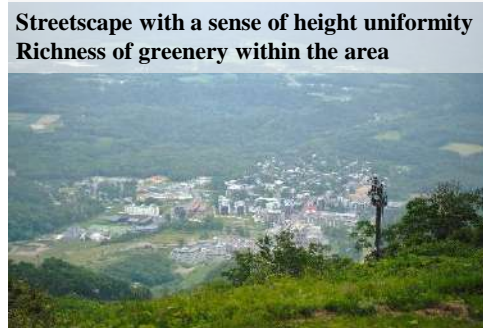
Planting that serves as a landscape accent  
(Hirafu-zaka Slope)



Streetscape with a unified color scheme



Streetscape with a sense of height uniformity  
Richness of greenery within the area



Mt. Yotei visible over the streetscape



Banners and signs set up by shops



Openness of exterior to pedestrians





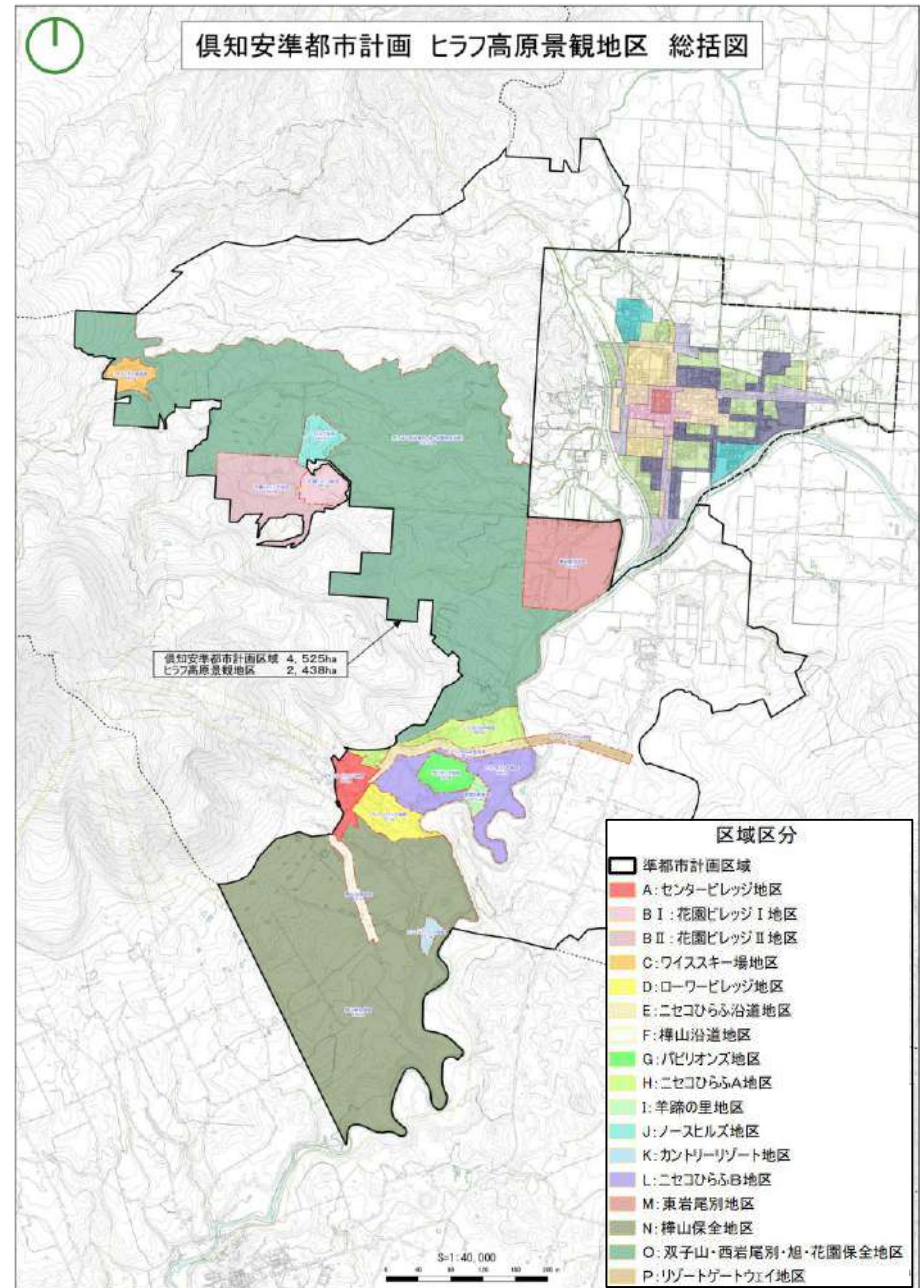
## Issues in Development Regulation

### Development Project Aspects

- Concerns about sprawl outside the resort area due to high development pressure
- Issues related to development capacity, such as transportation and water supply
- Development projects themselves cannot be restricted (prohibited)
- Need for sufficient consideration of environmental and disaster prevention aspects (technical issues)
- Increased burden on roads and public parking due to a shortage of parking spaces
- Building a common understanding with overseas investors and businesses

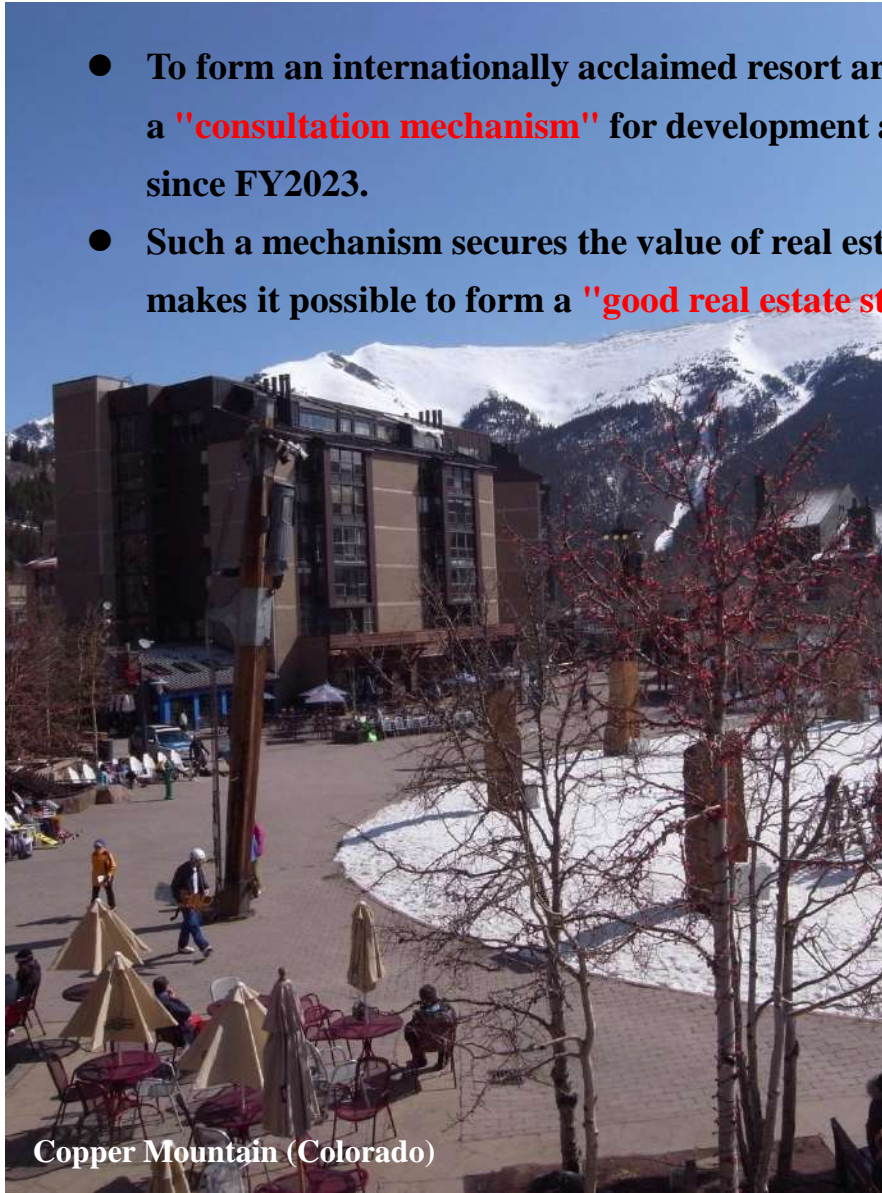
### Landscape and Design Aspects

- Although there are standards for landscape districts and a mechanism for design coordination for large-scale projects, a "common image" for the streetscape has not been formed
- There are no original standards for outdoor advertisements
- There are no landscape guidance measures for existing facilities
- Impacts on the landscape due to post-commencement interruptions and delays caused by social conditions



## Basic Mechanism for Development Control (Proposal from a Tourism Perspective)

- To form an internationally acclaimed resort area, a **"rule"** to ensure high-quality spatial design and a **"consultation mechanism"** for development and design are necessary, and have been in operation since FY2023.
- Such a mechanism secures the value of real estate, attracts investment that shares this value, and makes it possible to form a **"good real estate stock"** for the town.



Copper Mountain (Colorado)



Vail Resort (Colorado)



## Basic Mechanism for Development Control (Proposal from a Tourism Perspective)

### Development Control Methods

#### Methods for controlling development density and volume, and for environmental consideration

- (1) Special Use Restriction District (City Planning Act)
  - Restrictions on use and area
- (2) Quasi-City Planning Area (City Planning Act)
  - FAR, BCR, height setback regulations, road access requirements
- (3) Development Permit System (City Planning Act)
  - Technical standards for land preparation, deposits, greening, etc.
- (4) Guidance Outline (Kutchan Town Outline)
  - Number of parking spaces, snow-fall distance



- Standards for effective off-street parking requirements commensurate with building use
- Consideration of expanding the zones for each regulation to prevent sprawl outside the resort area

#### Current Situation

After Oct. 1, 2023

#### Additional items for consideration

#### Methods for fine-tuning the landscape and design

- (1) Landscape District (Landscape Act)
  - Form and design, building height, wall position, minimum lot area, green space and greening, etc.
- (2) Notification based on Landscape Plan (Landscape Plan) \* Outside of landscape districts
  - Restrictions on location and arrangement, scale, form and design, and site exteriors
- (3) Consultation procedures (Landscape Ordinance)
  - Hearing opinions from the Landscape Design Meeting for large-scale buildings and large-scale development



- Building a design guideline, including for structures, utilizing the coordination experience of the Landscape Design Meeting
- Method for original regulation of outdoor advertisements

## Mechanism for Design Guidance (Design Guidelines)

- In the Niseko Hirafu area, where many developments are by overseas businesses, it is necessary not only to codify the vision for the town but also to express and share the image visually.
- On the other hand, since a "Landscape Design Meeting" system is in operation for development and construction projects of a certain scale or larger, it is required to create design guidelines based on the examples of attractive development and construction furnishings accumulated through coordination in the Landscape Design Meeting. By indicating the direction of good design and also clearly stating designs that are not suitable for the Niseko Hirafu area, we aim to form a landscape with a sense of unity.
- At the same time, it is also necessary to consider expanding the scope of the "Landscape Design Meeting" in important areas that have a particularly large impact on landscape formation, such as around the symbol space and along Hirafu-zaka slope, and to build a system where residents, such as area management organizations, can continuously be involved in design guidance.

### Image of Niseko Hirafu Area Landscape Characteristics to be Protected and Nurtured by Design Guidelines (Proposal)

- Enrichment of sidewalks and pedestrian spaces that visitors can enjoy strolling along
- Adoption of elements that convey a sense of Hirafu and Hokkaido, such as the use of accent colors (reds, etc.) and installation of planting
- Spaces for staying along the street should be designed with an awareness of the view, including Mt. Yotei
- The colors of outdoor advertisements should be considerate of the landscape ..... etc.

Image of the Desired Direction to be Shown in the Design Guidelines  
(Quoted from Whistler village design guidelines)

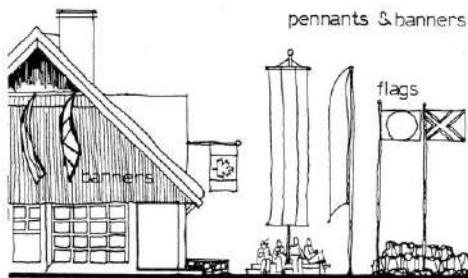


Image of the Desired Direction to be Shown in the Design Guidelines  
(Quoted from Nagano Omotesando Landscape Guidelines)

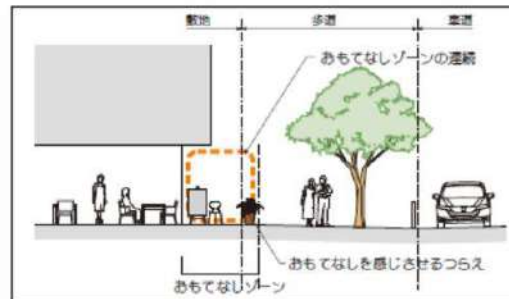
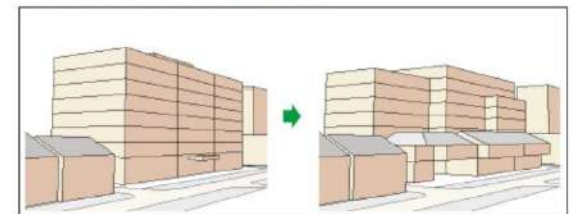


Image of Unsuitable Designs to be Shown in the Design Guidelines  
(Quoted from Nagano Omotesando Landscape Guidelines)

#### ●外壁面の分節化

- 街並みに圧迫感を感じさせる大きく単調な壁面はつくらないようにしましょう。壁面は分節化し、出来る限り凹凸のあるデザインを考えましょう。





## Towards the Formation of an Even Higher-Quality Landscape

- Since regulations based on law are necessary to set development capacity and actually restrict new development, the Quasi-City Planning Area was expanded on October 1, 2023, and the operation of new rules began.
- For the formation of an even higher-quality landscape, it is a medium- to long-term consideration to implement new regulations after fully examining realistically feasible methods.

### Effective Off-street Parking Requirements

- Currently, the required number of parking spaces at the time of construction is determined by the operational standards of the "Kutchan Town Guidance Outline for Buildings, etc.," but there is a discrepancy between the standards and actual parking demand.
- To prevent traffic disruptions due to on-street parking, it is also necessary to improve the overall traffic flow in the region and create an environment where tourists and residents can move comfortably by mandating loading/unloading spaces on building premises, or by reducing vehicle inflow through the development of off-site parking and the popularization of regional circular transportation.
- Flexible responses, such as relaxing operational standards in consideration of the region's goals, such as enhancing pedestrian flow around Hirafu-zaka slope, are also considered important initiatives that lead to high-quality development.

#### Operational Standards (Excerpt)

Calculation Standard	Hotels/Ryokan	Number of guest rooms divided by 3 or more However, for hotels without common areas, a number corresponding to the number of guest rooms or more
	Restaurants, etc.	Guest seating area divided by 10m <sup>2</sup> or more
	Retail stores, etc.	Sales floor area divided by 25m <sup>2</sup> or more
	Ski rental shops	Waiting area divided by 10m <sup>2</sup> or more
Regional District Coefficient	Center Village District/Quasi-National Park Special Area/Hanazono Village District	0.8
	Guest House Village District	1.0
	Other regional districts	0.9

### Consideration of an Outdoor Advertisement Ordinance

- Although the Kutchan Town Landscape Plan establishes a basic policy for the installation of outdoor advertisements, procedures such as permits for outdoor advertisements are operated by the Hokkaido government based on its own ordinance.
- Since design control of outdoor advertisements is an important element for high-quality landscape guidance as a world-class resort area, it is desirable to consider the operation of the town's own ordinance.
- By restricting high-chroma or large-scale advertisements, while also stipulating the handling of advertisements that affect the resort's appeal, such as digital signage and advertisements with sound and lighting, we will contribute to the formation of a high-quality landscape as a resort area and the enhancement of the regional brand.
- In conjunction with landscape guidance measures for buildings, it is also required to consider a mechanism for residents to be involved in design guidance.

