

# **OYUBARI HUMAN DEVELOPMENT PROJECT**



**CONSULTATION  
SUMMARY STATEMENT**

**June 1977**

## OYUBARI HUMAN DEVELOPMENT PROJECT

### CONSULTATION SUMMARY STATEMENT

#### Prolegomena

- I. The Operating Vision
- II. The Underlying Contradictions
- III. The Practical Proposals
- IV. The Tactical Systems
- V. The Actuating Programs

#### Epilogue

This is a publication summarizing the  
Oyubari Human Development Consultation  
which took place in  
Oyubari, Hokkaido, Japan  
June 17-23, 1977  
organized by

The Institute of Cultural Affairs

© copyright The Institute of Cultural Affairs 1977

OYUBARI HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Proposals

I. The Operating Vision

II. The Underlying Contradictions

III. The Practical Proposals

IV. The Technical Systems

V. The Achieving Programs

Epilogue

This is a publication summarizing the  
Oyubari Human Development Consultation  
which took place in  
Oyubari, Hokkaido, Japan  
June 17-23, 1977  
organized by  
The Institute of Cultural Affairs

© copyright The Institute of Cultural Affairs 1977

## CONTENTS

Prolegomena	1
<u>Part One: The Operating Vision</u>	11
Plate 1: Operating Vision Chart	15
<u>Part Two: The Underlying Contradictions</u>	17
Plate 2: Underlying Contradictions Chart	19
<u>Part Three: The Practical Proposals</u>	29
Plate 3: Practical Proposals Chart	31
Plate 3A: Local Industry Proposal	37
Plate 3B: Business Enterprises Proposal	38
Plate 3C: Commercial Agriculture Proposal	39
Plate 3D: Physical Restoration Proposal	40
Plate 3E: Basic Services Proposal	41
Plate 3F: Community Education Proposal	42
Plate 3G: Community Forms Proposal	43
<u>Part Four: The Tactical Systems</u>	45
Plate 4: Tactical Systems Chart	47
Plate 4A: Expanding Local Commercial Foundations	63
Plate 4B: Improving Essential Physical Design	64
Plate 4C: Assuring Inclusive Resident Engagement	65
Plate 4D: Undergirding Future Economic Growth	66
<u>Part Five: The Actuating Programs</u>	67
Plate 5: Actuating Programs Chart	69
Plate 5A: Actuating Programs Components	71
Program 1: Forest Products Industry	72
Program 2: Tourist Recreation Complex	74
Program 3: New Industries Park	76
Program 4: Small Commercial Enterprises	78
Program 5: Coordinated Farming Combine	80
Program 6: Building Construction Project	82
Program 7: Public Space Facilities	84
Program 8: Special Services Network	86
Program 9: Oyubari Development Corporation	88
Program 10: Communal Activities Center	90
Program 11: Vocational Skills Institute	92
Program 12: Leadership Development School	94
Program 13: Continuing Education Academy	96
Epilogue	98
Plate 6A: Budget Summary Chart	111
Plate 6B: Projected Costs Over 4 Years	112
Plate 6C: Project Funding Flow Chart	113



## PROLEGOMENA

### I

#### THE LOCATION

The Oyubari Human Development Consultation was the initial step in a comprehensive demonstration project. Oyubari is located one and a half hour's drive north-east of Hokkaido's largest city, Sapporo. It is the terminal for a winding, hilly bus route passing through forests and fields. The Oyubari Human Development Project is a corporate effort in both social and economic development. The project was begun by residents and concerned citizens of greater Sapporo with the knowledge and encouragement of government officials and business leaders. The consultation drew upon the current intentions of Oyubari citizens to recover their economic base through new industrial employment, extended agriculture and tourism ventures; recreating social patterns in services, social and educational activities; and by reconstructing physical space. This project is seen as a pilot program, the methods of which can be reduplicated in other small towns and exurban communities in Japan.

The nation of Japan stands as a global model of authentic adaptation of international expertise and progress. Early in its history, Japan borrowed from the religions of Southeast Asia and blended them with her own symbolic life. Similarly, the people adopted Chinese art and language styles and added the unique Japanese approach to life. Most recently, Japan has utilized 20th century technology and created the highest standard of living in Asia. The rapid development of the nation along modern urban lines is without parallel among Eastern countries. From a devastated post-war country 30 years ago, it now stands as one of the major developed nations of the world. Its meteoric rise is considered an economic marvel. In spite of few natural resources, Japanese business and industry circles the globe with precision products, fine automobiles and increasing investment capital. Recently Japan has participated in Western summit conferences with other globally developed countries. A closely defined education system has produced a high percentage of university graduates and one of the highest literacy rates in the world. Academic accomplishment is a key prerequisite to rising in the Japanese economic system. Unique policies such as life-time employment, company travel tours, bonuses and team work lie at the heart of economic growth and give rise to employees' unabashed loyalty to the company. The government is implicitly trusted and the

assurance of full employment has made local self-help projects either presumed or expected. The needs of every small section, or cho, are specifically met through the domestic police force, community organizations and a strong family life. As urban life becomes more crowded, national policy has moved toward developing the outlying regions. Consolidating residential areas and simultaneously dispersing industry to form 'intermediate cities' is a national effort. Using the process of consensus in the midst of devotion to the nation state, the Japanese have developed a corporate unifying power as one nation that is unheard of in any other nation in the world. The daily ritual life is a constant reminder of this power which extends to the smallest child bowing with his classmates as the teacher enters the room. It is seen as well in the self-effacing reserve that waits for the group to decide before moving with resolute strength. The Oyubari Human Development Project is a way to implement Japan's desire to redevelop its outlying areas and to demonstrate to the world the power of local people to shape their future.

#### SAPPORO

An eighteen-hour train-boat ride or a one-hour flight from Tokyo will bring travelers to Sapporo, on Japan's northernmost island, Hokkaido. Hokkaido's 83,000 square kilometers are similar in climate to the northern regions of Alaska, Canada, Siberia and Scandinavia. The winds from Russia's Siberian plains bring Hokkaido greater snowfall in winter than in northern Europe. Snowy mountains, vast undeveloped lands and grizzly bears characterize Hokkaido. Formerly, Hokkaido was a refuge for outlawed samurai, and the land of the Ainu people, now becoming extinct. In more recent history, Hokkaido has been populated by an influx of settlers from the overcrowded island of Honshu. The southern coast has been developed industrially, especially from Hakodate eastward to the new port at Tomakomai. Hokkaido now exports 126 items including food, iron and steel, wood pulp, paper, lumber and lumber products to 68 countries. During the short spring and summer seasons, dairy, rice and vegetable farming is undertaken, and the surrounding sea yields its marine resources. Sapporo gained world-wide attention during the winter Olympics in 1972. Due to the expansion of hotels, shopping areas, tourist attractions, and new industrial areas, the population of Sapporo has reached 1.5 million. It is the political, economic, cultural and educational center of Hokkaido, and the fastest growing city in all Japan. Modern city planning has created streets and subways in straight lines, so unlike older Japanese cities. Japanese and foreign tourists and businessmen fill the 50 jumbo jets flying daily to Chitose Airport. They come for skiing, golf, hot springs, mountain climbing, and visiting the many national parks and winter snow festivals. Hokkaido's vast, undeveloped areas challenge pioneering Japanese to evolve new models of an authentic Japanese society independent of the pressures of overpopulation and the social expectations in the urban areas of the south.

## YUBARI CITY

The Ainu aboriginals first named Yubari, "a place of minerals", and, for the past 70 years, the area has been known for its primary resource: coal. At its peak, ten years ago, fifteen mines made Yubari the greatest coal-producing city in Japan. With the mines and population growth came utilities, mining railroads, schools, hospitals, small businesses, and recently, a paved road. But times have changed the basic economy. The coal-mining companies and the nation of Japan have found that mining veins of coal 800 to 1000 meters deep is a costly business. In Yubari City, the fifteen coal mines have dwindled to five; the population from 120,000 to 44,000. In spite of coal-mining operations, the natural beauty of the area remains unblemished. The people of Yubari, including the aging miners, are eager to stay and rebuild the economy by utilizing already available resources and services. A river dam was built a few years ago to irrigate nearby farms and to furnish needed electrical power. The forests are virtually untapped. Mount Yubari and the heavy annual snows already attract 30,000 tourists a year. Cleared land is available for growing farm crops and new trees. Dairy cattle and fishing banks are an hour away. Thirteen new industries, ranging from plastics and picture frames to mushroom cultivation in abandoned mines have been initiated. However, it is the inventiveness of the local people which constitutes the greatest resource and guarantee of the future of Yubari.

## BASELINE

One-half hour by car from the center of Yubari City in a valley at the foot of Mt. Yubari, is the town of Oyubari. The name means "big mineral" and holds the promise 48 years ago that Oyubari would long prosper as a mining community. The town begins in the south near the recently built irrigation and hydro-electric dam, and runs north through the valley to an abandoned mine at the end of the road. The western boundary is formed at the base of densely wooded hills; the eastern boundary follows the meandering course of the Shuparo River. Oyubari's history has been dominated by the Mitsubishi Coal Mining Corporation which first settled the town. The company mined its millionth ton of coal during the boom years following World War II, when the population grew to 13,000. The major recent event occurred four years ago, when the closing of the mines occasioned an exodus of 4,000 people from Oyubari in two months. The present population of 2,700 is still supplied with basic urban services: electricity, water, sanitation facilities, telephone, medical dispensary and regular bus service to Sapporo, a full complement of education facilities, a bank, a library, and three bath houses. City police and fire protection services are present also. The high elevation and Siberian winds bring heavy snowfall and severe cold from September to May. Snow removal from rooftops and private pathways is a daily three to four-hour task for most residents. Overhead steam-heating pipes to Mitsubishi buildings and thrice daily sirens to signal shift changes at the Nambu mine are constant reminders that Oyubari has been a company town. With the mine-closings during the past 10 years and the subsequent drop in population has come vacated

houses and stores, half-filled schools and apartment buildings, boarded-up public buildings and random patches of open land dotted with stacks of weatherbeaten wood. The overall effect is that of a half-deserted ghost town. With further mine-closings imminent, the elders, 500 children, the remaining three hundred miners, and those engaged in service occupations are deeply concerned about the future of Oyubari. Most residents wish to stay. A Community Development Committee, the introduction of wood-products industries, and the small-scale beginnings of a tourist trade indicate the decision of the people to recreate Oyubari's reason for being and to rebuild its future.

## II

### THE CONSULTATION

AGENT The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. The Institute has headquarters in Brussels, Bombay, Chicago, Singapore, Hong Kong, and Nairobi. In addition, there are ICA offices in more than 100 major cities serving 24 nations. In Japan, the ICA, with the cooperation of a group of businessmen and community leaders, has completed the preparation of articles of incorporation as a people's corporation for presentation to and approval by the Ministry of Welfare of the Japanese government. The ICA, convinced that effective human development must be initiated at the local level, is engaged in planning and implementing 24 community development projects in various parts of the world. The Institute's programs around the world are supported by grants, gifts and contributions from governmental departments and agencies at the national, regional and local levels, and from private foundations, corporations, trusts and concerned individuals.

ORIGIN Since 1968, the Institute of Cultural Affairs has been working in Japan with people concerned about revitalization of local communities. Businessmen and community leaders have attended training programs in practical social methods conducted by the ICA staff. To demonstrate effective methods for socio-economic development in local communities, an intensive investigation was made of a number of appropriate sites throughout Japan. As a result, Oyubari was selected. Subsequent visits by global ICA staff confirmed that Oyubari could be a powerful demonstration site because it is representative of development needs in Hokkaido and of outlying sections throughout Japan. In May 1977, in response to an invitation by the mayor of Yubari City, the ICA staff established residency in Oyubari and began preparations for the consult with the assistance of the Oyubari Steering Committee. Local residents were wholeheartedly involved in all the physical arrangements. The spontaneous cooperation of public officials and government agencies was of critical significance in the initiation of the project.

## PARTICIPANTS

The Consult took place in Oyubari from June 17 to 23, 1977. The team of consultants numbered 280. Of these 220 were from the local community. Over 850 local residents were directly involved in the Consult by their attendance at the opening and closing feasts and by providing vital information in all aspects of Oyubari life. Non-resident consultants represented nine countries including Ghana, India, Pakistan, Finland, Australia, Hong Kong, Singapore, Canada and the United States. Outside consultants represented both the private and public sectors in areas of expertise such as business and industry, housing and construction, health care, child and youth education, language arts, graphic design, physical education, speech therapy, photography, interior decoration, banking and business management. Interpreters and teachers of English also provided expertise. Many of the 850 participants pledged continuing support and assistance. Outside consultants promised to return to give assistance in vital areas of Oyubari development. Local residents represented such fields as formal and social education, small business, mining industry, civil, postal, home management, health and food services. The public sector participated in areas of education, health, forestry, business and industry.

## DESIGN

This diversified group of consultants acted as a unified research body using methods of comprehensive community reformulation. First, the Consult charted the Operating Vision of the people of Oyubari. Second, they discerned the Underlying Contradictions blocking the realization of that Vision. Third, they built a set of overall Practical Proposals for dealing effectively with the Contradictions. Fourth, they created a set of Tactical Systems by which the proposals could be realized. Finally, they discerned the necessary Actuating Programs which would allow the application of the tactical Systems. The time of the consultants was divided between work as teams in the field interviewing residents and investigating resources, and workshops and plenary sessions in which the accumulated data and team reports were formed into the corporate product of the Consult. The aim of the Consult was to assist residents of Oyubari in accelerating the expansion of the project and empowering its impact upon the community.

The readiness of Oyubari residents to participate in the project became evident from the beginning with the formation of core leaders into the Steering Committee. These men arranged introductions to government and company officials, assisted with promotion of the project, and coordinated plans for practical enablement. As a result, more than 850 community residents participated throughout the week. Before consultants arrived in the morning and after they left at night, townspeople set up tables and chairs, prepared meals, arranged transportation, and distributed reports of each day's work to the whole community. Even the public bath hours were extended to accommodate the Consult working schedule. Working teams were graciously received, finding residents willing to answer questions



IMPACT

about Oyubari. The closing celebration was a key factor in indicating commitment to the project. School children massed on the steps of Mitsubishi hall to welcome participants with singing. A troupe of folk dancers and singers entertained the 400 people gathered. A prominent community leader said, "We have come to know the world and to understand that many communities struggle with the same problems we have. We have heard the reports from the five teams and believe all that has been said will be done. We promise our full participation." This decision was symbolized powerfully as community residents and outside participants joined in a lively cadenced festival dance, swirling around a beating drum. The consultants who came to Oyubari were moved by the events of the week. Tokyo businessmen, excited by the work of the Consult, promised to return to Oyubari to help in the Project. A visiting group of JC's pledged their full support. As a symbol of the pledge, a businessman agreed to print the first edition of Oyubari's promotional brochure on one-day's notice and at no cost. Perhaps the broader application of the Oyubari Project is best expressed by a representative of the provincial governor who said, "There are 40 towns in Hokkaido in situations similar to Oyubari. What happens here will undoubtedly affect the government's plan for the future of these communities." After the Consult, a city assemblyman composed a poem that discloses the deep impact of the week: "The sun that rose in Teimi was ash-colored; but I am delighted with the brightness of the sun in Oyubari." (Teimi was the first village where coal was discovered; now an abandoned company town.)

FOLLOW-UP

The task following the Consult is to initiate the implementation of the tactics which are focused in the Actuating Programs reported in this document. First, this will involve the ongoing meeting of local leaders, Oyubari residents who participated in the Consult, and other interested community people to plan the program implementation. Second, initiation of special training sessions will be needed for the townspeople who will bear responsibility for major aspects of the project. Third, gathering community consensus concerning all aspects of the project will be an ongoing necessity. Fourth, project initiation will require continuing and expanding relations with the public sector, as well as developing support systems in the private arena with the Japanese business community. Finally, project initiation requires that a catalytic staff reside in the community to begin training and to maintain the momentum that will raise a community-wide sign.

III

THE PRESUPPOSITIONS

Virtually any local community contains the elements required for a Human Development Project. In the past twenty years, the work of

FORMATION

the Institute of Cultural Affairs in rural villages, urban neighborhoods and suburban towns across the globe has confirmed the fact that everywhere there is local community, there is readiness and need for creative social change. There are five guidelines which serve as reference points in the formation of Human Development Projects. First, the selection of a community is guided by the understanding that the project is a demonstration of comprehensive development in any local community. A project site has maximum demonstration potential when it is accessible. The use of effective social methods in widely diverse situations demonstrates the possibility of development in every local situation. Second, a potential location will be characterized by apparent hopelessness and the absence of community projects. The initiation of a project in the midst of visible human suffering dramatizes the possibility of dealing with human need. Third, both social and economic development measures are necessary to provide comprehensiveness and depth. When one dimension is emphasized at the expense of the other, superficial social change results. Fourth, both local and outside perspectives are required in planning a Human Development Project. The creative interplay of local and outside viewpoints assures the project of local authenticity and global relevance. Fifth, it is necessary to discern from the beginning the viability of the project across a more inclusive geographical area. This provides a context for anticipating the demonstration power of the pilot and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

ECONOMIC

Effective economic development at the local level rests upon five principles. First, the community must be imagined as a self-contained independent economic entity whose development is a priority. Without this focus attempts toward economic development are easily dissipated. Second, schemes increasing the flow of money into the community need to be developed. This can be done by increasing the production of raw materials and goods sold outside the area, by employing local residents, by attracting non-resident shoppers, by borrowing money and extending credit lines, by effectively applying public funds, and in some instances by soliciting special cash grants and donations in-kind. Third, as many externally injected funds as possible must be retained in the community as long as possible. This can be done by locally producing as many of the consumable goods and services as possible, by expanding local industry and business and by creating expertise on the local level. Fourth, the funds injected and retained must be rapidly and continuously circulated within the local economic unit. This is most crucial, for money needs to turn over many times before it is exchanged outside the community. Fifth, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the community, district, county, provincial and international levels.



## SOCIAL

There are five foundational guidelines in the arena of social development. First, the project has a clearly delineated geographical focus. This concentrates energy upon a social unit small enough to be dealt with, thereby avoiding needless dissipation of effort. This geographical approach also helps to catalyze community identity. Second, all community problems are dealt with simultaneously. The complex interacting relationships of community life consign a partial approach to failure. Third, the depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, particular effort is made to involve all social and age groups in the task of recreating the community. Finally, social symbols are employed as the key to mobilizing community effort and occasioning profound transformation. Powerful symbols provide the basis for common effort in the daily practicalities of the project. Thus, they can be the difference between social despair and creative engagement.

## ACTUATION

The actuation of a Human Development Project involves the application of five guidelines to establish the support systems for effective implementation. First, the coordinated effort of both public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding, and material contributions provide sustained support for the project as a whole as well as its specific parts. Second, the widespread participation of community residents in the implementation of all the programs is necessary from the outset. This role cannot be performed by someone else if local community development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods the community's motivity and decision to engage in the human development task is sustained. Fourth, actuating agents which oversee the social and economic development programs are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Such agents can take many forms but always represent a cross-section of the whole community thereby building the cooperation vital to effective results in every program arena within a period of six to twelve months. Fifth, although the acceleration and stabilization of leadership training and program implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human motivity. These are the marks of effective development.

## IV

### THE APPLICATION

The Consultation Summary Statement is the tangible product of the

DOCUMENT

Consult. It is designed to reflect and interpret the research findings. The Prolegomena, or introduction to this document, provides an inclusive overview of the Consult. The document then delineates in five major sections the five phases of methodological steps which shaped the design of the five days. The first section describes the Operating Vision out of which the residents of Oyubari live. The second section is concerned with the Underlying Contradictions which locate the major deterrents to human development in the community. The third reports the Practical Proposals which serve as a model for future operation in light of the discerned contradictions. The fourth describes the Tactical Systems which detail the practical action necessary to initiate social change. The fifth sets forth the Actuating Programs which focus the tactics and simultaneously inaugurate all aspects of the social and economic development plan. The Epilogue then addresses the issues of project funding, phasing designs, staff requirements and replication possibilities and procedures.