Example image of regulating outdoor advertisements by classifying them as prohibited, requiring consideration, requiring ingenuity, and recommended  
(Quoted from Inuyama Castle Town Outdoor Advertisement Guidelines)

**禁止** 城下町の景観を損ないます、以下のことは **止め** ましょう。



**工夫** 城下町の景観を守るため、以下のことを **工夫** しましょう。



**配慮** 城下町の景観を守るため、以下のことを **配慮** しましょう。



**推奨** 城下町の景観を守るため、以下のことを **推奨** しています。



Example of guiding and accumulating excellent designs by an Outdoor Advertisement Review Committee  
(Quoted from Kanazawa City Outdoor Advertisement Guidelines)

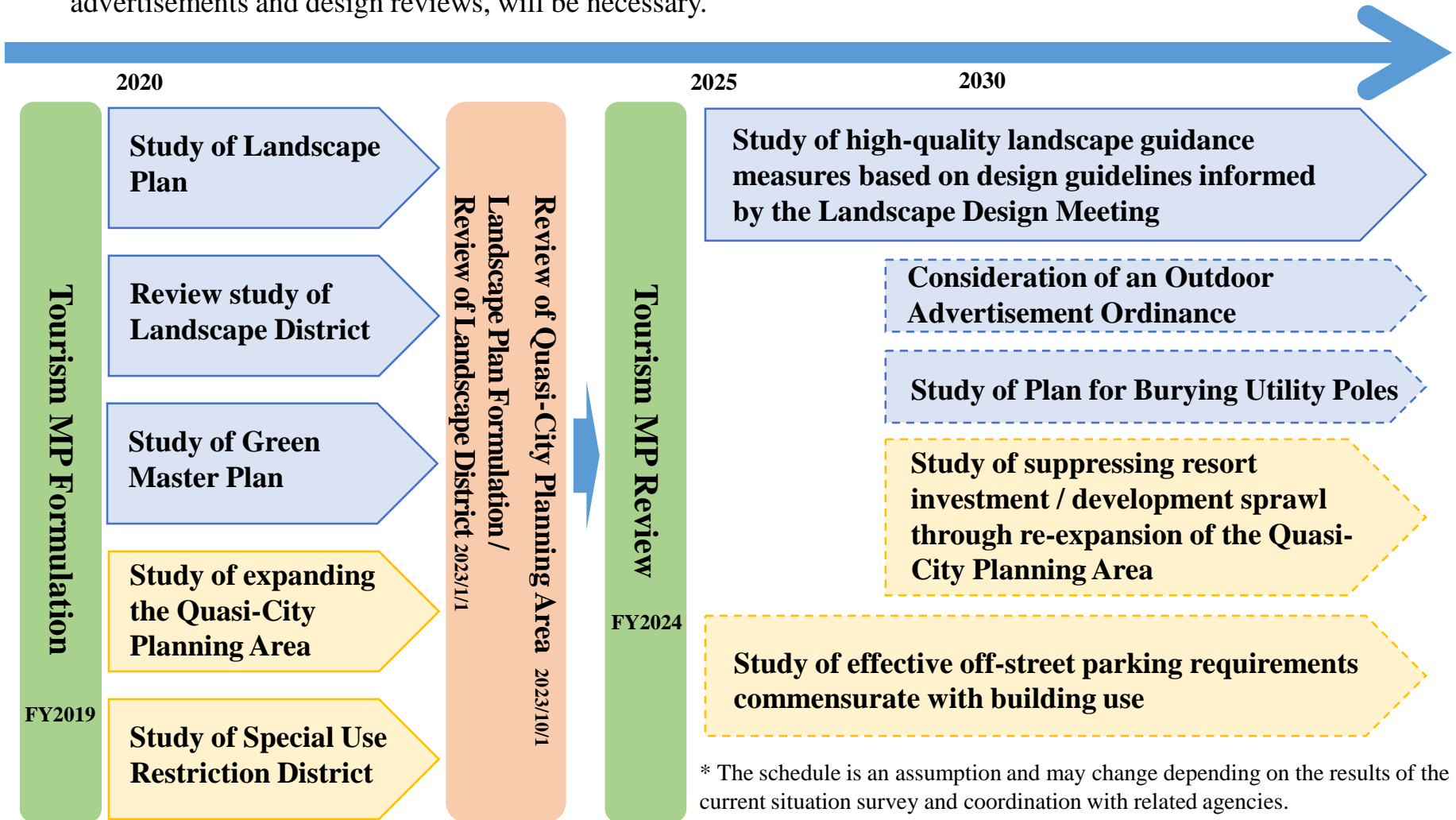
#### 金沢市屋外広告物審査会について

金沢市屋外広告物審査会(P02)は、設置前の広告物に関し、原則として全件を審査し、広告物のデザイン面、安全面について審議します。また、広告の効果をより高める助言も行っています。

機動的な対応を期するため、審査会は毎週、年間50回開催しています。



- Kutchan Town transitioned to a landscape administrative body in September 2022 and formulated a "Landscape Plan" in January 2023.
- In the future, measures for higher-quality landscape formation, such as policies for regulating outdoor advertisements and design reviews, will be necessary.



# Renovation Part 2

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Renovation part

**Requirement 3**

**Service integration to  
enhance visitor stays**

<Major Projects/Initiatives Implemented>	<Implementing Body>	<Fiscal Year>				
		20	21	22	23	24~
Hirafu Free Shuttle Bus	KTA/Private	20	-			
Kutchan Night Go	KTA/Private	20	-			
Skybus Niseko	KTA/Private			22	-	
Taxi vehicle and driver dispatch "Niseko Model"	Town/KTA				23	-
Eat Street in Niseko	KTA				23	

### Accomplishments and Challenges of the Past 5 Years

- Measures for secondary transportation have been enhanced, including the Hirafu Free Shuttle Bus, the Night Go, and the "Niseko Model" taxi service.
- There is a shortage of restaurants and grocery stores handling local ingredients, especially in winter.

### Challenges that Have Emerged in the Last 5 Years

- As the scheduled opening of the Hokkaido Shinkansen in FY2030 is expected to be delayed, a review of measures concerning access from Kutchan Station and the utilization of the former conventional railway line site has become necessary.

# 0. What is "Service Integration to Enhance Visitor Stays"?

## Requirement 3

- The time spent on skiing, snowboarding, and at accommodation facilities like condominiums is only a part of the experience. To enhance the experiential value in a resort, it is necessary to simultaneously develop services other than the ski resort and condominiums.
- Furthermore, by realizing a smart resort where new digital paradigms like IoT, big data, and AI are combined with the resort, it is expected that existing issues will be resolved and new experiential value will be created.

### Activities for Visitors (Family Groups) During the Ski Season (example)

A Day's Activities (example)	7:00~	10:00~	13:00~	16:00~	19:00~	22:00~	25:00~	
Child	Running/walking	Travel to ski resort by bus	Skiing, snowboarding Other activities (skating, etc.)		Library Spa	Meet at the plaza	Dinner (eating out/self-catering)	Condominium/hotel
Young People								Nightlife (Theater/bar)
Parent Generation		Work (Telework)	Travel to ski resort by bus	Skiing, snowboarding	Work (Telework) Shopping		Library Museum Spa	
Senior citizens		Strolling/walking in the area						

# 0. What is "Service Integration to Enhance Visitor Stays"?

## Requirement 3

- A comparison of services in overseas ski resorts was conducted. They have an accumulation of services that enable comfortable long-term stays, not limited to just skiing and snowboarding.

Note) The comparison was not simply whether a service exists, but whether an excellent one is available.

		Service (Example)						
		Brand Shops	Spa*	Library	Museum	Theater	Café**	Intra-regional transportation
Overseas Ski Resort	Vail	●	●	●		●	●	●
	Breckenridge			●	●	●	●	
	Whistler	●	●	●	●	●	●	●
	St. Moritz	●	●	●	●	●	●	

\* Image of an onsen pool that can be used with a swimsuit

\*\* Image of a café where one can also work





### (1) Shortage of basic services to support long-term stays

- Restaurants are located throughout the Niseko Hirafu area, but many are concentrated along Hirafu-zaka slope and Prefectural Road 343.
- There are few shops where long-term visitors can obtain daily necessities, or where tourists can buy fresh local produce and specialty products they would want to purchase.
- There is also a shortage of breakfast options, especially in the summer.

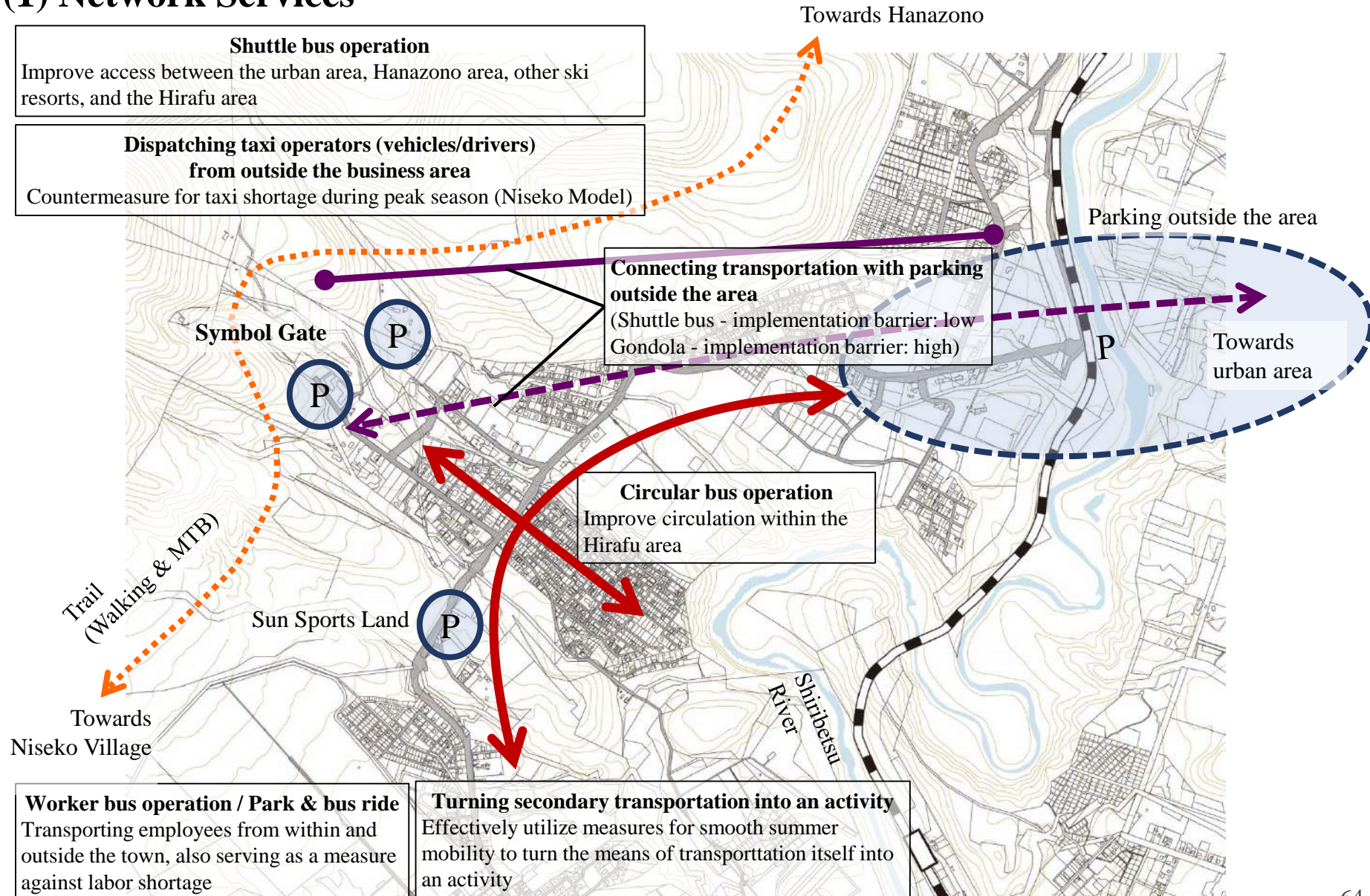
### (2) Shortage of cultural facilities, nightlife, and facilities to enjoy the resort

- There are few cultural facilities such as galleries, museums, and concert halls in the area.
- The options for enjoying nightlife are limited.





### (1) Network Services

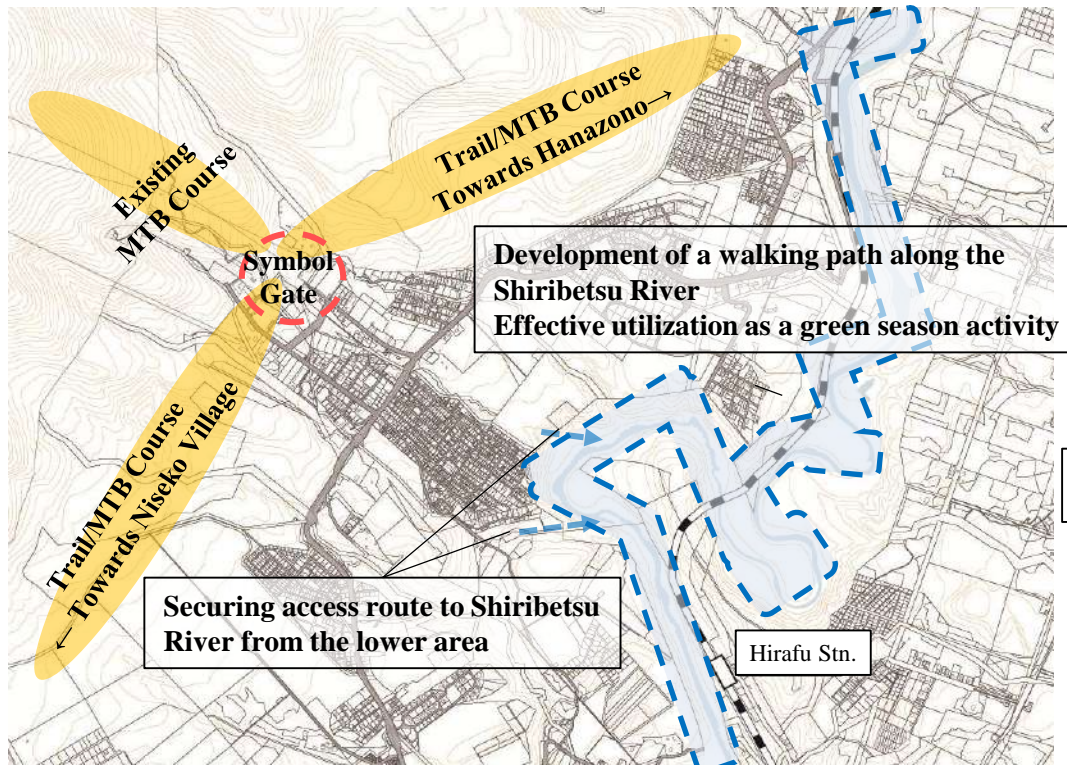




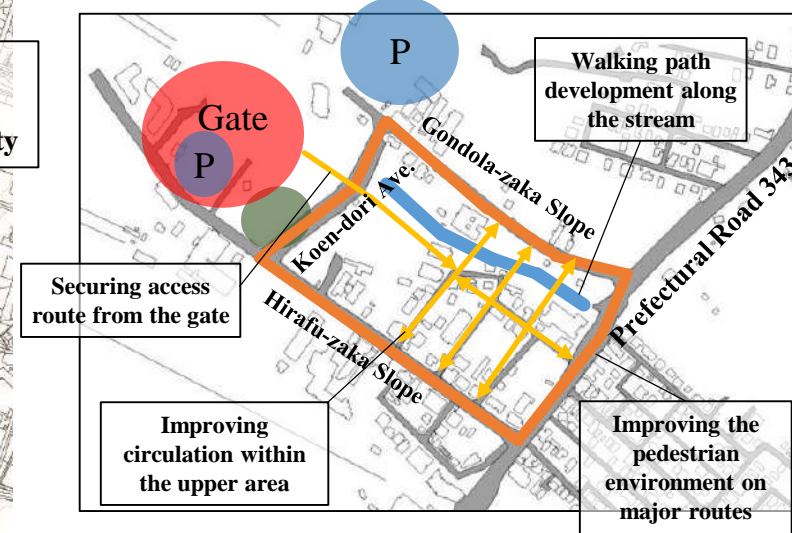
### (2) Trail (Pedestrian/Bicycle) Network

- Develop a pedestrian environment that allows for a circular route around Hirafu-zaka, Koen-dori, and Gondola-zaka, and a walking path utilizing existing streams.
- Develop a trail course for walking in the surrounding forests (pedestrians, mountain bikes), and improve wide-area circulation with the Hanazono and Niseko Village areas.
- The trail network is envisioned to include a walking path along the Shiribetsu River and securing access routes from the Niseko Hirafu area.