PRACTICALITY

This summary report is intended to be a highly practical tool. It summarizes the results of the research which involved the people of Oyubari in creatively focusing their efforts and concerns on the task of reshaping their community. As such, the document symbolizes the residents' decision to participate in practical decision-making about the future of their community and thereby serves to call forth the incentive needed for project actuation. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community reformulation. The opening paragraphs in each section explain the intent and the process of that phase of the Consult. Subsequent paragraphs discuss the practical results of each phase. Each section contains at least one holding chart which provides a broad overview and illustrates specific aspects of the prose discussion. Finally, the document serves as a handbook for those who will work in Oyubari and as a guide to those who may replicate the Human Development Project elsewhere.

## PART ONE

### THE OPERATING VISION

#### I

#### VISION

The first task of the Consult consisted of objectifying the Operating Vision of the future shared by the people of Oyubari. Such a vision for any people is never totally explicit. It is woven through their hopes and fears, their frustrations and yearnings. It is concealed in their stories and social structures and is suggested by their style, symbols and dreams. All of these are deeply a part of who they are and what they hope to become. Although such a vision may be initially unconscious, it represents a community's attitude toward itself and its destiny. Only when the vision is made manifest and a community consciously stands present to it, can local community development occur. The process of objectifying this vision in a formal model is lengthy because of its initially latent nature. This is explained in part by the fact that no community alone can grasp its own vision. It was only when the subjectivity of the local residents of Oyubari was confronted by the objectivity of the guest consultants that the Operating Vision of the community emerged.

#### PROCESS

In order to discern this local vision, the consultants were divided into five teams and spent a whole day in the field becoming generally familiar with the community. In addition to an overall survey, each team was assigned to investigate closely a specific aspect of community life: agriculture, business and industry, services, social development and education. The teams covered the entire village, conversed informally with local residents, visited the farms and hillsides, surveyed community facilities and were hosted by local residents in their homes. Through these activities, consultants were directly or indirectly in contact with almost all of the local residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the community as discerned by the consultants. Finally, the 104 pieces of data from the five teams were ordered in the basic categories of the present model. Plate 1 gives rational objective form to the Operating Vision that exists in the understanding of the people of Oyubari. It was in relationship to this model that the Underlying Contradictions could be discerned in the subsequent phase of the Consult.

RESULT

The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. Its three major sections indicate the overarching dimensions of the vision of the people of Oyubari. Section A, Toward Recovering Economic Base, points to the understanding the residents have of the need for new industrial opportunities and the fuller use of both natural and human resources. Section B, Toward Reconstructing Physical Space, indicates the desire to rehabilitate existing structures and expand present facilities. Section C, Toward Recreating Social Patterns, reveals the deep longing of the community for practical forms which effectively enable and encourage all citizens to engage in both the economic and social dimensions of community life. The vision chart is further broken down into seven master categories which include 26 components. These components are further divided into 104 items, each of which represents a specific dimension of the community's Operating Vision. These items form the substance of the vision held by the people. Three of the seven categories are related to the economic base and call for the development of new enterprises: Industrial Development, Agricultural Expansion and Tourist Ventures. The central category deals with physical reconstruction in the community. The remaining three categories emphasize social development: Basic Services, Social Activities and Educational Structures.

II

SELF-RELIANCE

The hope of a recovered basis of economic life was a recurrent theme of the people of Oyubari. During the Consult, residents expressed the desire to attract new industries, open new mines and invite social institutions to locate here. Improved shopping facilities and a greater variety of available goods are seen as both attracting and resulting from new industries in town. The community seeks to expand its agricultural activity by growing new crops, improving the soil and providing fields for Oyubari melons. They also wish to cooperate in agricultural expansion in such arenas as raising cattle, providing grazing lands, starting tree farms and flower nurseries, and taking advantage of the wild produce growing in the Mt. Yubari area. A great dream of Oyubari is to develop a large-scale, year-round tourist trade, capitalizing on the mountains, lake and river as major attractions. Desired ventures include a complete ski resort facility with lifts and long runs, hiking trails, boat rentals, tourist cabins and campsites. Ancillary services to support these ventures are a new hotel, restaurants, equipment shops and a hot springs bath.

Local residents hope that existing structures and facilities will be reconstructed or expanded to support a new community life-style. In particular, citizens sense the need for the improvement of housing, access to and within the community, use of water resources and physical appearance of the town. They express a desire for

## RECONSTRUCTION

construction of a model home, consolidation of housing into a smaller area, facilitation of private ownership of land and public assistance in rehabilitation. They feel that the completion of the present highway, provision of a highway to the east and upgrading of roads within the community will enable better access. Construction of an additional dam upstream from the present dam, provision of a comprehensive irrigation system, a plan for the equitable control of water levels and the provision of fishery pools were discussed as means of maximizing the use of water resources. The people hope that the development of a comprehensive town plan, provision for environmental control, the design of appropriate scenic spots and the creation of an attractive tourist park will enhance the natural beauty of the community and attract tourists and additional residents.

## WELL-BEING

The people of Oyubari see that redeveloping their community depends on the recreation of social patterns to expand and enliven existing opportunities. Basic services, social activities and educational structures are seen as the key arenas of importance. The people's hopes for basic services include improved medical care, more efficient public transportation systems, upkeep of roads especially during the winter season and upgrading of community services, such as sanitation and fire systems. Cultural events, a central recreation center, the organization of elders and expansion of youth programs are desired by the people as means of providing social activities for the whole community. The residents expressed the hope that the youth of the community can be effectively prepared for the future through the support of educational structures. Enlarging the local nursery, enabling youth activities in cooperation with the existing school system, and offering adult education opportunities are seen as ways of allowing all community members to gain necessary skills and expanded knowledge.

**OPERATING VISION CHART**  
A Summary of the Existing Operating Vision of the People of Oyubari

A—toward RECOVERING ECONOMIC BASE foundational self-reliance						B—toward RECONSTRUCTING PHYSICAL SPACE		C—toward RECREATING SOCIAL PATTERNS communal well-being					
INDUSTRIAL DEVELOPMENT I		AGRICULTURAL EXPANSION II		TOURIST VENTURES III		local infrastructure IV		BASIC SERVICES V		SOCIAL ACTIVITIES VI		EDUCATIONAL STRUCTURES VII	
establishing NEW INDUSTRIES	Incentive Plan	expanding CROP PRODUCTION	Oyubari Melon	developing MOUNTAIN RESORTS	Ski Lift	rehabilitating RESIDENTIAL HOUSING	Model Home	increasing MEDICAL CARE	Medical Team	enacting CULTURAL EVENTS	Good Movies	enlarging LOCAL PRE-SCHOOL	City Support
	Diversified Manufacturing		Soil Improvement		Ski Run		Site Consolidation		Ambulance Service		New Festivals		Curriculum Development
	New Mines		New Crops		Ski Lodge		Ownership Scheme		Community Hospital		Drama Group		Well-equipped Space
	Employment Security		Diversified Products		Hiking Trails		Rehabilitation Assistance		Emergency Care		Enlarged Museum		Parent Involvement
initiating PUBLIC INDUSTRIES	Campus Extension	ensuring FARMER PROTECTION	Farmers Co-op	building LAKE SITES	Boat Rentals	accelerating HIGHWAY EXTENSION	Highway Completion	extending PUBLIC TRANSPORTATION	Cheaper Fares	developing RECREATIONAL CENTER	Athletic Program	enabling YOUTH TRAINING	School Relocation
	Handicapped School		Price Controls		Game Fishing		Surface Upgrading		Frequent Service		Heated Gymnasium		Heated Classrooms
	Defense Corps		Resource Rights		Ice-skating Rink		Eastern Route		Freight Potential		Outdoor Facilities		Adult Coordination
	Student Town		Cooperative Farming		Swimming Area		Year-round Maintenance		Tourist Access		Year-round Pool		Advanced Opportunities
broadening COMMERCIAL BUSINESS	Local Products	raising FARM ANIMALS	Animal Variety	constructing RECREATION FACILITIES	Bicycle Paths	maximizing WATER DEVELOPMENT	Upstream Dam	improving ROAD MAINTENANCE	Road Repair	organizing ELDERS' INVOLVEMENT	Light Jobs	offering ADULT EDUCATION	Agricultural Research
	Goods Variety		Grazing Lands		Hot Springs		Irrigation System		Snow Removal		Practical Help		Business School
	Store Fronts		Additional Stock		Camp Sites		Level Control		Heated Surfaces		Recreation Center		Vocational Skills
	Shopping Center		Experimental Cattle		Tourist Cabins		Fishery Pools		Mechanized Equipment		Handicraft Activities		Teacher Training
		cultivating COMMERCIAL PLANTS	Fast-Growing Trees	opening TOURIST SERVICES	Local Hotel	designing ENVIRONMENTAL LANDSCAPE	Town Plan	upgrading COMMUNITY SERVICES	Sanitation Services	expanding YOUTH PROGRAMS	Hiking Club		
			Flower Nursery		Restaurant Trade		Preservation Areas		Sewage System		Youth Employment		
			Mt. Yubari Produce		Equipment Shops		Scenic Spots		Fire Service		Volunteer Leaders		
			Elders' Garden		Tourist Promotion		Tourist Park		TV Reception		Family Activities		

## PART TWO

### THE UNDERLYING CONTRADICTIONS

#### CONTRADICTIONS

The second task of the Consult was to locate the basic social contradictions in Oyubari. The term "contradiction", as it is used here, does not refer to obvious problems, but to coagulations of underlying blocks to the Operating Vision. Contradictions are closely related to relatively invisible, deep currents of history and therefore, are difficult to discern. They cannot be located directly, but must be approached indirectly through identification of the deterrents and blocks to the Operating Vision of the people. It is by looking through the blocks in relation to the objective historical trends that the Underlying Contradictions can be located. If the Underlying Contradictions are not at least roughly discerned, there is little chance of success in planned social change. Effective socio-economic development does not come about by attempting to achieve the explicit or implicit goals of the Operating Vision in a direct fashion. Rather, social change occurs indirectly, by creating Practical Proposals to deal with the Underlying Contradictions to the Operating Vision. For this reason, contradictions are not negative categories, but bearers of significant creativity.