#### Wide Area Image



#### Upper Area Image





### 3. Approach to Promoting Stays and Excursions within the Region

## Requirement 3

#### Core Area (Upper Hirafu)

- Restaurants/Cafés
- Bars/Pubs
- Deli (local ingredients, etc.)
- Daily goods stores
- Onsen/Spa
- Activity counter

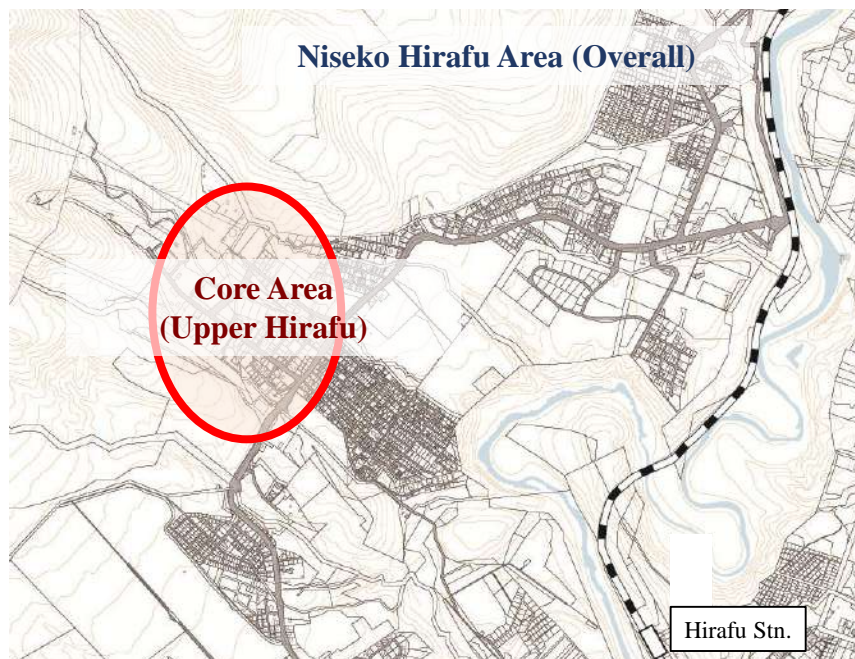
Café



Coworking space



Visitor Card



#### Entire Area

- Cultural facilities such as museums, galleries, and halls
- Activities other than outdoor activities
- Outdoor festivals/music events
- Child support facilities
- Coworking space
- Conference spaces/community spaces
- Library function
- Promoting stays by distributing visitor cards and employee cards

Spa  
(hot spring facility that can be entered with a swimsuit)



Museum



#### Network Service

- Trail (running and walking)
- Parking outside the area
- Intra-regional public transportation (bus)
- Connecting transportation with parking outside the area (Shuttle bus, gondola, etc.)

#### Flow of managing vehicle inflow to the area

Development of  
Parking Lot #1 (Symbol Gate)

(Based on the development of Parking Lot #1)  
Consideration of developing  
Sun Sports Land

(Based on the development of Sun Sports Land)  
Consideration of developing  
parking outside the area

Music festival



Library



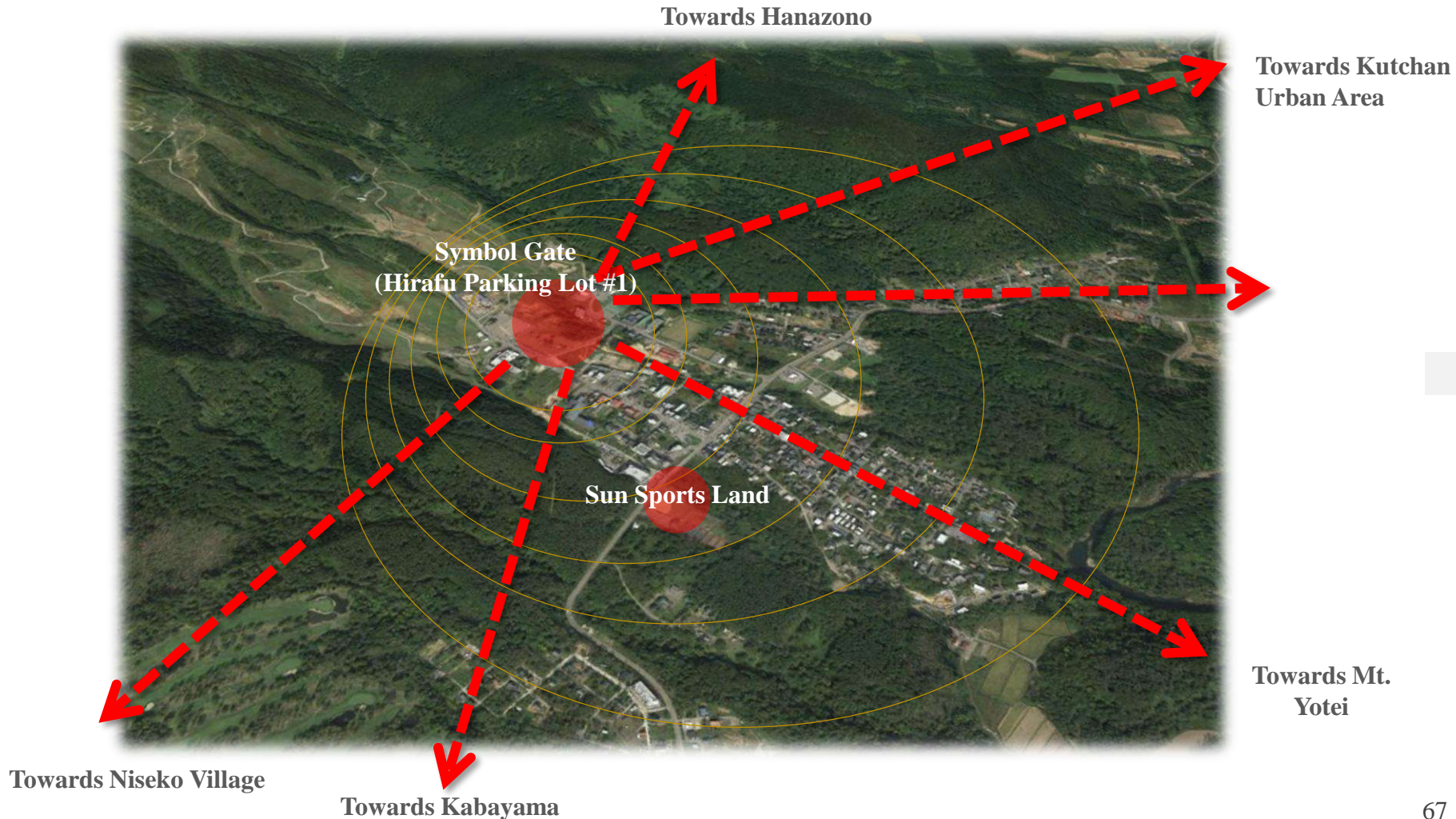


### 3. Approach to Promoting Stays and Excursions within the Region

#### Requirement 3

##### Development Guidance and Service Functions Originating from the Symbol Gate

- With Hirafu Ski Resort Parking Lot #1 (= Symbol Gate), located at the cornerstone of the Niseko Hirafu area, as the central hub, we will introduce a complex of service functions to enhance the district's value and aim for positive ripple effects on the surrounding region.
- Hirafu Ski Resort Parking Lot #1 (= Symbol Gate) is also a central space when considering development and renovation guidance for the Niseko Hirafu area.



#### (Supplement) Functions Targeting the Creative Class

- It is said that a business environment, such as coworking spaces, is necessary to attract the "creative class" from IT and design fields to the area.
- The background to this is the growing trend of blending business trips with leisure (bleisure) and leisure with business trips (workation), leading to an increasing emphasis on business support environments even in resort destinations.

##### What is the creative class?

- People who create new value, rather than existing products and services. Many are in IT and design fields.
- They value personal growth, are not tied to a permanent residence, can work anywhere with an Internet connection, and therefore prefer amenity-rich areas.



##### Case Study: A region that has succeeded in attracting the creative class (Denver, Colorado)

- Denver, Colorado, in the United States, has increased its production value and population and is experiencing a chronic housing shortage, despite not having a traditional core industry.
- One reason for this is said to be that the lifestyle, which combines urban comfort with the Colorado mountain area in its hinterland, attracts the creative class.

# Management Part 1

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Management part

## **Requirement 4**

**Systems to ensure  
sustainability**



<Major Projects/Initiatives Implemented>	<Implementing Body>	<Fiscal Year>				
		20	21	22	23	24~
Creation & provision of MICE content and guest speaker programs	KTA			22	-	
Installation of MTB racks and stands	KTA				23	-
Development of Twin Peaks Bike Park, planning of mountain bike tours	Namba				23	-
Niseko Hirafu Green Park event	Private				23	-
Welcome Back Kutchan Niseko video	KTA			22		
Promotional video screening (Shibuya, Sapporo, etc.)	KTA			22	-	
Digital signage installation	KTA				23	-
Improvement of the real-time trail map	Town/NPB/KTA			22	-	
Visualization of facility operating status through development of Niseko Digital Map	Town/NPB/KTA			22	-	
Data collection and analysis platform construction	Town/NPB/KTA	20	-			
Forest Carbon Sink Project Council	KTA	20	-			
Calculation of KPIs	KTA	20	-			
Development of "Traveler's Tax" system	KTA			22	-	

### Accomplishments and Challenges of the Past 5 Years

- Strengthening summer content centered on MTB and advancing tourism destination management through data management, such as building a data collection/analysis platform and calculating economic ripple effects.
- Strengthening content for summer, etc. (MICE, etc.) to address the gap between peak and off-peak seasons

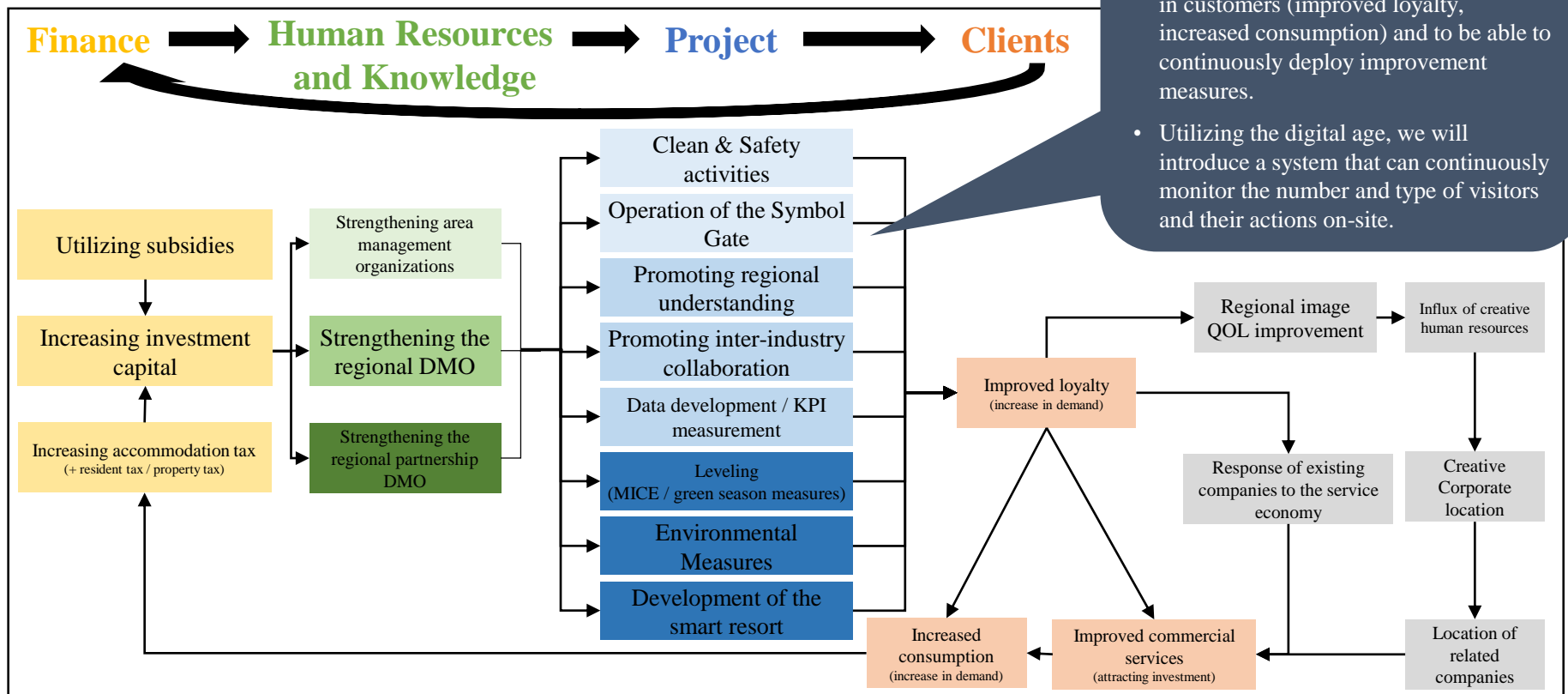
### Challenges that Have Emerged in the Last 5 Years

- Responding to customers' environmental consciousness.
- Advancing tourism destination management by strengthening the DMO with the accommodation tax as its management foundation

# 0. What are "Systems to Ensure Sustainability"?

## Requirement 4

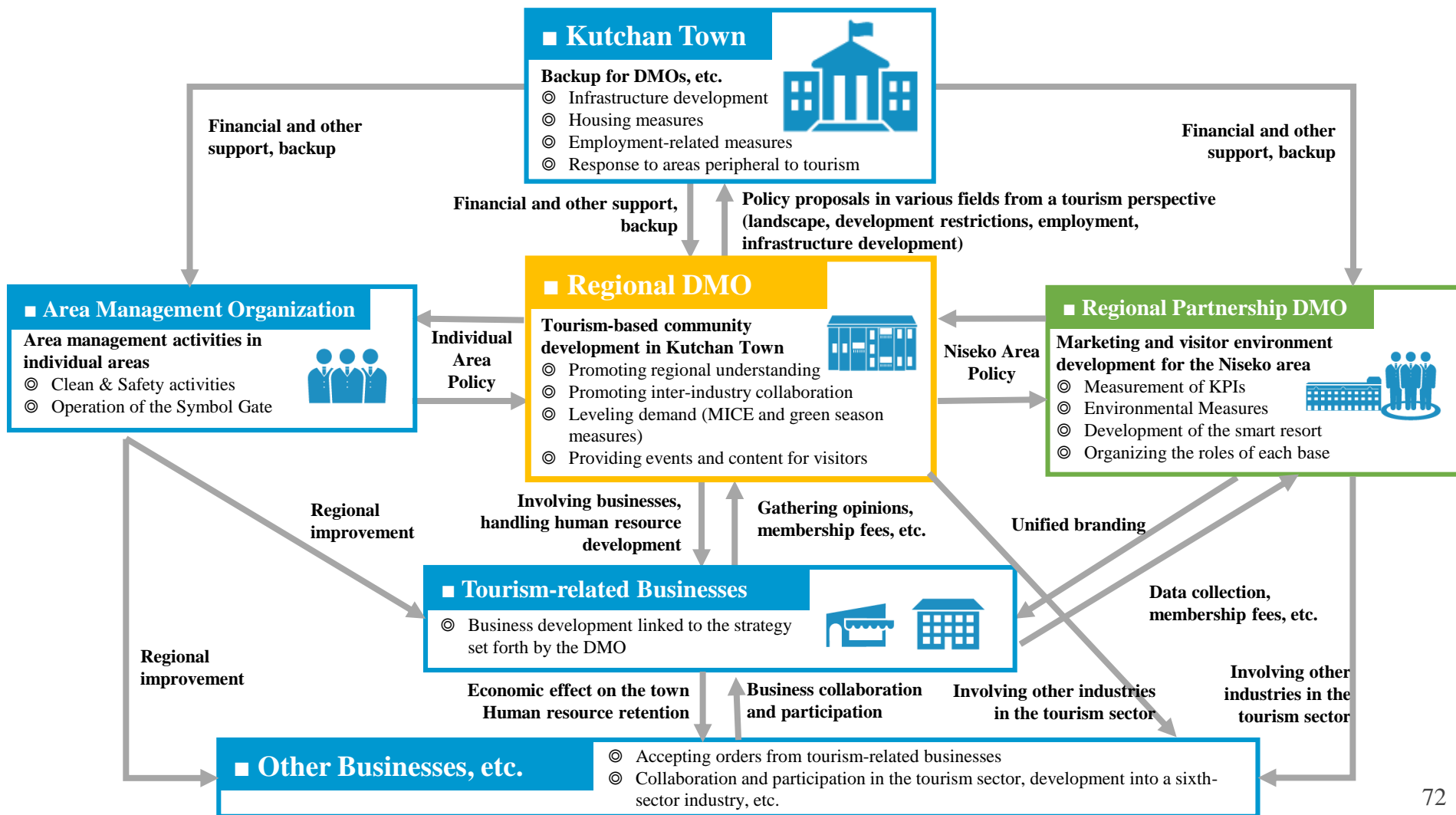
- By strengthening tourism-related organizations such as DMOs and area management organizations, using taxes and other revenue generated in the region from tourism promotion, we will connect this to an influx of private sector investment and human resources, forming a mechanism and virtuous cycle for sustainable regional development centered on tourism.
- For these mechanisms, we will identify items that can represent each element and be measured regularly, and set KPIs.



# 0. What are "Systems to Ensure Sustainability"?

## Requirement 4

- The Regional Partnership DMO and the Regional DMO will become the engine that drives a virtuous cycle for the development of the tourism industry, based on an appropriate division of roles, with the government providing backup.
- It will be the role of the Regional DMO to measure KPIs and implement rolling updates to the plan in order to monitor whether project improvements are leading to an increase in customers (improved loyalty, increased consumption).



- Design and development are required to make the most crowded place a "symbolic space" (Requirement 2).
- On the other hand, a symbolic space requires operation, including maintenance, and an accumulation of services.
- Therefore, tourism and community organizations will take the lead in developing the environment for such a space.

### Related Major Initiatives to Date

**Installation of flower spots (2024)**



**Halloween pumpkin decorations (2024)**



**Hirafu Ski Resort Parking Lot #1 Paid Parking Demonstration Project (2024)**



# (1) Clean & Safety activities

- To ensure the sustainability of the region, it is necessary to build a relationship of trust among local stakeholders through continuous efforts.
- The foundational activities of area management, as such continuous efforts, are centered on greening and trash cleanup (Clean), and the management and guidance of various rules and manners (Safety).
- These efforts are hygiene factors for the resort ("expected, and a source of dissatisfaction if absent"), and continuous implementation is required to maintain the experiential value of the resort.
- Since visitors also travel to areas beyond the resort area, areas outside the resort, such as the urban center, will also be considered as targets for these activities.

## Clean-up activities by Niseko Hirafu Area Management



Source: Niseko Hirafu Area Management's Facebook page (2019)

## Major Implementation and Study Items (Proposal)

- Clean-up Activities
  - Cleaning activities, greening activities, weeding activities, etc.
- Presentation of public spaces, photogenic spaces, etc.
  - Utilization of Hirafu Kogen Chuo Park (green season), Hirafu-zaka illuminations, Halloween pumpkins, etc.
- Installation and operation of smart trash cans
- Setting and operation of rules for promoting eco-friendliness
- Setting and operation of an environmental certification system
- Setting and operation of rules for the use of outdoor spaces (advertising, event hosting, etc.)
- Setting and operation (guidance) of rules for construction in the area
- Disaster prevention and crime prevention measures for the area (Patrols and awareness activities for acts contrary to public order and morals)



## (2) Operation of the Symbol Gate

- The Symbol Gate will be a space that can be used not only by tourists but also by local residents.
- At the Symbol Gate, an accumulation of services (tenant mix) and events are envisioned to attract and retain people throughout the year.
- When accumulating services, guidance will be provided through the setting of appropriate rules to foster local businesses.

### Case Study: Creating a space that supports local businesses (Pop Brixton, London)



- A complex made of old shipping containers, consisting of over 50 small tenants, a meeting place, a plaza, and gardening areas
- All tenants are independently owned; rent is set at a 50-80% discount to support start-ups
- 75% of all tenant companies are local, and 1/3 are restaurants
- A condition of tenancy is one hour of volunteer work in the community per week

Source: Lecture materials from Sigma Development Planning Institute Co., Ltd. (2019)

### Proposed Rules for the Symbol Gate

- A tenant mix that both residents and tourists can enjoy their stay with
- To prevent the facility from being solely for tourists, restrictions will be placed on certain types of businesses (e.g., limiting the ratio of souvenir shops)
- Provide incentives for locally-based companies to open stores
- Promote participation in volunteer activities (greening, trash cleanup, etc.)

- **The powder snow of the Niseko area is a killer content** and a core attraction for visitors. However, with the expected decrease in snow due to climate change, it is desirable for the entire region to **collectively engage in environmental activities to protect the powder snow**.
- Furthermore, **high-income visitors to the resort** generally have a high level of education and a **high interest in environmental protection**. As the digitally native Millennium and Z generations become the center of society, they are connected to information from all over the world via the Internet and tend to view environmental issues more as a "matter that affects them."
- Furthermore, it has been confirmed that when a resort implements environmental measures or **promotes its environmental considerations, it enhances the pride and satisfaction of the employees working there**.
- It is believed that consciously maintaining the environment will **protect the value of the Niseko area, maintain and increase its commercial value, and enhance its sustainability as a resort**.

Powder snow in the Niseko area



### Related Major Initiatives to Date

#### Forest Carbon Sink Project Council



- J-Credit sales promotion activities
- Mountain trail conservation and restoration workshop
- Hangetsu Lake walk, etc.

- In today's tourism promotion, environmental measures also have a branding significance.
- As part of environmental measures for branding, it is desirable to formulate and announce a comprehensive environmental vision for the resort area.

### [Reference] Vail Resort's 3 Commitments

(From the Vail Resort HP)

**How Will We Achieve Zero?**

**1 ZERO NET EMISSIONS**

In 2023, we reached 100% renewable electricity in North America and 96% enterprise wide. From retrofitting buildings to snowmaking innovations, we are further reducing emissions with energy-efficiency projects.

**2 ZERO WASTE TO LANDFILL**

We decreased waste to landfill by nearly 6.1 million pounds – that's a 36% reduction. Waste sorting at our mountain resorts, composting initiatives with our communities, and upcycling projects are just some of the ways we are working toward zero.

**3 ZERO NET OPERATING IMPACT ON FORESTS AND HABITAT**

Along with restoration projects to offset impacted acres, our operations teams are committed to stewardship of the lands on which we operate. Since 2007, we have funded 250 projects in partnership with the National Forest Foundation.

Vail Resorts, a major US ski resort operator, has established a guideline called "Epic Promise" for branding its environmental measures at its resorts. It is working towards the goals of "(1) Zero CO2 emissions by 2030," "(2) Zero landfill waste by 2030," and "(3) Zero impact on forests and wildlife habitats." This initiative has gained a certain level of support from skiers and employees.

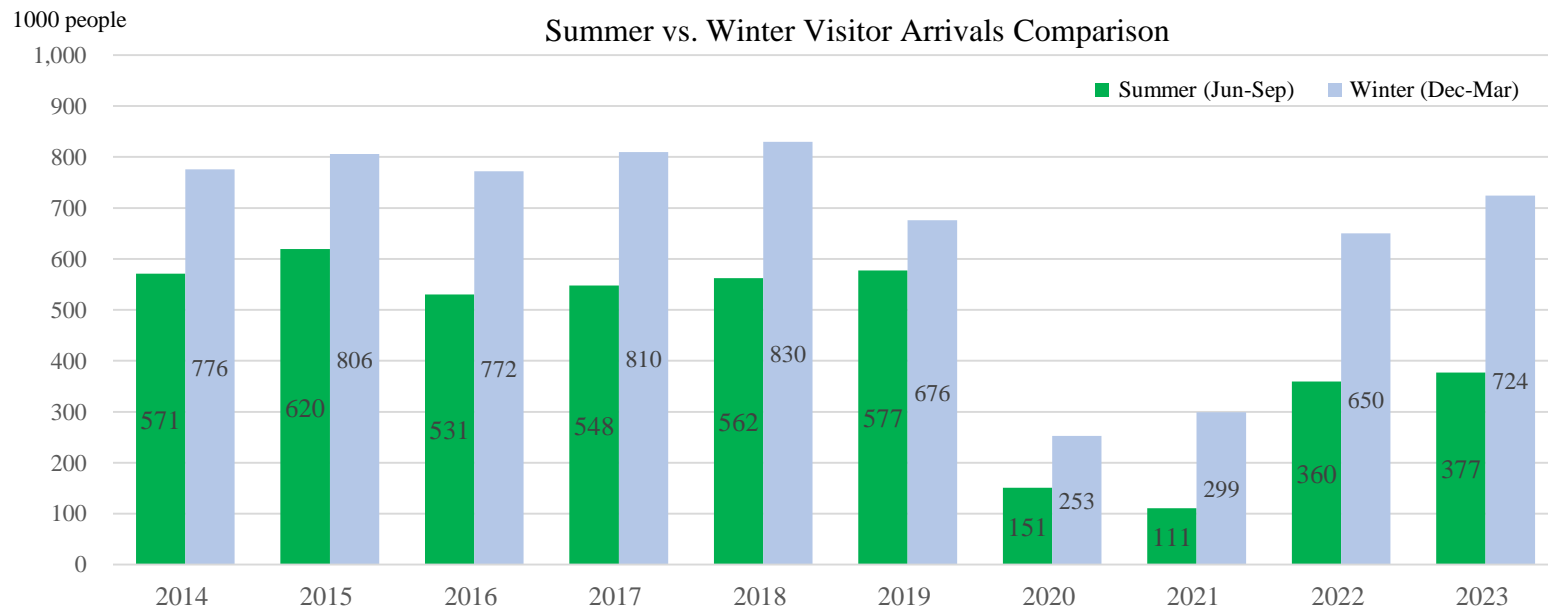
### Content of the Comprehensive Environmental Vision to be promoted by the Niseko Area (Proposal)

- Initiatives to reduce traffic volume
  - Park & Ride, employee buses, etc.
- Electrification of vehicles
- Utilization of renewable energy
- Efficient trash collection
  - Smart trash cans, etc.
- Contribution to forest conservation and CO2 reduction
  - J-Credit, collaboration with POW Japan, etc.
- Protection of Wildlife

### 3. Enhancing Summer Content for Leveling Demand

### Requirement 4

- The significant seasonal fluctuation in visitor numbers is a cause of various problems, including a decline in industrial productivity (e.g., difficulty in year-round employment and restaurant operations).
- **Reducing the gap between peak and off-peak seasons is crucial** in aiming for a year-round resort, and increasing summer demand also leads to an increase in accommodation tax revenue (a resource for reinvestment in the region).
- In addition to the previous summer initiatives of **promoting cycle tourism such as MTB**, we will focus on **positioning Green MICE and gastronomy as key summer content**. Furthermore, since **MICE has the characteristic of allowing the region to guide the event dates, content, and customer attributes to a certain extent**, it is also an effective measure for increasing summer demand.



#### Related Major Initiatives to Date

- ✓ Creation & provision of MICE content (2022–)
- ✓ Installation of MTB racks and stands (2023–)
- ✓ Niseko Hirafu Green Park event
- ✓ Hirafu Festival



- To develop MICE for resolving the peak-off-peak gap, we will utilize the Niseko area's condominiums, hotels, villas, unique venues, and abundant service human resources to work on **attracting and hosting green season MICE**, centered on incentives.
- To date, we have worked on establishing the "MICE NISEKO" website, creating MICE programs, participating in domestic and international business meetings, conducting hotel inspection tours, and fostering DMCs. We will now expand our programs, accumulate a track record of hosting events, and attract more businesses to participate.

Scene from an overseas business meeting (Bangkok, Thailand)



The MICE environment of the Niseko area



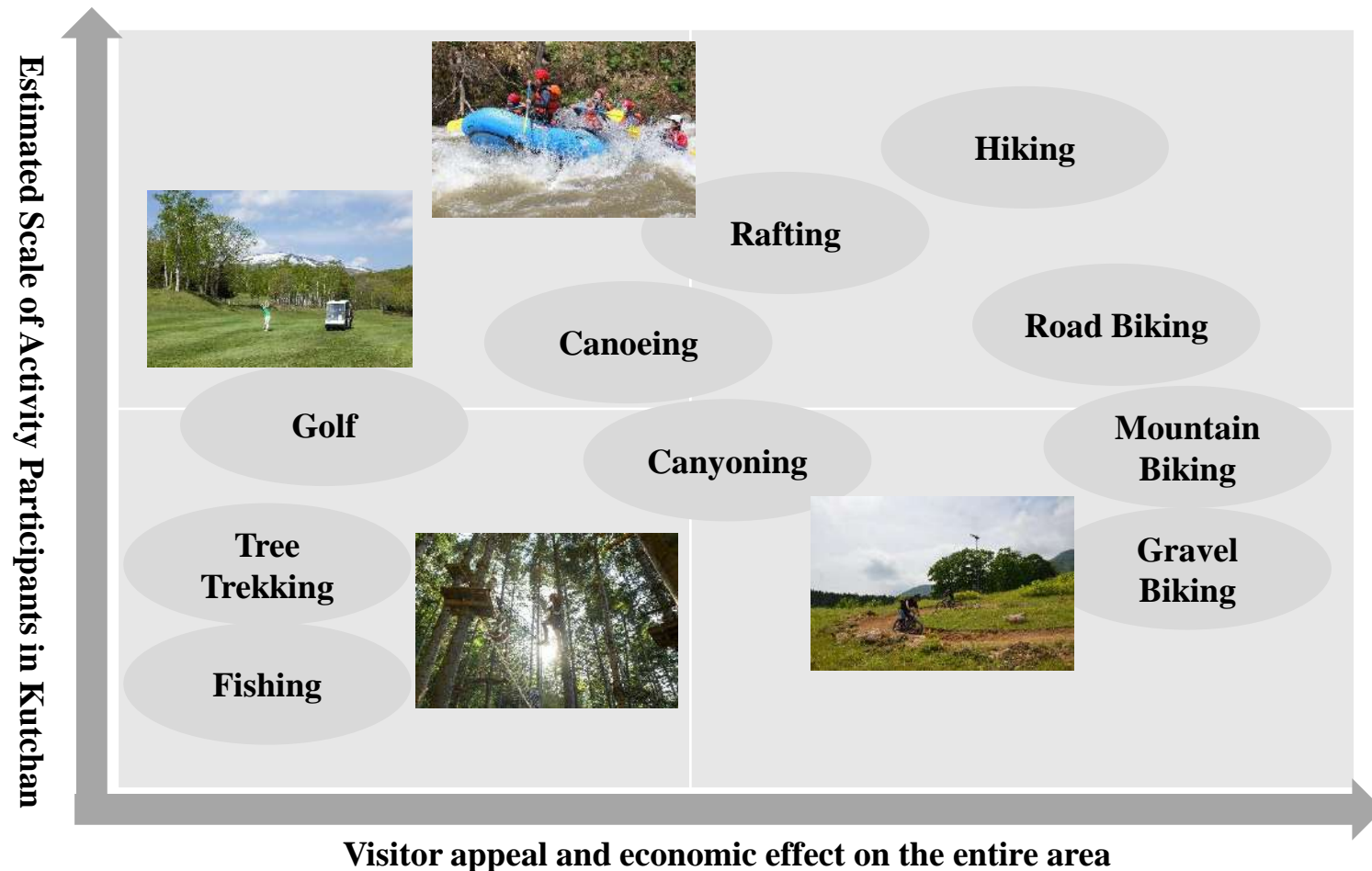


## (2) Development of green season content

3. Enhancing Summer Content  
for Leveling Demand

## Requirement 4

- River activities such as rafting, canoeing, and canyoning have stable drawing power and are recognized as summer outdoor activities in Kutchan Town.
- In addition, the foundation for enjoying an outdoor lifestyle in the green season is already in place, with activities such as tree trekking, hiking, and road biking.