#### PROCESS

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total Operating Vision (Plate 1) and then focused in depth on its particular assigned arena of the Vision. In this way, the values of both comprehensiveness and depth were held in the team's overall analysis. Keeping in mind the profound trends of history which had been the subject of an earlier conversation among the total consult, the teams discerned the subjective irritants as revealed by the field visits in order to identify the objective deterrents to the Practical Vision. Upon returning from the field, each team listed its data and built a prioritized list of blocks to the total vision. The 129 pieces of data were then organized into a comprehensive set of 11 Underlying Contradictions facing the people of Oyubari.

Nine fundamental contradictions were discerned as indicated by the accompanying chart (Plate 2). Under these eleven contradictions are subsumed all the specific deterrents, irritants or socio-economic blocks identified in Oyubari by the consultants. The chart's



## RESULTS

priorities read from left to right according to the number of items listed under each contradiction. This method of ordering is not the only criterion for discerning major contradictions. It is, however, an informative way to view the whole matrix of the contradictions operating in a given situation. The reader will note that the bottom of the chart delineates the number of responses in each column and reflects three overarching groups of contradictions. These figures are an additional aid to contradictional analysis. There are 134 items listed on the whole chart. The first three contradictions (I,II,III) list 71 responses or 53 per cent of the total when viewed as a group. The next three contradictions (IV, V, VI) total 43 responses or 32 per cent of the total when seen as a group. The last three contradictions (VII, VIII, IX) include 20 responses or 15 per cent when viewed as a group. This pattern of contradictional analysis reveals several basic implications. The first group of contradictions reveals the crucial need to build procedures for community planning which would provide direction for economic expansion and for practical revision of basic services. The second group of contradictions exposes the desperate need for a new community story which includes relevant community training structures and a new vision of possible uses for available resources. The last group of contradictions points out the challenges to unifying patterns of social engagement, the importance of improving the physical appearance of Oyubari together with coordinating its agricultural development. These nine contradictions provide the basis for future proposals. The following pages contain a concise one-paragraph statement for each contradiction.

UNDERLYING CONTRADICTIONS CHART

ICA Consultants

Plate 2

I UNDIRECTED EXPANSION OF ECONOMIC BASE IN OYUBARI	II INADEQUATE PROCEDURES FOR COMMUNITY PLANNING IN OYUBARI	III COSTLY REVISION OF BASIC SERVICES IN OYUBARI	IV TRAUMATIC SHIFT IN COMMUNITY STORY IN OYUBARI	V UNDEMONSTRATED RELEVANCE OF COMMUNITY TRAINING IN OYUBARI	VI NARROW VISION OF RESOURCE UTILIZATION IN OYUBARI	VII FRAGMENTED PATTERN IN SOCIAL ENGAGEMENT IN OYUBARI	VIII UNATTRACTIVE APPEARANCE OF PHYSICAL STRUCTURES IN OYUBARI	IX UNCOORDINATED EFFORTS IN AGRICULTURAL DEVELOPMENT IN OYUBARI
Limited preschool equipment	Underdeveloped community leadership	Unavailable preschool transport	Clouded social vision	Unimagined preschool expansion	Unutilized local resources	Unavailable public facilities	Unattractive community image	Limited agricultural expansion
Restrictive preschool fees	Unimplemented leadership responsibility	High bus fares	Defeating community image	Unmotivated agricultural training	Unstabilized water level	Turned-in elders' mindset	Unconsented environmental programs	Uncompiled wild-vegetable research
Dissipating economic base	Hindered winter sociability	Minimal road engineering	Decreasing school enrollment	Insufficient adult education	Few game fish	Lapsed volunteer services	Unlandscaped river banks	Unintegrated farming population
Questionable economic viability	Ineffective official liaison	Costly junior-high relocation	Insecure property assets	Unconsented junior-high location	Untapped community resources	Restricted extra-curricular activities	Uncoordinated sewage system	Isolated agricultural development
Underheated school buildings	Unremoved roof snow	Delayed highway building	Flagging community spirit	Outside specialist dependence	Unusable ice surface	Insulated mining elders	Narrow winter roadways	
Narrow employment opportunities	Unconceived corporate responsibility	Expensive school travel	Unengaging elders program	Remote junior-high school	Unresolved legal issues	Fragmented community interaction	Limited commodity goods	
Uninvestigated funding sources	Incomplete consensus method	Uneconomic snow removal	Unresolved mining alternatives	Minimal preschool facilities	Difficult land conversion	Displaced community identity	Debilitating physical appearance	
Unattractive industrial wages	Unrelated decision-making structure	Unavailable full-time doctor	Frozen future vision	Unknown training benefits	Unconvincing land-use story	Undermined social base		
Small road budget	Uncoordinated joint planning	Few specialist doctors	Paralyzing community story	Low-rated high school	Unconsented union farmers	Collapsed community celebration		
Limited goods availability	Entrapping social context	Limited snow removal	Inhibiting business outlook	Unavailable skills retraining	Limited available land			
Decreasing labor force	Unserviced older homes	Non-linking roads network	Uncelerated town heroes	Uncomprehensive community education	Unexploited plant growing			
Restricted capital availability	Unassessed corporate needs	Uncovered garbage dumps	Uncertain miners' future	Unstructured business training	Defeating economic story			
Overpowering competitive markets	Insufficient medical financing	High transportation cost	Declining public image	Inappropriate leadership development				
Inadequate support services	Limited snow-removal space	Expensive toilet conversion	Inexperienced financial autonomy	Undeveloped specialized techniques				
Insufficient development collateral	Unconsented institution desirability	Outside road ownership	Debasing retirement possibilities	Vacated youth supervision				
Low tourism incentives	Underequipped snow removal	Preferential sanitation service	Unenvisioned local education					
Underdeveloped leisure facilities	Unconsolidated community patterns	Unimproved sewer systems						
Small local market	Disillusioning tourist plan	Inadequate medical facilities						
Undeveloped financial plan	Unclear community consensus	Excessive freight cost						
Uninvested personal savings	Spasmodic social planning	Freezable plumbing systems						
Low reserve funds	Inadequate industrial incentives	Unfeasible infrastructure costs						
Poor-risk commercial farming	Infrequent discussion opportunities	Unprofitable transport business						
Emigrating labor force	Few farm experiments							
Time consuming procedures								
Unprofitable farm marketing								
Unstrategic funding requests								
26	23	22	16	15	12	9	7	4
I	II			III			III	

## CONTRADICTION I

### Undirected Expansion of Economic Base

The first contradiction lies in the expansion of the economic base of the community. Around the world, local communities are being challenged to relieve the pressures from congested urban areas by developing their own economic endeavors. In Oyubari the base of the economy for 80 years has been the coal mines. With the closing of the mines 4,000 people left in the first two months. After four years only 2,700 people remain, 300 working in the mines in nearby Nambu. Rather than deserting the town entirely many residents are determined to rebuild the community around new industries and business. Agriculture and forestry are being looked at anew as basic industries. Profits from the farms have been difficult to make because the products pass through many hands between the farmer and the consumer, and new techniques have been slow to obtain. The local markets are even smaller than they once were and external markets are competitive and overpowering. Forestry and reforestation are being done by the government and are a possible resource for the future, but few townspeople have skills in this field at the moment. While capital was accumulated by individual families before the mines closed, the unclear economic future discourages the use of what savings there are. Many feel the only solution is to seek employment and business development elsewhere. The task of renovating basic facilities to attract outside investments seems enormous. Services are decreasing and public buildings such as schools remain underheated. Development momentum has virtually come to a standstill and town income is declining. Unless a viable economic plan is devised that includes the initial inflow of funds, Oyubari will no longer remain an autonomous community able to share its gifts with the world.

## CONTRADICTION II

### Inadequate Procedures for Community Planning

The second contradiction is to be found in the community planning procedures. Around the world social planning has increasingly enabled communities to cope with immediate needs and long-range plans. In Oyubari the citizens maintain their life through the cho, an association of residents in a geographical neighborhood. At the town level an overall development committee looks after the larger needs. Previous plans have had some false starts that enforce the social unease. The mining company planned an array of other industries to be located around the edge of the town. Some wood-processing plants were set up but not much more. Comprehensive development of the lake with recreation facilities proved unfeasible since the water is needed extensively

to irrigate farm lands downstream. These failures have made it clear that it depends on the town leaders themselves to create a new economy. Although they are able men and women, they feel they are new to such a role. Total responsibility for the town depends on the participation of everyone to assess the needs and to meet them: medical, housing, snow removal, farming and social life. The scope of decisions has broadened into more complex arenas with seemingly insurmountable issues, yet broader participation in an effective consensus-making process has not been achieved. Regular meetings and cho discussions themselves are not easily scheduled. Without a thorough consensus their proposals and petitions are often ineffective. Unless the citizens of Oyubari find effective ways to operate together on the demands of the future, the town will continue to stagnate and decline.

### CONTRADICTION III

#### Costly Revision of Basic Services

The third contradiction lies in the arena of providing basic services for Oyubari. The affluent, technological world has made it possible for every community to have sufficient utilities and services for its domestic and industrial uses. Oyubari has had most of the services needed for a population of 12,000. In the transition to a small town the services face serious alterations. The costs of relocating and centralizing the distant junior high school are prohibitive. Only fifteen buses enter and leave the town every day, three direct to Sapporo. Fares are high because of fewer passengers and increased operating costs. The railroad was dismantled entirely, making the prospective freight costs for new industries excessive. The highway was paved two years ago, and the city began removing the snow from the major arteries. However, snow removal from the smaller streets and pathways is a mammoth task; the 18 meter annual snowfall covers a one-story house. The highway at the moment ends in Oyubari, but the territory is extending it to Ashibetsu, the next city north. Construction problems and finances have delayed its progress. Completion is scheduled now for 1982. In effect, the citizens have not worked together on snow removal and street-paving since the roads are owned and maintained by external agencies. During mining days, medical services were provided by a 150-bed company hospital that has since dwindled to a poorly-equipped clinic. A private doctor comes from Nambu twice a week. As for sewage and garbage disposal, the facilities were advanced for their day, but are mediocre and a hindrance to attracting new residents. Increasingly, life in Oyubari is becoming burdensome, and the sense of isolation more apparent. Unless the town refurbishes and modernizes these services at a costly outlay of funds, it will be blocked from other developments it hopes to make.

#### CONTRADICTION IV

##### Traumatic Shift in Community Story

The fourth contradiction lies in the social image of Oyubari. Local communities today have shifted from secluded rural villages to factory working suburbs, from remote hamlets to bustling urban centers. Oyubari is a coal-mining town in the midst of discovering a new economic role. It was a thriving place in the Fifties with good housing, good schools, good businesses and employment -- a good life for all. Then, in rapid succession, its five mines closed. Nine thousand people moved out over the course of four years, and the remaining miners commute seven kilometers to the nearest coal mine. Social life has also undergone a basic change. The festivals and holiday celebrations were once the expressions of a vital community spirit arising out of a practical relationship to life's daily struggles. Today that spirit is still very much alive, but its impoverished expression only reflects the greatness of the past. Inns, once alive and hospitable, are either closed or partially occupied as residences. A core in the community is promoting new businesses and inviting basic industries. Existing businesses cover a broad range of dry goods and foodstuffs for a town of 3,000, but the past glitter is gone. Some businessmen carefully maintain what they have rather than risking new directions. In fact, they are experiencing a new financial autonomy calling for additional economic acumen. A symbol of the lost story is the retired miner who lives to himself with no way to be engaged in the current struggle. Until Oyubari creates a new social fabric out of a new community story, the future development of the town will remain plateaued and indefinite.

#### CONTRADICTION V

##### Undemonstrated Relevance of Community Training

The fifth contradiction lies in the arena of equipping the community with skills needed to develop the town of Oyubari. Training in the 20th century world is increasingly tied to the practical needs of employment and social life; theory and practice have come together. In Oyubari, education, apart from coal-mining apprenticeships has been primarily academic and almost exclusively for youth. Because of the closing of the mines and the rapid exodus of the population, the preschool which begins at age four, is rapidly decreasing in enrollment. The three primary schools and the junior high school are partially empty but continue to occupy four separate buildings. The high school ranks third in the city, automatically excluding many Oyubari youth from some

industrial fields. Without a close tie between the schools and local jobs, young people go elsewhere for further training and employment. The miners remaining are older men, untrained for other work if it were available and as a result, they retire prematurely from the work force. Those who have started new industries have found themselves lacking primarily in modern management and marketing skills. Any opportunity for retraining is either unheard of or restricted to skills that are not applicable to available employment. In fact, there are few substantial industries that call for specific new skills. Unless Oyubari effects a practical skills program for all ages, it will forsake its human resources or lose them altogether.

#### CONTRADICTION VI

##### Narrow Vision of Resource Utilization

The sixth contradiction is in the area of using the natural resources of Oyubari. The people of the world today are extremely careful in using intelligently and then replenishing the earth's available resources. The sole reason for the existence of Oyubari until four years ago was to deep-mine a large coal deposit. What other mineral resources may be available in Oyubari are unexplored. There is a sizeable amount of land that has been cleared of housing and is now unoccupied. Over 100 hectares of grass-covered strip-mined land has been returned to the Department of Forestry. The forested hillsides attest to the land's fertility. In spite of the narrow width of this valley in the upper reaches of the Shuparo River, farmland and water is present. As long as mining predominated, land farmers played a secondary role in the community. The twelve farm families living in Oyubari today are the nucleus for a new agricultural venture. Since the land is owned and maintained by the Department of Forestry, it is an untapped reservoir of economic potential. The farmers, however, need water rights. Any new industries that may come in will need water-power, land and supporting services. The mountains themselves are filled with trees whose wood is being used for a variety of purposes. However, the legal procedures for any such new ventures are complex, lengthy and challenging to all. For a number of years, Yubari City and the citizens of Oyubari have felt that the lake above the dam in southern Oyubari is a site of scenic beauty and has substantial tourist potential. The plan to make the lake into a recreation area has been temporarily abandoned because the lake water drops to the level of a shallow pond in July and August, the height of summer tourism and the time of greatest water demand by the rice farmers down the river. Winter sports have also been recommended, but the surface of the lake when frozen is difficult for skating and other ice sports due to the constant snow fall. It would seem that



Oyubari is a forested wilderness that offers a meager socio-economic foundation. Unless new ventures based on land resources are rapidly developed, the citizens of Oyubari will be denied the benefits from their most valuable economic resource.

## CONTRADICTION VII

### Fragmented Patterns in Social Engagement

The seventh contradiction concerns the pattern of social engagement in Oyubari. In every society care structures for all ages are being revamped to relate people to activities in a larger society. Society itself has agencies that care for the very young and the aged, the sick and the unemployed. In Oyubari, the mining company has provided every form of care and social life. Even today heat, utilities, health insurance, public buildings, housing, bath houses, transportation, recreation, and a company store are provided by the company still located nearby. The closing of eleven mines in Yubari in four years has created an atmosphere of uncertainty and diminishing services. The community seems at a loss to know its current direction and, therefore, about how the community can work together again. Community celebrations have weakened and lost their appeal simply because they were oriented to a practical life that no longer exists. For young people, the best schools are far away, taking a lot of travel time and expense with little time for extra-curricular activities. The schools within the town also struggle to provide social relevance and after-school activities, since adults and teachers seem to be directed toward other interests. Elders who were active in the mining days have become increasingly restricted as changes happen in Oyubari, and their role in town is curtailed. Generally the social life of adults has declined, leaving a number of empty halls whose upkeep exceeds the need for their use. Unless Oyubari restores and revives its residents through an engaging social life, the community will rapidly disintegrate and be absorbed by other towns.

## CONTRADICTION VIII

### Unattractive Appearance of Physical Structures

The eighth contradiction lies in the appearance of the physical structures of Oyubari. Preserving the natural beauty and environment of an area is one of the essential human efforts today. Oyubari is surrounded by glorious mountains, surging streams and rivers, and a colorful lake. The unsightly scenes of abandoned



houses, a badly overgrown railroad bed, a condemned railroad station, a hospital building literally falling down and unre-moved debris and trash detract from the innate beauty of the valley. Where there were once many houses, there are empty lots. Many buildings have been demolished and a few owners and lessees have begun to use the land for construction purposes. These are ever-present reminders of what was and what may come to pass. During the annual melting of snow, the river banks erode, muddying the river. In the winter, the roadways are narrowed by the piled-up snow adding to travel inconvenience. Such unattractive features encourage residents to go out of the community to shop and work, as well as dissuading visitors from coming to enjoy the area. The gradual deterioration of the appearance of the town creates a sense of futility on the part of its citizens. Unless the town enhances its natural gifts and creates an attractive setting for its life and work, Oyubari will continue in despair over its future.

#### CONTRADICTION IX

##### Uncoordinated Efforts in Agricultural Development

The ninth contradiction deals with agricultural development in Oyubari. Around the world the co-operative has begun to demonstrate the effectiveness of people working together for their mutual benefit. Oyubari is dotted by family gardens and has a dozen farming families. However, the farmers are caught in a pattern of internal competition and conflicting efforts. Although they belong to the Yubari agricultural cooperative, they find themselves operating separately in purchasing, marketing and crop experimentation. Yubari melons are famous throughout Japan for their fine taste said to stem from the hot days and cold nights. Melons are often grown as the major crop, supplemented by chickens, potatoes, daikon and other vegetables. The Oyubari farmers did not contribute to the construction of the irrigation dam and therefore are not entitled to water rights from the river. This has isolated the Oyubari farmers from their fellow farmers south of the dam. Within Oyubari the predominance of the coal mining also isolated the farmers from other residents. Farm products are usually sold in Sapporo and other markets where prices are better. These conditions combined with the traditional hazards of farming--a short growing season, crop failures and frustrating markets--have excluded the farmers from new agricultural developments. Four farmers stopped farming due to the recent economic recession, one of whom began gathering wild vegetables that he sells in town. On the whole, farmers feel forced to go it alone with little support from each other, the town or the larger society. This leads to a sense of being forgotten and unjustly treated.

OHDP  
ICA Consultants

Unless a way is found to integrate the farmers as a whole into the community and to creatively develop the farms, Oyubari will not be able to undergird its new economy with agricultural production.

## PART THREE

### THE PRACTICAL PROPOSALS

#### PROPOSALS

The third task of the Consult consisted of building the practical proposals. The term 'proposal' refers to a strategic plan of action formulated in direct response to the Underlying Contradictions. Therefore, from the outset, proposals are grounded in the actual situation, rather than being abstracted or superimposed as ideals. A proposal is similar to a goal, yet it is not a goal. While the practical image reveals the conscious and unconscious image out of which the community operates, the practical proposals represent a clear image of the direction in which the community needs to move in relation to contradictions. In this sense, proposals represent judgments or decisions about the future. A proposal, however, is never something which is performed. Rather, it points to the crucial arenas of action within which tactics are forged and implemented so that social change will occur.

#### PROCESS

In order to create the proposals the consultants continued to work as teams organized according to broad arenas of expertise. Following further opportunities for site visits in the field, each team forged a series of detailed proposals which articulated the major actions needed to address the entire swirl of contradictions blocking the operating vision. The proposals represent strategic formulations of practical yet inclusive possibilities for the Oyubari community. Finally, the entire consult, working as one body in a plenary session, organized the mass of data from the related proposals. The resulting model became the basis for developing the tactics required to shape the destiny of Oyubari.