### (3) Strengthening of gastronomy tourism

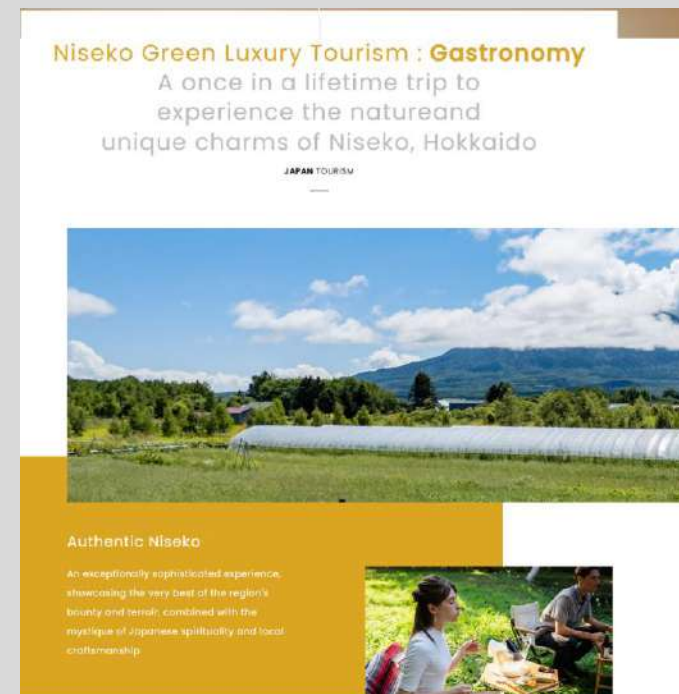
- Food content enjoyed amidst the vast natural landscape and rich terroir of the Niseko area can be a powerful content for the summer. The Niseko area also brings together farmers, brewers, fermentation experts, and local chefs, and has the potential to promote gastronomy tourism by leveraging the power of food.
- Based on the fact that "dining" is highly rated as a summer service and content in visitor needs surveys (\*), we will strengthen gastronomy tourism in the summer.

(\*) From the FY2023 Visitor Satisfaction Survey (Niseko Tourism Area)

#### Initiatives for Strengthening Gastronomy Tourism (Proposal)

- Human resource development and momentum building for gastronomy enhancement
  - Workshops for businesses on food and tourism business, etc.
- Strengthening collaboration with agricultural cooperatives
- Building and disseminating a food information platform
  - Disseminating information on seasonal local ingredients, producer stories, restaurant information, recipes, articles on food culture, etc.
- Developing experience-based content themed on local ingredients and food culture
  - Farm visits, harvest experiences, brewery tours, fermented food making experiences, cooking classes with local chefs, etc.
- Strengthening collaboration with domestic and international food professionals
  - Inviting famous chefs, food journalists, and influencers to Niseko. Have them experience the region's culinary attractions and request them to disseminate information

#### Gastronomy-related initiatives in the Niseko area

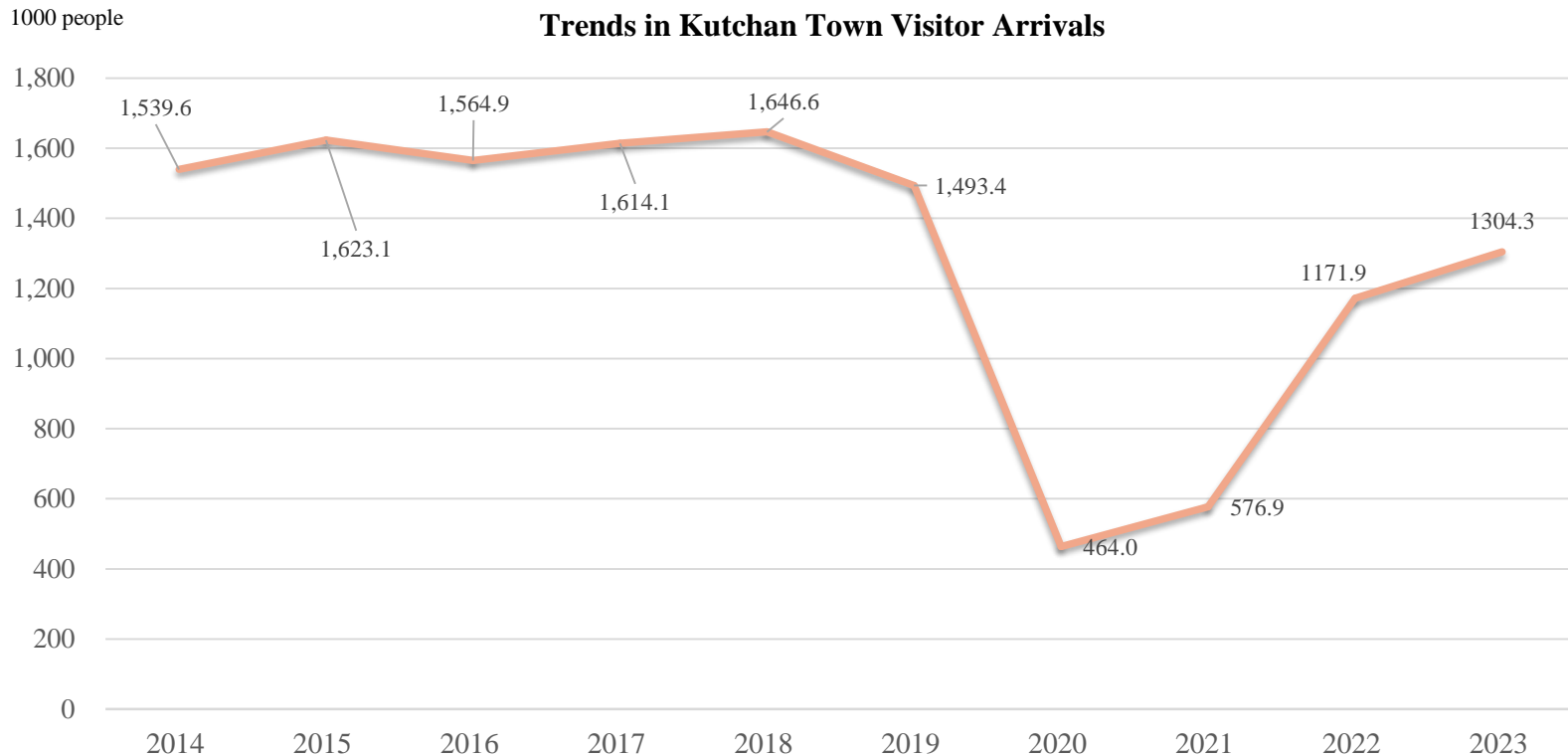


Source: Japan Tourism Association

## 4. Responding to Unforeseen Events

## Requirement 4

- The decrease in tourism demand due to the spread of the novel coronavirus has had a significant impact on the regional economy and community, and the possibility of such demand reduction due to external environmental factors is conceivable in the future.
- In recent years, seasons with little snow have occurred periodically, and unforeseen events from the perspective of the natural environment are also conceivable.
- Considering the basic response to the occurrence of such unforeseen events is also required for sustainable tourism promotion.



# (1) Responding to unforeseen events

## 4. Responding to Unforeseen Events

## Requirement 4

- First, it is necessary to establish a forum for discussion to consider responses when future unforeseen events occur.
- The items for responding to unforeseen events that can be considered at this time are as follows.

### Response Items for Unforeseen Events (Proposal)

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>✓ <b>Securing emergency funds</b> <ul style="list-style-type: none"> <li>➢ Establish a financial buffer for unforeseen circumstances, and set up reserve funds for emergencies or funds to cover losses</li> </ul> </li> <li>✓ <b>Compiling case studies of emergency initiatives</b> <ul style="list-style-type: none"> <li>➢ Compiling initiatives from various regions during the COVID-19 pandemic</li> </ul> </li> <li>✓ <b>Building a cooperative system (DMO, government, commerce-related bodies, area management, community, etc.)</b> <ul style="list-style-type: none"> <li>➢ Continue the periodic exchange of opinions on tourism-based community development currently being implemented, and build a strong network and communication system from normal times</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>✓ <b>Formulating a crisis management plan</b> <ul style="list-style-type: none"> <li>➢ Formulate a Business Continuity Plan (BCP) assuming scenarios such as infectious diseases, poor snowfall, and disasters</li> </ul> </li> <li>✓ <b>Strengthening the information dissemination system</b> <ul style="list-style-type: none"> <li>➢ Enhance information dissemination channels such as social media and websites on a daily basis to be able to provide information promptly in the event of a crisis, and strengthen communication with businesses, tourists, and the community</li> </ul> </li> </ul> |
|---|---|

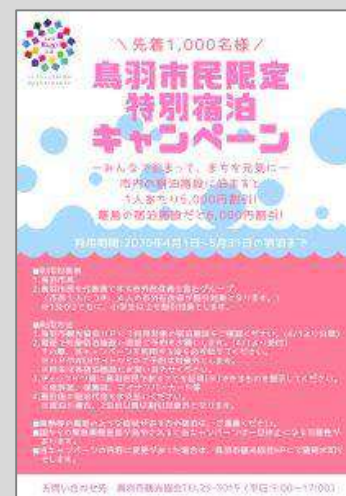
### [Reference] Coronavirus countermeasures utilizing tourism promotion financial resources

#### Kyoto City (2020)



- In Kyoto City, the city and the Kyoto City Tourism Association (DMO KYOTO) conducted online training with 5 themes and 21 menus for tourism-related businesses.
- This was implemented in preparation for promotional activities to attract visitors during the future recovery period.

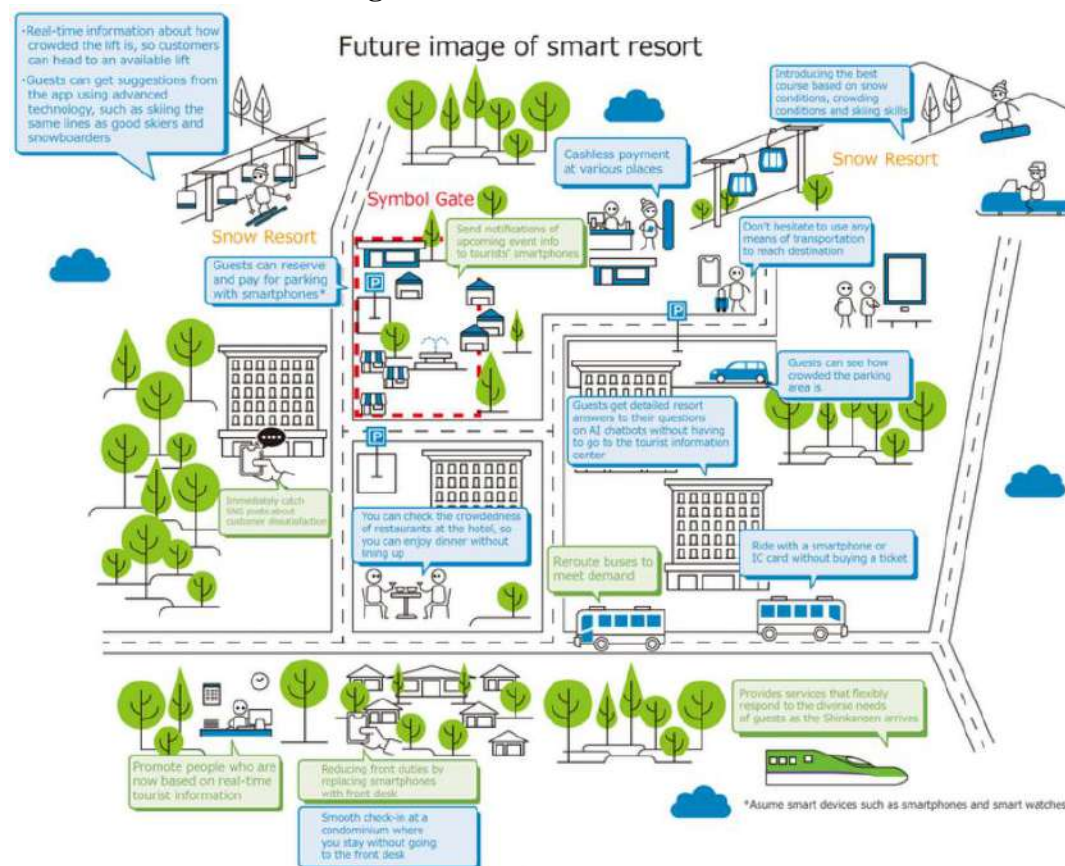
#### Toba City (2020)



- In Toba City, a fund from the bathing tax was used to implement a Toba citizen-exclusive accommodation campaign.
- The system, which offered a 5,000 yen discount per person (6,000 yen for remote islands) for stays at city accommodation facilities for the first 1,000 people, sold out in one week.

- To become a "region that can continuously create appeal," it is important to have abundant statistical data and to make decisions based on it. At the same time, from the perspective of improving customer convenience and productivity, the smart resort transformation progressing in overseas resorts is an important issue for the Niseko area to become competitive as an international resort.

Image of a Smart Resort in Kutchan



- |  |  |
|--|--|
| ✓ Improvement of real-time trail map (2022–)                           | ✓ Development of Niseko Digital Map (2022–)      |
| ✓ Construction of data collection and analysis platform (2020–)        | ✓ Calculation of KPIs                            |
| ⇒ Implementation of advance reservation system through updates (2022–) | ✓ Reflection of bus location data on Google Maps |
| ✓ Construction of customer data platform (2023–)                       | ✓ Kutchan ID+ (2024–)                            |



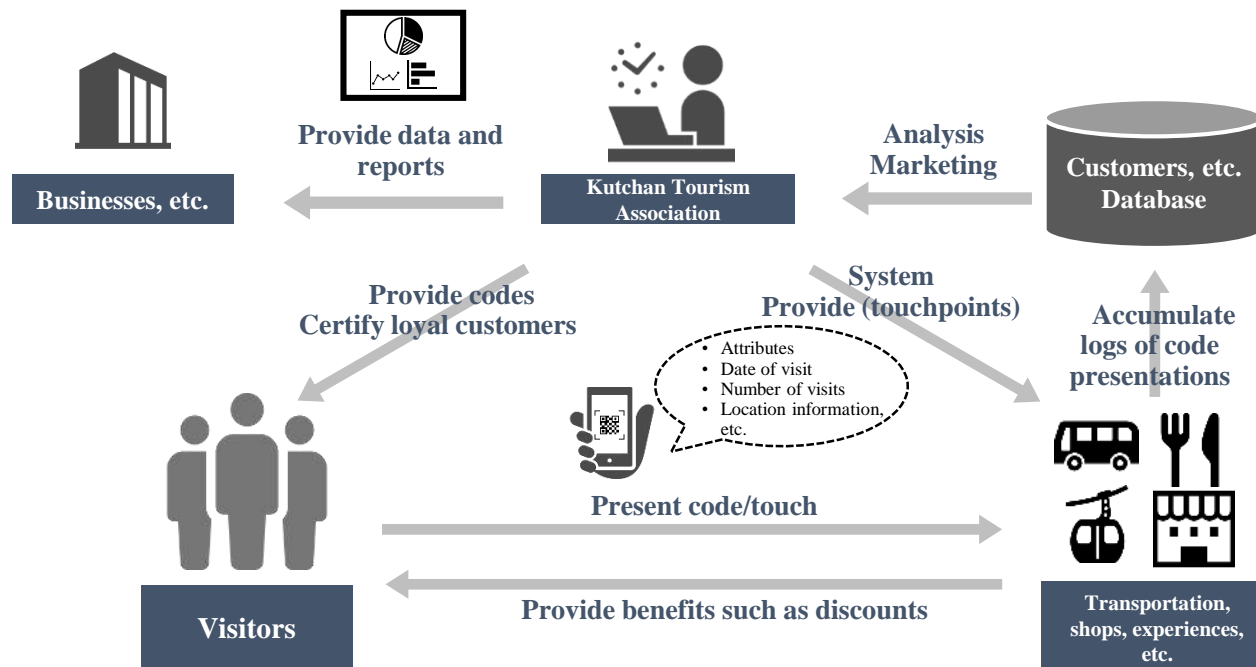
# (1) Data acquisition and platform construction (Deployment for visitor and employee measures)

5. Consolidation and Utilization  
of Customer Data (Smart Resort)

## Requirement 4

- As part of the ongoing Kutchan ID+ initiative, we are building a system for discount measures for residents. Utilizing this system's foundation, we will **develop a mechanism for visitors to receive benefits at facilities, experiences, and restaurants in the town by presenting a QR code issued on an app.**
- The card will be assigned a unique code for each individual, and we will **collect not only attribute data but also visit logs (behavioral data) of benefit facilities.** By creating a database of this information and making it easy to reference and analyze, we will consider its use for marketing by DMOs and businesses, as well as its development into loyalty program measures, such as certifying frequent visitors as loyal customers.
- We will also consider expanding the target to include employees for benefit measures (as part of human resource security measures).