#### RESULTS

The Practical Proposals Chart (Plate 3) is composed of twenty proposals referred to as projects. They are organized under seven Master Proposals which reflect decisional responses to the major contradictions. Three of the Master Proposals are directed toward rebuilding the economic base through local industry, business enterprises and commercial agriculture. Three proposals deal with restructuring social patterns through basic services, community education and communal forms. One proposal deals with physical restoration which includes

building construction and community beautification. Separate charts with descriptive phrases containing 80 sub-proposals add detail and clarity to the major categories of the practical proposals chart. These proposals do not indicate what to do. They point out the arenas within which decisions must be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

**PRACTICAL PROPOSALS CHART**

ICA Consultants

Plate 3

I ECONOMIC REBUILDING PROPOSALS			II PHYSICAL RESTORATION PROPOSALS	III SOCIAL RESTRUCTURING PROPOSALS		
LOCAL INDUSTRY PROPOSAL A	BUSINESS ENTERPRISES PROPOSAL B	COMMERCIAL AGRICULTURE PROPOSAL C	D	BASIC SERVICES PROPOSAL E	COMMUNITY EDUCATION PROPOSAL F	COMMUNAL FORMS PROPOSAL G
COMMERCIAL RECREATION PROJECT 1	SMALL BUSINESS PROJECT 4	FARM EXPANSION PROJECT 7	BUILDING CONSTRUCTION PROJECT 10	MEDICAL STRUCTURES PROJECT 12	VOCATIONAL SKILLS PROJECT 15	NEIGHBORHOOD CARE PROJECT 18
WOOD PRODUCTS PROJECT 2	INVESTMENT CAPITAL PROJECT 5	RESOURCE DEVELOPMENT PROJECT 8		UTILITIES CO-OP PROJECT 13	CULTURAL EDUCATION PROJECT 16	LOCAL COMMUNICATION PROJECT 19
HOME INDUSTRIES PROJECT 3	OYUBARI PROMOTION PROJECT 6	LAND USE PROJECT 9	TOWN BEAUTIFICATION PROJECT 11	OUTSIDE LIAISON PROJECT 14	PRESCHOOL TEACHERS PROJECT 17	SYMBOLIC LIFE PROJECT 20

I

ECONOMIC REBUILDING PROPOSALS

The Economic Rebuilding Proposals call for creating a new commercial and industrial base for the community. In order to accomplish this Oyubari has decided to train in new skills and to risk new commercial ventures on behalf of the whole community. There are three basic proposals necessary for this type of economic rebuilding. The first calls for introducing new industries into the community in order to increase employment opportunities. The second deals with expanding the commercial enterprises of the community by providing service businesses and promotional activities. This includes securing financial services and support to launch these ventures. The third proposal urges the increased productivity of farming to increase income. It requires expanding current farmlands and developing the available resources in the surrounding region. Essential to these proposals is a nucleus of townspeople who risk themselves to pioneer these foundational ventures.

A

LOCAL  
INDUSTRY

New Local Industry is proposed for Oyubari. It has to do with introducing new companies that will employ the residents and bring income into the community. Three projects contribute to this intent. First, the Commercial Recreation Project will develop facilities and programs to attract outside visitors to use the area for winter and summer sports amid its natural beauty and restored buildings. Second, the Wood Products Project expands the lumber industry to finished lumber, wood by-products and other crafted products. Third, to keep money in the town and to employ more people, the Home Industries Project will develop home handicraft and food preservation products.

B

BUSINESS  
ENTERPRISES

The Business Enterprises Proposal deals with establishing new businesses and expanding existing shops in order to promote Oyubari as an attractive town to visit and live in. It focuses particularly on strengthening the economy of the town by working together in order to open lucrative commercial channels. The Small Business Project centralizes the shops of the town into an attractive district that offers all essential services and commodities. It sets up a farmers' market in the town that will be profitable for both store-owners and producers. A guild will bring businessmen together to work out ways to use all available resources. The Investment Capital Project develops and administers community funds. The Oyubari Promotion Project emphasizes the creation and display of the town's image as a great place to live, work, and play.

C  
COMMERCIAL  
AGRICULTURE

The Commercial Agriculture Proposal is designed to revitalize the economy of the community by exploiting land resources in Oyubari. The Farm Expansion Project will extend crop-farming to new land and will involve more residents in commercial farming. The elders will participate in supplementing farm production. The Resource Development Project explores the land for new raw materials, develops forest resources and employs water resources for irrigation and recreation. River silt is used to provide essentially needed top soil. The Land Use Project assures maximum productivity of the land by designing a comprehensive plan which integrates both agricultural and industrial development. Economic Life will be revitalized by these projects, thereby contributing to the fulfillment of the vision of the people of Oyubari.

II

PHYSICAL RESTORATION PROPOSAL

D  
PHYSICAL  
RESTORATION

The Physical Restoration Proposal is concerned with the renovation of older facilities, building new structures, and the beautification of the overall appearance of Oyubari, thereby making the town attractive to prospective residents. There are two major thrusts to this proposal: building construction and town beautification. This proposal is catalytic in relation to both the economic and social proposals. The Building Construction Project features rehabilitated facilities for new, small industrial use and the clearing away of dilapidated housing. The Town Beautification Project focuses on redeveloping public buildings and civic space as well as promoting tourist attractions.

The Physical Restoration Proposal consists of a building construction campaign which structurally renovates Oyubari and beautifies existing structures. The Building Construction Project restores certain industrially suitable structures in order to attract commercial ventures to Oyubari. Housing debris will be removed and new model-housing developed. Support structures such as roads will be enhanced to complement the housing construction. The Town Beautification Project gathers a voluntary work force in order to reduce the cost of needed construction. Community events like Oyubari Day, focused around such places as the railroad station and the downtown shopping district, will reclaim community space and create singularly attractive facilities for tourists and residents alike.



### III

#### SOCIAL RESTRUCTURING PROPOSALS

Every community is responsible for continually creating the new social forms and structures which build a corporate identity and equip its members to participate responsibly in community life and development. Oyubari will implement this responsibility through three basic proposals. The Basic Services Proposal ensures that this community is well provided with services and utilities and that external relationships are developed for future leadership. The Community Education Proposal trains the total population in essential skills and provides a revitalized cultural life. The Communal Forms Proposal will build a new corporate identity through corporate meetings and events.

E  
BASIC  
SERVICES

Communities in the Twentieth Century are focused on the total development of their community. Arenas such as basic services play an important supportive role. Three projects are proposed for this purpose. The Medical Structures Project increases medical services and provides access to comprehensive medical care. The Utilities Cooperative Project develops a public utilities cooperative that works with the mining company, city and technical experts to ensure improved supply of utilities and services. The Services Liaison Project establishes external relationships to ensure completion of the highway and to coordinate the use of the river water.

F  
COMMUNITY  
EDUCATION

Development in the Twentieth Century is happening at the local level and engages the participation of all community residents. Skilled leadership in many arenas is essential to local development. Four projects are proposed for this purpose. The Community Education Project provides training for adults in social and employable skills, such as business management and home industry. The Cultural Education Project broadens the cultural experience of all community members through community and after-school activities such as the tea ceremony and flower arranging. The Leadership Training Project provides opportunities for leadership development, for example, in joint parent and teacher workshops. The Preschool Teachers Project trains voluntary community leaders in on-the-job training to allow the expansion of the preschool.

G  
COMMUNAL  
FORMS

The Communal Forms Proposal deals with developing local care structures in order to meet the needs of the residents and to promote common operating images. The Neighborhood Care Project focuses on developing local leadership through town meetings. These monthly meetings are some of the many opportunities for all ages to share their opinions and consense on decisions. The Local Communication Project promotes information interchange through a weekly newspaper and bulletin board announcements. The Symbolic Life Project deals with recreating the

common memory of the populace. This is done through the proud display of pins and logos. Also Oyubari's 50th Anniversary is one of the several celebrations aimed at honoring the unique gifts of the town.

Every community is responsible for continuing to create the new social forms and structures which build a corporate identity and equip its members to participate responsibly in community life and development. Oyubari will implement this responsibility through three basic proposals. The Basic Services Project proposes that this community is well provided with services and facilities and that external relationships are developed for future leadership. The Community Education Project seeks the total education in essential skills and provides a revitalized cultural life. The Community Forum Project will build a new corporate identity through corporate meetings and events.

Communities in the Oyubari County are focused on the total development of their community. Areas such as basic services play an important supportive role. These projects are proposed for this purpose. The Medical Structures Project increases medical services and provides access to comprehensive medical care. The Utilities Cooperative Project develops a public utilities cooperative that works with the mining company, city and technical experts to ensure improved supply of utilities and services. The Services Liaison Project establishes external relationships to ensure completion of the highway and to coordinate the use of the river water.

Development in the Oyubari County is happening at the local level and engages the participation of all community residents. Skilled leadership in many areas is essential to local development. Four projects are proposed for this purpose. The Community Education Project provides training for adults in social and employment skills, such as business management and home industry. The Cultural Education Project provides the cultural experience of all community members through community and after-school activities such as the tea ceremony and flower arranging. The Leadership Training Project provides leadership for leadership development, for example, in joint parent and teacher workshops. The Practical Teachers Project trains voluntary community leaders in on-the-job training to allow the expansion of the preschool.

The Community Forum Project deals with developing local case structures in order to meet the needs of the residents and to promote common operating issues. The Neighborhood Case Project focuses on developing local leadership through four meetings. These monthly meetings are one of the many opportunities for all ages to share their opinions and contribute on decisions. The Local Communication Project promotes information interchange through a weekly newspaper and bulletin board announcements. The Symbolic Life Project deals with recreating the

BASIC  
SERVICES

COMMUNITY  
EDUCATION

COMMUNITY  
FORUM

## I. ECONOMIC REBUILDING PROPOSALS

## A. Local Industry Proposal

ICA Consultants

Plate 3A

1. COMMERCIAL RECREATION PROJECT	1 Building Renovation	using existing available facilities
	2 Tourist Inns	increasing adequate hotel rooms
	3 Seasonal Activities	providing effective tourist incentives
	4 Food Services	supplying attractive local restaurants
2. WOOD PRODUCTS PROJECT	5 New Products	exploiting local wood utilization
	6 Raw-material Supply	ensuring profitable wood industry
	7 Lumber Processing	capitalizing available local resources
	8 Building Material	serving local basic needs
3. HOME INDUSTRIES PROJECT	9 Local Handicrafts	releasing indigenous creative arts
	10 Flower Marketing	exporting unique floral plants
	11 Food Processing	preserving unusual wild produce
	12 Goods Packaging	enhancing local product value

## I. ECONOMIC REBUILDING PROPOSALS

## B. Business Enterprises Proposal

ICA Consultants

Plate 3B

4. SMALL BUSINESS PROJECT	13 Shopping Center	expanding retail marketing outlets
	14 Farmers Market	accelerating local monetary flow
	15 Souvenir Shops	attracting external financial support
	16 Shops Renovation	improving existing commercial sites
5. INVESTMENT CAPITAL PROJECT	17 Full-service Banking	catalyzing stable economic base
	18 Project Funding	raising initial development capital
	19 Community Treasury	generating community investment fund
	20 Funding Coordination	enabling maximum financial flexibility
6. OYUBARI PROMOTION PROJECT	21 Promotion Campaign	starting widespread public advertising
	22 Oyubari Jaycees	promoting new leadership growth
	23 Economic Council	ensuring mutual economic benefit
	24 Resort Motif	providing unified visual appearance

I. ECONOMIC REBUILDING PROPOSALS  
C. Commercial Agriculture Proposal

ICA Consultants

Plate 3C

7. FARM EXPANSION PROJECT	25 Animal Husbandry	introducing new livestock sources
	26 Farm Management	enabling maximum possible production
	27 Commercial Plants	marketing local decorative shrubs
	28 Fish Farm	raising salable food items
8. RESOURCE DEVELOPMENT PROJECT	29 Water Sources	using untapped vital resources
	30 New Trees	planting available fast-growing trees
	31 Mountain Produce	cultivating local wild plants
	32 Mineral Exploration	exploring undiscovered natural deposits
9. LAND USE PROJECT	33 Technical Assistance	acquiring necessary expert advice
	34 Land Designation	creating long-range development plan
	35 Services Delivery	designing complete utilities system
	36 Community Input	assuring consensed land development

## II. PHYSICAL RESTORATION PROPOSAL

## D. Town Facilities Proposal

ICA Consultants

Plate 3D

10.  
BUILDING  
CONSTRUCTION  
PROJECT

37 Debris Removal

reclaiming potential building materials

38 New Housing

building new quality homes

39 Building Restoration

encouraging home investment schemes

40 Community Facilities

maximizing potential gathering places

41 Public Space

creating new civic image

42 Domestic Areas

improving overall town appearance

43 Regular Maintenance

assuring constant basic upkeep

44 Tourist Attractions

promoting scenic town areas

11.  
TOWN  
BEAUTIFICATION  
PROJECT



## III. SOCIAL RESTRUCTURING PROPOSALS

## E. Basic Services Proposal

ICA Consultants

Plate 3E

12. MEDICAL STRUCTURES PROJECT	45 Dental Service	increasing effective oral hygiene
	46 Maternity Care	promoting efficient maternal care
	47 Ambulance Service	providing immediate health needs
	48 Specialist Services	ensuring skilled medical treatment
13. UTILITIES CO-OP PROJECT	49 Water Supply	supporting bountiful water service
	50 Sanitation System	maintaining continuous sanitary service
	51 Water Board	assuming water service responsibility
	52 Snow Removal	supplying fast economical clearing
14. OUTSIDE LIAISON PROJECT	53 Community Delegation	building effective external relations
	54 Promotion Needs	advertising basic service requirements
	55 Highway Completion	increasing external traffic flow
	56 Water Use	maximizing local natural resources

## III. SOCIAL RESTRUCTURING PROPOSAL

## F. Community Education Proposal

ICA Consultants

Plate 3F

15. VOCATIONAL SKILLS PROJECT	57 Technical Skills	providing necessary trade tools
	58 Language Training	learning basic linguistic skills
	59 Job Training	assuring local apprentice opportunities
	60 Business Training	enabling commercial management skills
16. SOCIAL EDUCATION PROJECT	61 Community Education	developing extensive training programs
	62 Family Programs	encouraging total familial curriculum
	63 Youth Activities	devising instructive after-school events
	64 Elders Activities	occasioning creative elders engagement
17. PRESCHOOL TEACHERS PROJECT	65 Parents Involvement	ensuring active adult participation
	66 Comprehensive Program	expanding early learning process
	67 Economic Support	supplying adequate teaching facilities
	68 Leadership Training	equipping locally emerging teachers

## III. SOCIAL RESTRUCTURING PROPOSALS

## G. Communal Forms Proposal

ICA Consultants

Plate 3G

18. NEIGHBORHOOD CARE PROJECT	69 Town Meetings	eliciting practical citizen involvement
	70 Development Committee	developing local symbolic leaders
	71 Block Activities	catalyzing practical geographical care
	72 Winter-Aid Units	easing winter living conditions
19. LOCAL COMMUNICATION PROJECT	73 Weekly Newspaper	publishing local community news
	74 Bulletin Board	announcing important local events
	75 Information Center	providing centralized data node
	76 Block Visitations	engaging informed active participation
20. SYMBOLIC LIFE PROJECT	77 Seasonal Festivals	rehearsing community's marking points
	78 50th Anniversary	celebrating first half century
	79 Social Symbols	symbolizing cohesive town identity
	80 International Treks	expanding global social awareness

## PART FOUR

### THE TACTICAL SYSTEMS

#### TACTICS

The fourth task of the Consult was to create the Tactical Systems. Tactics are the practical actions which become the concrete steps required to implement the proposals. The Tactical Systems describe and rationally organize the actions required to do the projects delineated in the practical proposals chart. At this point the operating vision and the underlying contradictions become peripheral concerns except as they provide a broad context for designing the tactics. Social change occurs through tactical implementation rather than by simply grasping the vision or forging the proposals. The delineation of these systems, therefore is perhaps the most crucial activity of the Consult.

#### PROCESS

In order to discern the Tactical Systems out of the many tactics required for each of the proposals, the Consult experienced a task similar to piecing together a puzzle. The completed picture provided practical instruction for implementing the total project. The consultants proceeded in this fourth step again in teams. Each team according to its arena of expertise, was assigned a set of proposals from the Practical Proposals Chart (Plate 3). Working in small groups, each team created an inclusive list of the concrete actions required to effect its proposals. The team then organized its list of actions into basic tactics for each proposal. Finally, all of the teams' work was gathered and organized to formulate the tactical systems illustrated by Plate 4.

#### RESULTS

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of four tactical arenas, seven paratactics, twenty-seven basic tactics and 192 sub-tactics. The basic tactics and sub-tactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The seven paratactics under which the basic tactics and sub-tactics are grouped point to the major aspects of the tactical arenas which are set in motion when the sets of basic tactics are implemented in the community. The four tactical arenas illustrated by Plates 4A-4D hold the systems together and represent the overarching tasks to be accomplished. These inclusive groupings are described in subsequent paragraphs. The master chart and detailed descriptions of each tactic then follow.

ARENA A

Tactical Arena A, Expanding Local Commercial Foundations, consists of two paratactics and eight basic tactics. This arena is directed at creating economically viable commercial operations and increased agricultural production for Oyubari. This is accomplished by forming wood products industries, tourist resort facilities and local small businesses. Likewise, the economy will be strengthened by introducing local produce, animal-raising exploration, expanding cooperative farming and devising an efficient irrigation system. Business and industrial growth and increased agricultural production will accelerate capital flow and increase employment opportunities within the community necessary for a secure economic existence.

ARENA B

Tactical Arena B, Improving Essential Physical Design, consists of two paratactics and six basic tactics. Tactics in this arena are directed toward increasing available services and ensuring that revisions in the underlying infrastructure of Oyubari are agreed upon by all residents. These tactics are designed to expand medical care, transportation and roads, sewage systems and the creation of an Advisory Board. Construction and maintenance schemes will improve both public and private facilities making them more functional and attractive. In addition, outdoor recreational areas for both winter and summer sports will supplement social opportunities, and both remodeled and new housing will stabilize and entice new residents to Oyubari.

ARENA C

Tactical Arena C, Assuring Inclusive Resident Engagement, consists of two paratactics and eight basic tactics. These tactics are directed at providing the back-up to effective engagement for the residents of a unique community. Participation in community life through a variety of educational ventures, leadership opportunities and community decision-making will allow residents to express their deep concern for the future of Oyubari. The preparation of children to be effective new citizens and the continuing training of all ages to further engage in significant work will more practically demonstrate this thrust.

ARENA D

Tactical Arena D, Undergirding Future Economic Growth, contains one paratactic and five basic tactics. Arena D seeks to develop an encouraging environment for the growth of new industry and business. Promotional events planned to generate fresh interest in Oyubari and followed through to attract appropriate new industry will serve to broaden the economic base. Restructuring the community's finances and integrating physical space will provide the practical resources to carry out development programs. None of the basic tactics by themselves will build a new economic base, but the combination of all of them will build a vigorous environment in which economic development can take place.

# TACTICAL SYSTEMS CHART

tactical arena A

EXPANDING LOCAL COMMERCIAL FOUNDATIONS

tactical arena B

IMPROVING ESSENTIAL PHYSICAL DESIGN

tactical arena C

ASSURING INCLUSIVE RESIDENT ENGAGEMENT

tactical arena D

UNDERGIRDING  
FUTURE ECONOMIC GROWTH

COMMERCIAL  
VENTURES

BASIC  
SERVICES

COMMUNITY  
LIFE

COMMUNITY  
TRAINING

BASIC  
CONSTRUCTION

COMMERCIAL  
AGRICULTURE

paratactic I

paratactic II

paratactic III

paratactic IV

paratactic V

paratactic VI

paratactic VII

tactic 1

instigating

WOOD  
PRODUCTS  
INDUSTRY

tactic 5

improving  
EXISTING  
MEDICAL  
CARE

tactic 8

coordinating  
REGULAR  
TOWN  
MEETINGS

tactic 12

maximizing  
EFFECTIVE  
TOWN  
PROMOTION

tactic 17

offering  
CREATIVE  
SOCIAL  
EDUCATION

tactic 21

rehabilitating  
CENTRALIZED  
COMMUNITY  
FACILITIES

tactic 24

introducing  
LOCAL  
AGRICULTURAL  
SPECIALTIES

tactic 2

forming

TOURIST  
RESORT  
COMPLEX

tactic 6

ensuring  
NECESSARY  
PHYSICAL  
MAINTENANCE

tactic 9

broadening  
CORPORATE  
COMMUNITY  
ACTIVITIES

tactic 13

implementing  
INCLUSIVE  
SPACE  
DESIGN

tactic 18

strengthening  
PROFITABLE  
OCCUPATIONAL  
SKILLS

tactic 22

constructing  
OUTDOOR  
RECREATIONAL  
AREAS

tactic 25

exploring  
COMMERCIAL  
LIVESTOCK  
RAISING

tactic 3

initiating

DIVERSIFIED  
NEW  
INDUSTRIES

tactic 7

acquiring  
APPROPRIATE  
TECHNICAL  
EXPERTISE

tactic 10

fostering  
COMMON  
LOCAL  
IDENTITY

tactic 14

developing  
OYUBARI  
INDUSTRIAL  
PARK

tactic 19

supplementing  
COMPREHENSIVE  
PRESCHOOL  
EDUCATION

tactic 23

facilitating  
CONSOLIDATED  
IMPROVED  
HOUSING

tactic 26

employing  
LOCAL  
COOPERATIVE  
FARMING

tactic 4

increasing

SMALL  
BUSINESS  
OPPORTUNITIES

tactic 11

extending  
LOCAL  
INFORMATION  
STRUCTURES

tactic 15

providing  
STABLE  
FINANCIAL  
SYSTEMS

tactic 20

enabling  
PRACTICAL  
LEADERSHIP  
DEVELOPMENT

tactic 27

installing  
EFFICIENT  
IRRIGATION  
SYSTEM

tactic 16

exploding  
COMMUNITY  
FESTIVAL  
ATTRACTIONS



## TACTICAL ARENA A: Expanding Local Commercial Foundations

### Paratactic I: Business Ventures

To stimulate the local economy and provide employment opportunities, new business ventures are needed. A full-scale wood products industry utilizing the abundant resources in the surrounding forest will provide the foundation for a new economic base. The natural beauty and landscape of Oyubari will be developed and enhanced with resort facilities that make tourism a viable industry. Other new industries making use of available local goods, and the talents of Oyubari residents will expand the economic base. A variety of small local businesses will provide currently unavailable goods and services to both residents and tourists.