### Image of data acquisition and benefit provision by issuing codes to visitors



\* A similar framework is considered possible for employee measures

## Visitor Card

## (2) Setting and Measuring KPIs

(Economic Ripple Effect, Resident Opinion Surveys, etc.)

## 5. Consolidation and Utilization of Customer Data (Smart Resort)

## Requirement 4

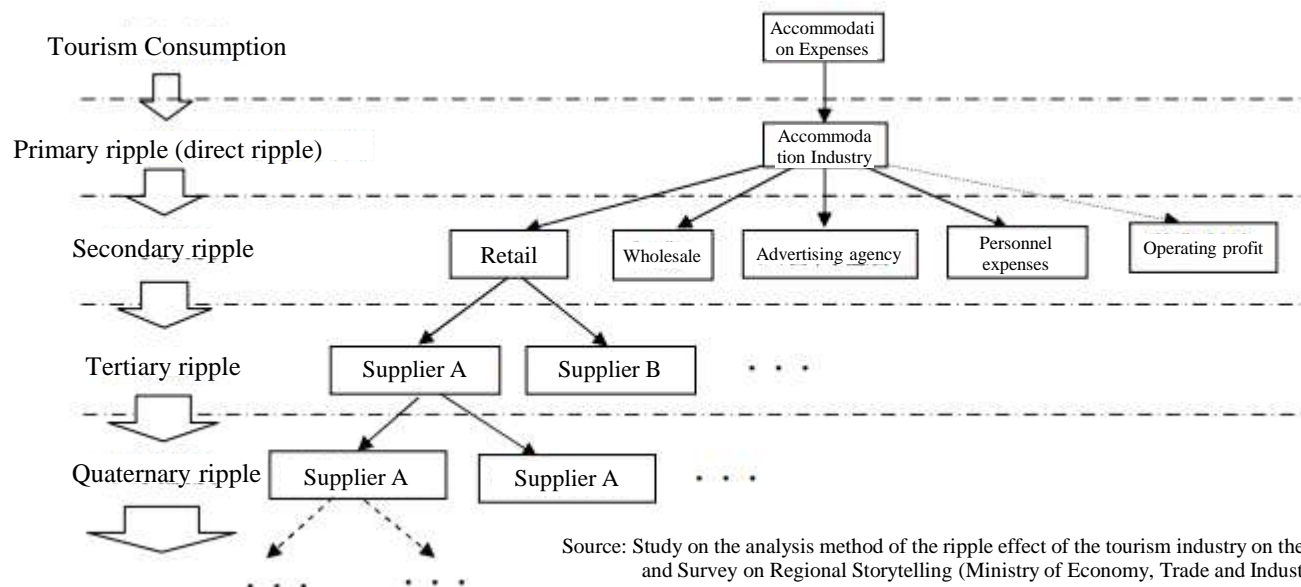
- The most basic indicators that the Japan Tourism Agency requires of DMOs as essential KPIs are travel consumption, total guest nights, visitor satisfaction, and repeater rate. In addition to these, Kutchan Town will use economic ripple effect, peak-to-off-peak ratio, and number of visitor countries as indicators.
  - ✓ Economic ripple effect: The economic cycle between the resort area and the downtown area that backs it up will be one indicator of tourism efforts in the entire Kutchan Town area.
  - ✓ Peak-to-off-peak ratio: The gap between the winter season and the green season is an issue in this area because it has a large impact on employment and hospitality. Various measures are aimed at raising the baseline of visitor numbers during the off-season, and reducing the gap between peak and off-peak seasons is of utmost importance in aiming for a year-round resort.
  - ✓ Number of visitor countries: In aiming to become an international mountain resort, it is desirable for the home countries of visiting foreign tourists to be diverse rather than concentrated in specific countries, from the perspective of economic risks of each country and unbiased branding.
- In addition, with the review of essential KPIs required of DMOs by the Japan Tourism Agency, we will proceed with surveys to acquire "resident satisfaction" and "average salary of tourism workers" in the future.

	2019	2022	2023	2027 (Mid-term)	2031 (Late-term)	Supplementary explanation for calculation	Concept of target value
Travel consumption per person (Average)	67,000 yen	46,000 yen	59,000 yen	High season: <b>400,000 yen</b> Potential season: <b>55,000 yen</b>	High season: <b>600,000 yen</b> Potential season: <b>55,000 yen</b>	The weighted average is calculated from the consumption amount (overnight guests, day-trippers) from the Kutchan Tourism Association visitor satisfaction survey, weighted by the number of day-trippers and overnight guests (Kutchan Town accommodation statistics)	• High season is December-March, potential season is April-November. The annual average is expected to decrease slightly due to an increase in potential season visitors, who have a lower spending per person than high season visitors.
Total number of guest nights (10,000 guest nights)	114	68	87	<b>102</b>	<b>117</b>	<ul style="list-style-type: none"> <li>• Kutchan Town accommodation statistics</li> <li>• Before FY2019: Estimated value (treated as a reference value)</li> <li>• From FY2020: Actual value based on reports at the time of accommodation tax collection</li> </ul>	• High season (Dec-Mar) is fixed at the FY2023 total guest nights actuals. Calculated assuming a rise in demand during the potential season (Apr-Nov)
Visitor satisfaction (Percentage who chose only 7 or 6 on a 7-point scale)	88.9%	89.7%	87.6%	<b>85% or more</b>	<b>85% or more</b>	• Kutchan Tourism Association Visitor Satisfaction Survey	
Repeater rate	55.6%	82.0%	79.8%	<b>60% or more</b>	<b>60% or more</b>	• Kutchan Tourism Association Visitor Satisfaction Survey	• The repeater rate is expected to decrease slightly due to an increase in first-time visitors in the summer.
Economic ripple effect	114.0 billion yen	62.1 billion yen	92.7 billion yen	<b>124.0 billion yen</b>	<b>134.1 billion yen</b>	Calculated using the simple estimation system for tourism economic ripple effects (2015), utilizing the following results <ul style="list-style-type: none"> <li>• Total guest nights, number of day-trippers: Kutchan Town accommodation statistics</li> <li>• Consumption amount: Kutchan Tourism Association visitor satisfaction survey</li> <li>• Other figures: Refer to Kutchan Town Tourism Master Plan</li> </ul>	• 2019 economic effect + (increase in number of guests (all considered green season) × green season consumption per person 55,000 yen) × ripple effect multiplier 1.2)
Peak-to-off-peak ratio	0.35	0.41	0.34	<b>0.51</b>	<b>0.66</b>	• Ratio of summer (May-Oct) to winter (Nov-Apr) in the accommodation survey conducted by Kutchan Town	• (In addition to the peak-to-off-peak ratio, consider obtaining the percentage of year-round employees from a survey of tourism businesses)
No. of visitor countries	27	61	68	<b>80 countries or more</b>	<b>80 countries or more</b>	<ul style="list-style-type: none"> <li>• From FY2022: Nationality data from accommodation reservation information</li> <li>• Before FY2021: Tally from Kutchan Station information center, Hirafu Welcome Center</li> <li>• To improve statistical accuracy, the calculation method was changed from FY2022, so caution is needed when making comparisons</li> </ul>	

### Reference: Regarding the Measurement of Economic Ripple Effect

- From a tourism promotion perspective, a shift from quantity to quality is necessary, and for that, it is necessary to set indicators that evaluate quality, such as "economic ripple effect."
- Starting from the consumption amount of tourists, by estimating the effect of that consumption on facilities and locations in the form of a multiplier, we can measure not only the number of visitor arrivals to the region and the sales of conventional "tourism operators," but also the ripple effect on the region's commerce, industry, agriculture, forestry, and fisheries as a whole, and grasp the economic effect that tourism brings to the region.
- This estimation requires data on (1) **the number of tourists**, (2) **consumption per person**, and (3) **the intra-regional procurement rate/cost structure**. (1) will be grasped through the realization of tourism CRM, (2) will be grasped through consumer surveys, and (3) will be grasped through the Census of Commerce and surveys of businesses.

#### Image of the ripple effect of economic impact (in the case of the accommodation industry)



## (2) Setting and Measuring KPIs (Economic Ripple Effect, Resident Opinion Surveys, etc.)

## 5. Consolidation and Utilization of Customer Data (Smart Resort)

## Requirement 4

### Reference: Regarding the Measurement of Economic Ripple Effect

- To calculate the intra-regional procurement rate, it is necessary to grasp the percentage that each business in the region procures from suppliers within the region. The businesses to be surveyed are all tourism-related businesses, as well as all businesses among farmers, foresters, fishermen, manufacturers, wholesalers, etc., that have transactions with "accommodation services," "food and beverage services," and "retail." The same applies to the cost structure.
- The intra-regional procurement rate can be partially substituted with data from the Survey on the Regional Economy of Tourism (Japan Tourism Agency), and the cost structure with data from the Economic Census (Ministry of Internal Affairs and Communications, Ministry of Economy, Trade and Industry).

### Input to the simple estimation system for tourism economic ripple effects (Ministry of Economy, Trade and Industry, 2015)

- Use parts that can be substituted by existing surveys.
- For other necessary data, proceed with business hearing surveys.
- If business hearings are conducted, they will be held once every five years.

#### 5 各業種の経費構造(対売上比率)を入力してください。

(1)宿泊サービス	
(対売上比率: ① + ② + ③ + ④ + ⑤ = 100)	
①売上原価	
うち、農林漁業者から直接仕入れる割合	
うち、製造業者から直接仕入れる割合	
うち、卸売業(問屋)から仕入れる割合	
うち、その他(上記以外)から仕入れる割合	
合計	100
②営業経費	
③人件費	
④その他経費	
⑤営業利益	

#### 7 各業種の域内調達率を入力してください。

(1)宿泊サービス	
①売上原価	
②営業経費	
③人件費	

Source: Study on the analysis method of the ripple effect of the tourism industry on the regional economy and survey on regional storytelling (Ministry of Economy, Trade and Industry, 2015)

### Cost structure of the accommodation and food service industries in Kutchan Town

	Cost of sales	Operating expenses	Personnel expenses	Other expenses	Operating profit
Accommodation, food service business	27%	31%	20%	13%	10%

Source: Created by JTBF by processing the results of the 2016 Economic Census-Activity Survey (Ministry of Internal Affairs and Communications, Ministry of Economy, Trade and Industry)

### Procurement ratio of tourism-related businesses in the "2012 Survey on the Regional Economy of Tourism"

Tourism-related industry	Procurement/materials cost, outsourcing cost procurement ratio				
	Within municipality	Within prefecture	Other prefectures	Overseas	Unknown
Accommodation business (accommodation service)	50.0%	37.1%	12.1%	0.3%	0.6%
Food service business (food service)	38.7%	33.4%	25.1%	2.4%	0.4%
Passenger transport business/parking business (passenger transport service)	31.9%	14.4%	39.0%	0.1%	14.5%
Goods rental business (transport equipment rental service)	41.3%	49.8%	8.9%	0.0%	0.0%
Social education business (cultural service)	41.4%	35.3%	21.4%	1.8%	0.0%
Lifestyle-related services, entertainment business (sports/entertainment service)	22.3%	29.6%	38.9%	3.1%	6.1%
Retail business (retail)	18.7%	41.5%	36.6%	1.6%	1.6%


Source: Study on the analysis method of the ripple effect of the tourism industry on the regional economy and survey on regional storytelling (Ministry of Economy, Trade and Industry, 2015)



## [Reference] New DMO indicators being considered by the Japan Tourism Agency

- As of March 2025, the Japan Tourism Agency is considering the KPIs to be required for DMO registration and renewal, and is newly proposing "economic ripple effect," "leveling rate," "average salary of tourism workers," and "resident satisfaction" as mandatory indicators (draft).

### Japan Tourism Agency: Organization of KGIs and KPIs for external management minimally required of DMOs

Organization of KGIs and KPIs for external management minimally required of DMOs (2) 		
	Marketing (For travelers)	Management (For the tourist destination (management area))
<b>Results for the entire management area</b>	<ul style="list-style-type: none"> <li>○ Travel consumption (*1)</li> <li>○ Total guest nights</li> <li>○ Visitor satisfaction</li> <li>○ Travel consumption per person</li> <li>○ Visitor leveling rate (*3)</li> </ul>	<ul style="list-style-type: none"> <li>○ Economic ripple effect (*1)(*2)</li> <li>○ Average salary of tourism workers (*3)</li> <li>○ Resident satisfaction with sustainable tourism (*3)(*4)</li> </ul>
<b>DMO's results</b>	<ul style="list-style-type: none"> <li>○ KPI(s) selected and set by the DMO itself based on the annual action plan (1 or more)</li> <li>(e.g.) Increase in website access</li> <li>(e.g.) Repeater rate of accommodation facilities</li> </ul>	<ul style="list-style-type: none"> <li>○ KPI(s) selected and set by the DMO itself based on the annual action plan (1 or more)</li> <li>(e.g.) Number of businesses in the tourism sector</li> <li>(e.g.) Satisfaction of tourism workers</li> </ul>

(\*1) This is a KGI.  
 (\*2) Only the latest results and new numerical targets are required at the time of renewal.  
 (\*3) Not mandatory for wide-area partnership DMOs.  
 (\*4) Not mandatory for prefectural DMOs.

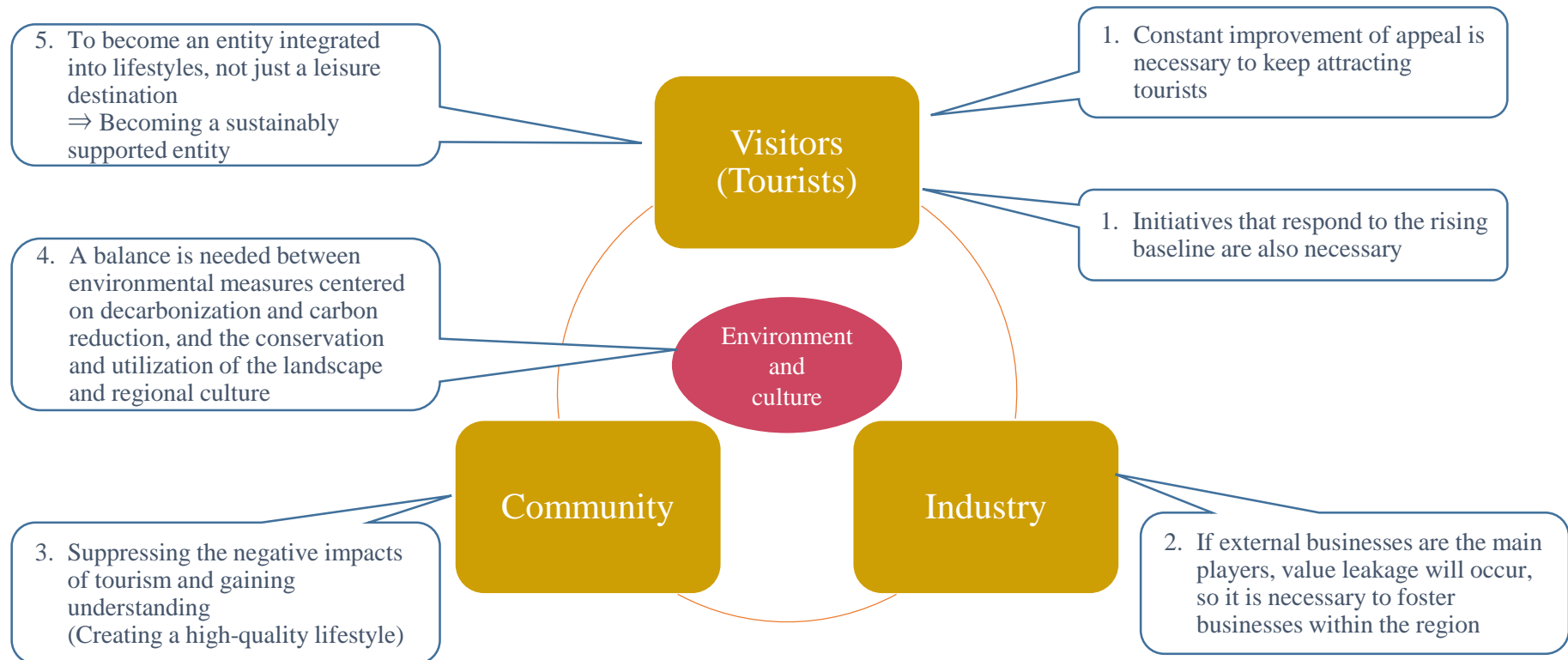
\* In addition, internal KPIs of the DMO organization will also be required.

## 6. Strengthening the DMO

## Requirement 4

- The practice of tourism promotion has shifted from a conventional focus on attracting visitors through promotion and sales to a comprehensive and strategic approach, as organized in the VICE model.
- The DMO is the organization positioned to respond to this, and in Kutchan, **strengthening the DMO's system and initiatives, backed by accommodation tax revenue, directly leads to the strengthening of an attractive region.**
- Based on this, we will strengthen the DMO, defining its mission as the formation of a sustainable region by responding to each aspect of the VICE model (Visitor perspective, Community perspective (including residents), Industry perspective, and Environment/Culture perspective).

**The VICE Model and the Required Response from the DMO**



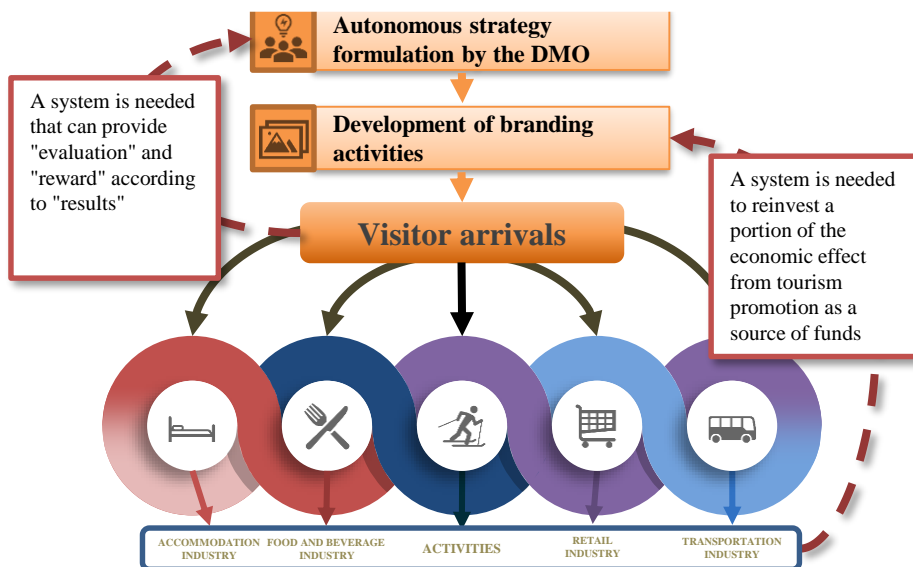
# (1) Strengthening the DMO

## 6. Strengthening the DMO

## Requirement 4

- We will strengthen the DMO's system and develop DMO human resources.
- We will actively engage in **strengthening staff recruitment**, enhancing a system where **initiatives are evaluated based on the DMO's results**, strengthening knowledge through DMO-led **overseas inspections**, accepting inspections and giving lectures from other regions, **enhancing staff human resource development** (participation in tourism MBAs and various training programs), and **measuring the satisfaction of DMO staff**.

### Image of a system for DMO results and evaluation backed by accommodation tax revenue



### Human resource development image of Ritsumeikan University Business School's "Tourism Management Major"



### Image of overseas inspection (conducted in August 2023, North America)



# Management Part 2

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Management part

**Requirement 5**

**Environment to enhance  
resident QOL**

<Major Projects/Initiatives Implemented>	<Implementing Body>	<Fiscal Year>				
		20	21	22	23	24~
Niseko Summer College	KTA				23	-
Workplace vaccinations	KTA		21			
Skybus Niseko discount for town residents	KTA			22	-	
Kutchan ID+	Town/KTA					24~
Publication of 50th anniversary commemorative magazine for the "Town of Skiing" declaration	KTA			22		
Creation of "Manga Kutchan Mukashi-banashi," a booklet introducing the origins of Kutchan	KTA	20	-			
Securing winter workers in collaboration with Timee	Town/KTA				23	-

### Accomplishments and Challenges of the Past 5 Years

- Construction of a system for resident discounts and implementation of various resident discounts (Skybus discount for town residents, Kutchan ID+, Magical Dining, etc.).
- Promoting resident understanding of the significance and contribution of tourism promotion.

### Challenges that Have Emerged in the Last 5 Years

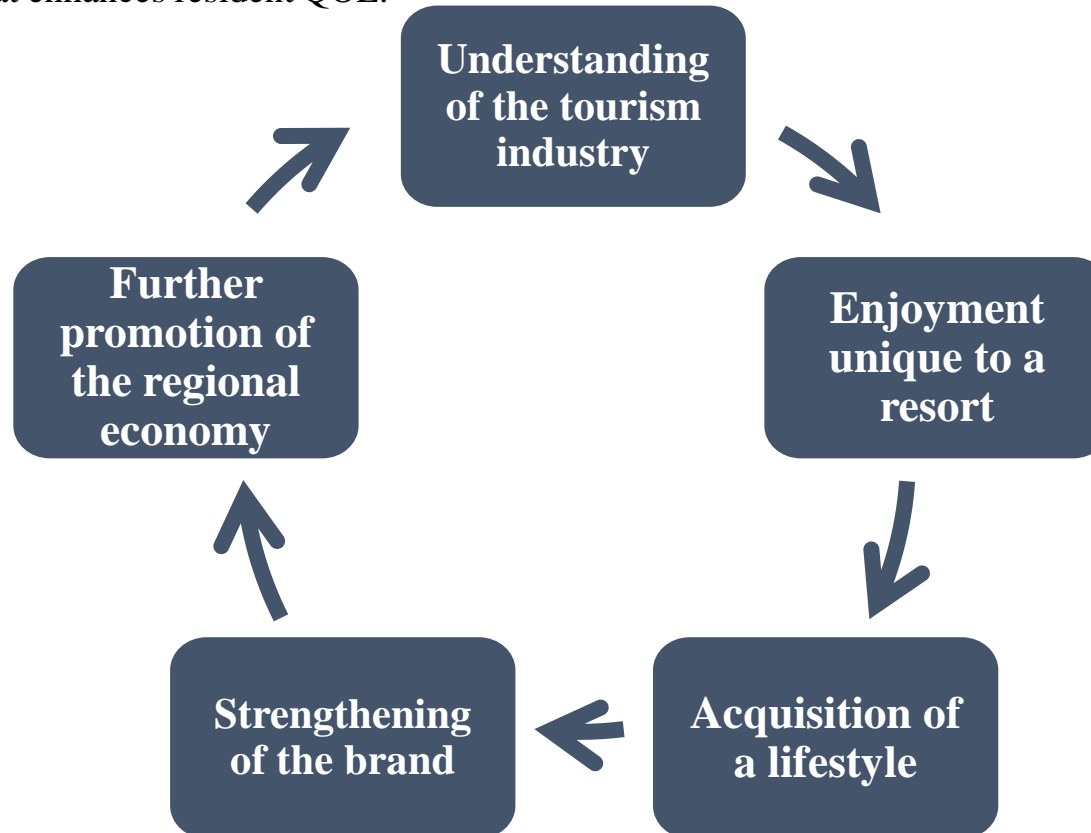
- Responding to on-site labor shortages and securing long-term tourism destination management human resources
- Implementation of measures for residents to enjoy the resort and for it to become established as a lifestyle.



## 0. What is an "Environment to Enhance Resident QOL"?

### Requirement 5

- We aim to improve resident QOL by having residents understand the economic impact of the tourism economy on the region and by having them experience resort-specific activities. An improvement in resident QOL leads to an improvement in the regional brand, which in turn leads to an improvement in the area value of Kutchan Town. This improvement in area value further leads to an improvement in resident QOL.
- Furthermore, with the development of the expressway network, it is conceivable that the number of people who live in the resort while commuting to the city, or dual-residence individuals (living in the city on weekdays and in the resort on weekends), will increase.
- What will be important in that case is to establish a "lifestyle that can be a purpose of stay" and to create an "environment that enhances resident QOL."



- Tourism is a major industry for Kutchan Town, and the benefits it brings to the town (positive externalities) are significant in all aspects, including economic ripple effects, employment effects, accumulation of infrastructure and services, and environmental conservation.
- On the other hand, visible disadvantages (negative externalities) for some residents, such as traffic congestion, labor shortages in the urban area, and housing shortages, have become apparent.
- To ensure the sustainability of the region, while addressing negative externalities, we will work to accurately communicate the benefits of tourism to residents and promote understanding of tourism promotion through information disclosure.

### Related Major Initiatives to Date

Notification of trends in accommodation tax revenue and its uses (Koho Kutchan, April 2024 issue)



## (1) Consolidation and Publication of Tourism-Related Industry Data (Accommodation Tax, etc.)

### 1. Accurately Communicating the Benefits of Tourism

## Requirement 5

- Kutchan Town has been collecting an accommodation tax at a flat rate of 2% since November 2019. The tax is collected monthly through accommodation providers, who are the special collection agents, and is used as a financial resource to contribute to tourism promotion in the following fiscal year.
  - The accommodation tax rate is scheduled to become 3% from FY2026.
- In Kutchan Town, financial resources for tourism promotion have been increasing with the rise in inbound visitors. The introduction of the accommodation tax and its use as a tourism promotion fund has made it possible to take additional measures and address future challenges without significantly cutting the budget for resident services such as welfare and education.
- In recent years, measures for residents from a tourism perspective have also been implemented using the accommodation tax as a resource.
- In this way, **the collection of the accommodation tax is substantially returned to residents' lives and services**. Publishing the accommodation tax collection status as appropriate has a certain significance in helping residents **feel the growth of tourism promotion** and in **increasing their trust in the government, DMOs, etc.**
- Therefore, in addition to the currently published tourism statistics, we will **publish the collection status of the accommodation tax amount**. At the same time, we will consider the **consolidation and publication of other tourism-related data**, including the creation of a portal page and dashboard.

Image of publishing the accommodation tax collection status



## Other conceivable tourism-related data

- Travel consumption
- Total number of guest nights
- Visitor satisfaction
- Economic ripple effect
- Peak-to-off-peak ratio
- Resident satisfaction with tourism
- The town's industrial structure (overall industry, tourism breakdown)
- Resident employment rate in the tourism industry
- Family composition of foreigners working in the resort
- Number of registered passenger cars in the town
- DMO Annual Report, etc.

# [Reference] Dashboarding and Publication of Tourism-Related Data (Amsterdam)

- Amsterdam & Partners (DMO) consolidates tourism-related data and publishes it as a data dashboard.
- Information access rights are divided into three levels: (1) everyone, (2) DMO members, and (3) data-providing businesses. This system allows for wide data disclosure, including to residents, while granting DMO members and data-providing businesses access to detailed data as a benefit. Comparison with other cities is also possible.
- The annual statistical report, which is the result of the DMO's efforts, is also published on the dashboard.

## Permissions and Viewable Content of the Amsterdam & Partners Dashboard



All

- Visitor data status (total aggregated results only)
- Number of airport arrivals
- No. of hotel guests
- Statistical reports, etc.

+



DMO  
members

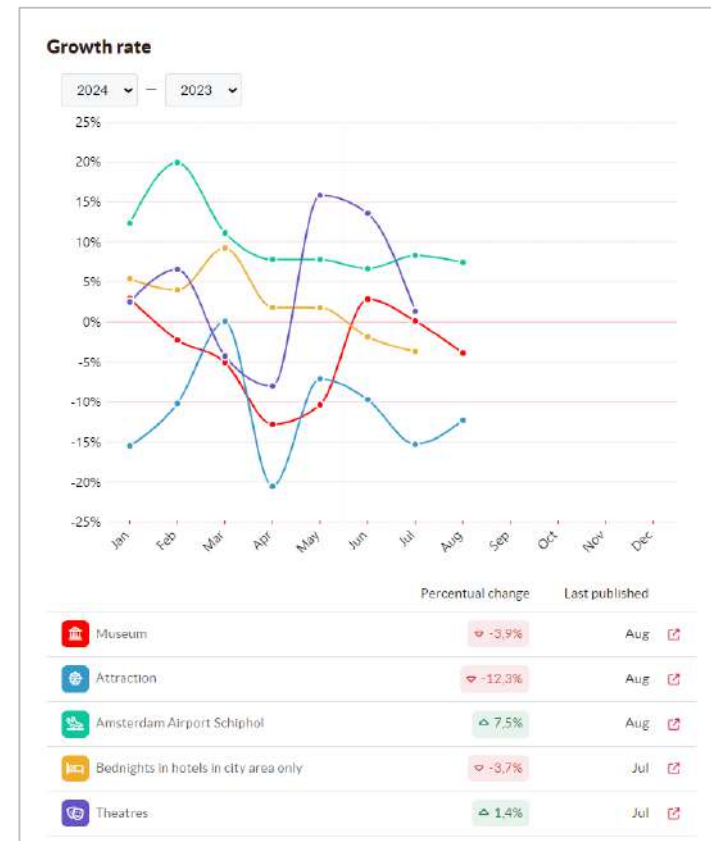
- Visitors by facility type/month
- Monthly data on number of guests, airport arrivals, etc.
- City Card usage data
- Number of international conferences, etc.

+



Data-providing facilities

- Detailed usage data for individual facilities



## (2) Compiling easy-to-understand benefits of tourism

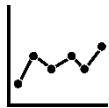
- The development of public spaces (e.g., burying utility poles) and the enhancement of basic services (e.g., supermarkets, home centers, drugstores, electronics retail stores, onsen) are also beneficial for residents.
- We will compile this information on the benefits of tourism and the region's industrial and economic indicators in an easy-to-understand format, such as by comparing them with other regions, and present it to residents.

## Image of Initiatives to Communicate the Benefits of Tourism in Kutchan Town

Comparison with similar municipalities in Hokkaido (\*) of trends in population, fixed asset taxes, income, etc., over the past 20-30 years

- Accumulation of services (supermarkets, pharmacies, onsen, etc.)
- Tourism consumption amount
- Measures for residents using the accommodation tax

Compile into handbooks and portal sites



Portal sites



Handbook



Residents, etc.

Distribute / Convey

(\*) A grouping of local governments based on characteristics such as financial status, population size, and industrial structure. In Hokkaido, the municipalities in the same group as Kutchan Town are Shiraoi Town and Tobetsu Town.

By showing that the starting line 20-30 years ago was similar to other regions, but that a **significant gap in regional sustainability has since emerged due to the growth of tourism promotion**, we will communicate the importance of tourism now and in the future.



- Because it is a resort, Kutchan Town has activities and restaurants that cannot be experienced on a daily basis in towns of a similar size.
- On the other hand, a partial rise in the price of services within the resort can be seen with the increase in visitor demand.
- Therefore, by developing initiatives that allow residents and employees to easily enjoy the experiential value of the resort's unique living environment, we aim to **promote regional understanding of tourism and improve resident QOL**.
- From the perspective of leveling the gap between peak and off-peak seasons, these will also be strategically developed as measures to stimulate demand on weekdays and during the off-season.

### Related Major Initiatives to Date

#### Workplace vaccinations (2021)



#### Skybus Niseko resident discount (2022–)



### Other

- ✓ Lift ticket discounts for town residents & distribution of season passes to elementary and junior high school students
- ✓ Niseko Kutchan Local Discount
- ✓ Eat Street in Niseko (2023–)
- ✓ Publication of the 50th anniversary commemorative magazine for the "Town of Skiing" declaration (2022)
- ✓ Oishii Iwai-bana (Delicious Celebration Flowers)

- To enable residents and employees to permanently enjoy the resort lifestyle, we will build a system to provide resort experiences, summer activities, dining, shopping, etc., at preferential prices.
- Starting in FY2024, we have launched "Kutchan ID+," which allows residents to receive town resident benefits at participating stores by presenting a digital town resident certificate on their smartphones. As a benefit service for residents, we aim to promote this service and increase the number of participating stores.
- In the medium to long term, we will consider using this system to promote demand leveling by reducing benefits on peak days and times and enhancing them at other times, and as a human resource security measure by providing benefits to employees by adding those who work in the region to the target audience.

### Resident benefits at restaurants, etc., through Kutchan ID+

**Kutchan ID+ とは？**  
Kutchan ID+（プラス）は、スマートフォン上にデジタル町民証明を表示し、町内店舗での町民権限やサービス提供をより迅速かつ簡便にするサービスです。

**デジタル町民証明**  
告知窓町民は、デジタル町民証明を表示すると、サービス提供店舗で得る町民優待を受けられます。発行には、マイナンバーカードでの本人確認が必要です。

**デジタル町民証明を発行**

**利用可能なサービス**

Physical Kutchan ID+ card showing QR code and "Touch!" label.

<https://kutchanid.machi-wai.jp/>

### LOCALS CARD (Niseko Promotion Board)

**LOCALS CARD**  
2023-24  
Sponsored by Niseko Resorts

**Locals Card Winter Offers**  
Fantastic winter deals available exclusively to "Explore Niseko x NPB Locals Card" holders!

Please show your Locals Card to redeem the benefits below.

Buttons: Show All, Retail, Services, Bars & Restaurants, Activities

Logos: Niseko, NPB

<https://www.explore-niseko.com/locals/winter>

## (2) Preferential treatment for green season experiences such as MTB and rafting

- As part of building a service and lifestyle where residents can feel the joy of living in a resort, we will consider measures for residents to actively experience summer resort activities.
- Preferential treatment for experiences during the summer shoulder season is also beneficial for businesses.
- Currently, benefits for town residents are provided as business initiatives. If these continue, we will promote awareness of these business initiatives and encourage residents to spread the word.

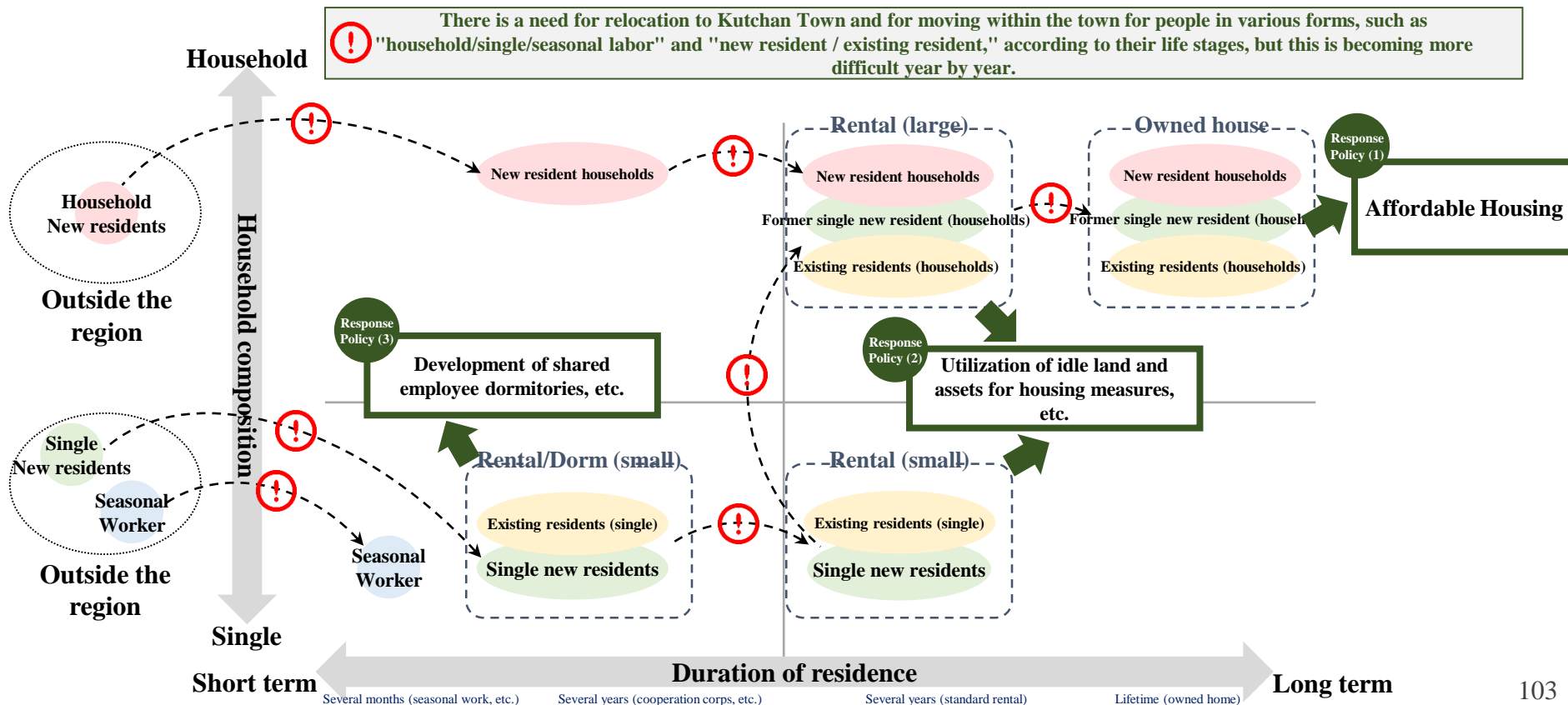
### Image of residents enjoying the green season



### 3. Addressing the Housing Shortage

### Requirement 5

- With the progress of resort development, rising real estate prices, and the ownership of properties for winter use or rental by non-residents, there has been a surge in housing prices and a shortage of housing, including for employees.
- This is creating obstacles for relocation from outside the town (individuals and households), for existing residents to move according to their life stages, and for securing employee housing.
- The housing shortage encourages the outflow of residents, hinders inflow, and has the effect of pushing out employees and small and medium-sized businesses with relatively lower incomes and economic power, leading to problems such as labor shortages and an insufficient supply of food, beverage, and other services.
- To address this problem, we will develop affordable housing, utilize idle land and assets for housing measures, and develop shared employee dormitories to create a living environment where people can and want to live.





Response  
Policy (1)

### Development of Affordable Housing

- As a measure to address the housing shortage, we will promote the development of "affordable housing," a model used in North American mountain resorts, which secures low-cost housing and provides it to employees by leveraging investment pressure on the resort area.
- Specifically, we aim to attract investment for creating residential spaces for employees by implementing the following restrictions.

[Examples of affordable housing overseas]

- ① As a condition for allowing developers to construct and sell real estate in "locations with good views" or "locations with excellent access," impose an obligation to also construct, sell, and subsequently maintain and manage low-cost housing in "locations with poor views" or "urban areas."
- ② Provide incentives such as easing the floor-area ratio to developers who comply with these conditions.
- ③ Impose resale restrictions on purchasers of low-cost housing to deter high-priced resale.

#### <Development Image>

2025

Theory building and  
legal arrangement

2026-27

Ordinance  
consideration and  
enactment

2028

Attracting investment and  
construction

Response  
Policy (2)

### Utilization of Idle Land and Assets for Housing Measures

- We will utilize idle land and assets within the town for housing, mainly assuming rental use.

Response  
Policy (3)

### Development of Shared Employee Dormitories

- We will consider the development of employee dormitories in the urban area where tourism workers can reside. The plan will be developed with an eye toward use by multiple businesses, not just specific ones, aiming to contribute to employee retention for the entire area.

#### Other Measures for Consideration

- [Promotion of housing development] Guiding the development of multi-unit housing for owned homes in the urban area
- [Promotion of real estate for housing use] Study of regulations on private lodging business (adjustment with Hokkaido, as this falls under its authority)



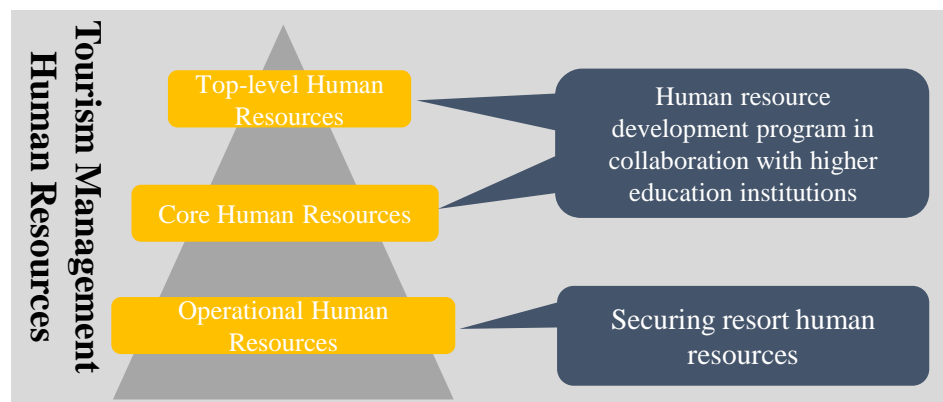
- In tourist destinations and resorts both domestically and internationally, the labor shortage has accelerated further since the coronavirus pandemic, and the Niseko area is facing a similar situation.
- To aim for a highly competitive resort destination, it is necessary not only to address the immediate labor shortage but also to raise the level of human resources as a resort area.
- Tourism human resources are divided into "**top-level human resources**" who manage tourism industries and related organizations, "**core human resources**" who are central to business operations and will become future management, and "**operational human resources**" who support on-site operations. A continuous approach to each of these is required.
- In recent years, values regarding work styles and employment forms have diversified. In human resource measures, it is necessary to consider and implement initiatives that are in line with the times and the consciousness of the workers.

### Related Major Initiatives to Date

Comprehensive partnership agreement  
with a worker matching app (2023)



### Types of Tourism Management Human Resources and Corresponding Approaches



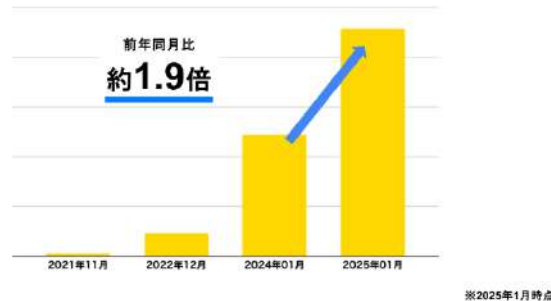
## (1) Securing resort human resources (collaboration with worker matching apps, etc.)

### 4. Human Resource Measures

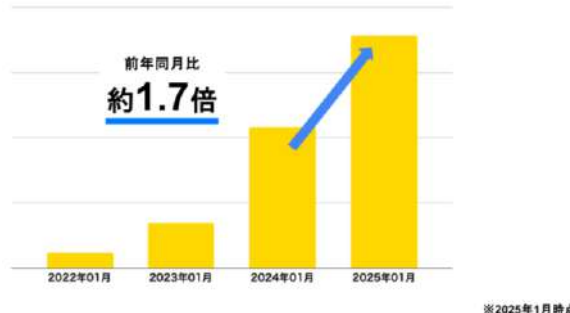
## Requirement 5

- As measures to secure on-site human resources working at the resort, it is conceivable to "compile job information in an easy-to-understand manner and present it to workers," "uncover and encourage the engagement of the potential workforce within the Niseko area (spot workers, seniors, child-rearing generation, etc.)," and "convey the appeal of working in Niseko to workers from outside the area."
- Recently, through a partnership with a worker matching app, the number of registered workers residing in the Niseko area within the app has doubled compared to before the partnership, and the number of job postings has increased fourfold.
- We will continue to approach potential workers both inside and outside the Niseko area, aiming for local employment for residents and the settlement of outside workers in the Niseko area.
- In addition to simply welcoming workers, we will integrally develop initiatives such as operating buses to secure transportation for employees and securing places for them to stay.

Trends in the number of businesses in Niseko Town and Kutchan Town  
(Data provided by Timee)



Trends in the number of workers in Niseko Town and Kutchan Town  
(Data provided by Timee)



[Reference] Employee sharing platform in the Engadin region of Switzerland



In Switzerland, the canton of Ticino (lakeside region) has tourism demand in the summer, while the canton of Graubünden (mountain ski resort) has it in the winter. In 2018, the employee sharing platform "Jobs2Share" allowed businesses in both cantons to share employees, thereby stabilizing employment and making effective use of human resources.

\* Although this platform has ended, the network continues under a different name.

## (2) Human resource development program in collaboration with higher education institutions

### 4. Human Resource Measures

## Requirement 5

- By establishing a university-level higher education institution that provides classes and training corresponding to the various skills required at a resort, it is possible to achieve both the continuous securing of a workforce and the development of human resources, leading to improved productivity.
- Two directions are conceivable for the establishment of a higher education institution.

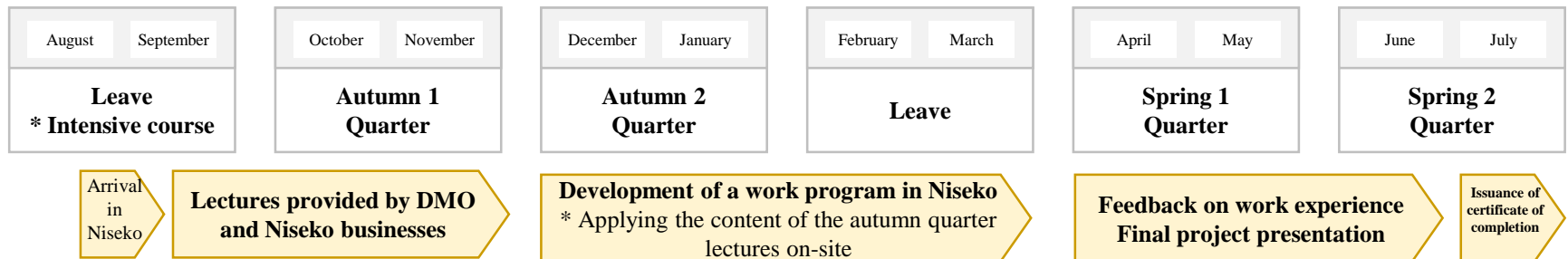
### (1) Development of a Niseko Area Program in collaboration with a business school

- In partnership with a university that has a tourism MBA, provide lectures that combine intensive study in Niseko with work experience, in collaboration with the DMO and Niseko businesses.
- In addition to students enrolled in the tourism MBA, make it possible to take the program as a standalone course and issue a certificate of completion.
- In the future, also consider the development of a satellite campus within the town.



[Reference] The Kyoto International University Educational Foundation will open a Niseko campus in Niseko Town in April 2025.

#### <Sample Niseko Area Program>



### (2) Establishment of a higher education institution such as a professional and vocational university

- Aim to attract a higher education institution, such as a professional and vocational university, to the town.
  - \* A professional and vocational university is a university established with the aim of cultivating human resources who can be immediately effective in the workforce.
- Town-owned idle land and sites of former town facilities are considered as potential sites for a professional and vocational university.
- The establishment of a professional and vocational university in an international resort area will contribute to human resource development and retention for the entire country and prefecture, but establishment by the town alone is difficult due to its financial scale. Considering examples from other prefectures, it is necessary to appeal to the national and prefectural governments about the advantages of establishing it in Niseko due to the area's characteristics, and to seek support.

#### Proposed Lecture Themes for a Professional and Vocational University in Kutchan Town

- Ski resort operation and management
- Landscape development for ski resorts
- Ski resort area management, marketing, and public affairs
- HR in a multinational resort
- Entrepreneurship course in a multinational resort
- Planning and operation of international events

# In conclusion

- To maintain our competitiveness as an international resort in the future, it is necessary to promote initiatives for sustainable tourism, as discussed at the G20 Tourism Ministers' Meeting and stated in the "Hokkaido Kutchan Declaration," such as improving resident QOL, conserving the natural environment, and setting an appropriate visitor capacity. These initiatives will form the foundation for fostering a spirit of hospitality among all townspeople, not just businesses, and will lead to an increase in the area's value.
- In other words, a shift is required from the marketing perspective of **"how to acquire customers," which was demanded in tourism promotion up to now, to a management perspective of "creating a region that continuously creates high-quality experiences."**
- Based on this awareness, this Master Plan was revised this time under the leadership of the Kutchan Tourism Association (DMO), following discussions at the Tourism Destination Management Meeting, including responses to internal and external changes in the Niseko area. **We will continue to manage the progress and revise this Master Plan, primarily at the Tourism Destination Management Meeting.**
- It is desirable that this Master Plan be shared with businesses and residents, and the DMO and the members involved in its formulation are required to actively publicize this Master Plan.