#### Tactic 1: Instigating Wood Products Industry

Subtactics In order to use the local wood resources, a wood products industry will be developed utilizing local labor. A rough-saw mill will be constructed to process logs from nearby forests. A lumber mill will be established to manufacture lumber and building materials from rough-sawn sections. A finishing shop will be operated to produce special high-quality wood products such as lacquer ware. A woodworking shop will be set up to construct various types of furniture and toy items. A by-products operation will be initiated to produce additional products such as chopsticks, toothpicks and pressboard. A marketing group will be organized to advertise and sell locally produced wood products.

#### Tactic 2: Forming Tourist Resort Complex

Subtactics In order to generate and circulate the flow of capital in the community, a tourist resort complex will be developed in Oyubari. A tourist center will be established to provide information, public conveniences, souvenirs, and local handicrafts. Specialty shops will be created to provide the special goods and services required for tourists, such as ski equipment and instruction, camera supplies, bike rental, and fishing goods. Holiday cabins will be created from restored houses to provide both summer and winter housing for tourist groups. The Oyubari Inn will be established as a first-class ski lodge catering to tourists and skiers year round. The ski slope will be enlarged to provide recreation for both tourists and residents. A conference center will be constructed within the resort area to accommodate large groups with meeting space, equipment and services.

### Tactic 3: Initiating Diversified New Industries

- Subtactics In order to increase the marketing of local foodstuffs and products and to provide further employment opportunities, local small industries will be initiated. Food processing will be established to preserve and prepare locally grown crops for sale outside and within the community. A transport co-op will be organized to carry community products to outside markets and to bring in necessary bulk supplies for local industries and shops. Local handicrafts will be produced such as local art objects and hand-knit items to sell in the community shops. A packaging plant will be established to package community products distinctively marking them with the Oyubari logo. Products marketing will be organized to obtain contracts ensuring the sale of community products. Educational supplies will be produced using wood samples, polished stones and fossils to sell to educational institutions throughout Japan.
- 13
  - 14
  - 15
  - 16
  - 17
  - 18

### Tactic 4: Increasing Small Business Opportunities

- Subtactics In order to increase local cash flow and commercial services to the people of Oyubari, small business opportunities will be expanded. A local restaurant will be created to serve tourists and residents good food in a pleasant atmosphere. A coffee shop will be opened to provide a leisure node in the central shopping area of town. Fast-food services will be set up to cater to the needs of the local residents and tourists. A public laundromat will be put into operation to provide convenient laundry and drying services to the community. A farmers' market will be set up to sell local foods and handmade items. A shoppers' fair will be held to attract people from neighboring communities to shop in Oyubari. A bakery shop will be created to supply local people and neighboring communities with freshly baked goods.
- 19
  - 20
  - 21
  - 22
  - 23
  - 24
  - 25

### TACTICAL ARENA B: Improving Essential Physical Design

#### Paratactic II: Basic Services

To enhance the community's well-being, medical care, road maintenance and sanitation will be improved, and the need for technical assistance in environmental planning will be met. Existing medical services will be expanded so that modern equipment, special medical teams and 24-hour ambulance service can be made available to the community. Roads will be completed and maintained, snow removal

and sewage systems improved, and modern sanitations techniques demonstrated in order to upgrade local living conditions. To refine the existing physical design of the town, and enable comprehensive planning for future use of the environment, assistance from technical expertise and advisory networks will be provided.

#### Tactic 5: Improving Existing Medical Care

Subtactics	In order to improve comprehensive community health care, the health services will be augmented in Oyubari. A
26	medical facility will be provided within the community
27	in a clean, modern efficient setting. Updated equipment
28	will be procured for adequate treatment of health
29	problems of local residents. Special clinics will be
30	conducted on a regular basis to address neglected health
31	issues such as T.B., eye care, and pediatrics. Ambulance
32	service will be provided to ensure 24-hour emergency care
33	to the community. A medical team will be coordinated
34	to provide comprehensive medical services. A health guild
35	will be established to coordinate health education,
	treatment clinics, and relationships with outside health
	agencies. Health volunteers will be recruited to assist
	with surveys, educational programs, and daily management
	of the clinic. Dental services will be made available
	to ensure adequate care of community residents' teeth
	and dental needs. Women's clinics will be regularly
	conducted to provide needed attention to obstetrics,
	gynecology, and pre- and post-natal care. Health
	instruction will be taught including first aid and
	preventive care.

#### Tactic 6: Ensuring Necessary Physical Maintenance

Subtactics	In order to adequately care for basic community needs, necessary physical maintenance will be provided. Road
36	completion will be accelerated to connect Oyubari and
37	Ashibetsu with an adequate highway. Road maintenance will
38	be assured throughout the year by filling in holes
39	and treating surfaces to keep roads in desirable condition.
40	New roads will be constructed to make new industrial
41	areas, relocated housing, and new tourist areas easily
42	accessible. Snow removal will be expanded to clear
43	public areas such as bus-stops of snow and to ensure the
	clearance of elders' residences. Drainage ditches will
	be extended to accommodate surface water run-off from side-
	walks, roads and homes. Sewage treatment systems will
	be expanded and improved to meet higher water quality
	requirements before flowing into the river. Sewer pipes
	will be replaced with new ones to eliminate present pro-
	blems such as leakage, freezing and clogging. Flush
	toilets will be constructed in central locations to serve

the community and demonstrate the advantages of modern sanitation systems.

#### Tactic 7: Acquiring Appropriate Technical Expertise

- Subtactics
- 44 In order to provide the additional expertise and technical knowledge needed by the community for further growth and development, a network of consultants will be organized. Town planning advisors will be invited to work with the community to design a land use plan which will provide guidelines for improvement and expansion of Oyubari. Geological analysis will be conducted to determine soil and mineral potential of the area. Agricultural advisors will be consulted to determine the vegetation best suited to grow quickly in the area and the possibility of lake silt for top soil use. Educational consultants will be used to train local volunteers and teachers' aides in educational methods and curriculum building for the adult academy and cultural courses. Environmental assessment for the sake of future industries will be conducted to preserve the natural beauty and resources of the community and to protect the health of the residents. An advisory network will be initiated to enable volunteer experts from Japan and other nations to participate in Oyubari Human Development Project on a short or long-term basis. A data bank will be established to gather useful information from outside experts and resources which will be channeled to the residents requiring such information.
- 45
- 46
- 47
- 48
- 49
- 50

#### TACTICAL ARENA C: Assuring Inclusive Resident Engagement

##### Paratactic III: Community Life

In order to foster wide-spread community participation, the heart of a vital new community spirit, opportunities for involvement will be increased. Meetings to determine future directions and activities of the business and social structures will be held for various groups throughout the entire community. Special community events will bring people together for corporate work and celebration. Local community identity will be emphasized to begin to forge a new image of Oyubari as a place of possibility. New information structures will give all citizens a chance to participate in the community's development.

#### Tactic 8: Coordinating Regular Town Meetings

- Subtactics
- In order to give all individuals an opportunity to effectively participate in the planning and consensus-making in Oyubari, regular community meetings will be

- 51 held. Cho gatherings will be held to provide oppor-  
tunities for planning, discussing and informing resi-  
52 dents of ways to care for the people in the Cho.  
Citizens' meetings will be held monthly to bring people  
of all ages and professions together for reviewing and  
53 planning the life of Oyubari. A quarterly congress for  
all residents will be held to report and celebrate  
54 completed work and discuss plans for the next quarter.  
A local women's forum will be established in which  
55 relevant issues of the community in education, town  
planning, services, industry and agriculture will be  
dealt with. Leadership meetings will be held weekly to  
56 corporately plan and coordinate the various programs.  
A businessmen's association will meet regularly to  
coordinate commercial activities and services.

#### Tactic 9: Broadening Corporate Community Activities

- Subtactics In order to bring people together and broaden their  
sense of participation, community activities will be  
held to provide opportunities for corporate work and  
celebration. Clean-up campaigns will be organized to  
57 keep the community free of litter and garbage, empha-  
58 sizing the vacant lots and river areas. Elders' care  
will be provided to help elder citizens maintain and  
59 improve their residences. Sports competition will be  
sponsored to provide athletic opportunities for residents  
of all ages. Cho events will be held to bring people  
60 together to activities such as parties, trips, picnics,  
61 and cultural occasions. Work days will be coordinated  
to involve the total community in caring for and  
62 improving town facilities. A community picnic will be  
sponsored each year to allow the community to celebrate  
63 together. Community dances will be held to enable all  
ages to participate in both folk and ballroom dancing.  
64 50th anniversary celebration of Oyubari will be held in  
1979 to celebrate the new Oyubari. Film shows will be  
65 held regularly to view films and slides of both  
educational and entertainment value.

#### Tactic 10: Fostering Common Local Identity

- Subtactics In order to rehearse and unify the care, spirit and  
future thrust of Oyubari community, identifying symbols  
66 will be created and displayed. Cho signs will be erected  
to identify each Cho with its respective name, map and  
67 grid. Town posters will be displayed to provide visual  
images of the promising future of the community. The  
68 symbolic grid will appear on local products, promotion  
materials and pins to create a sense of belonging and

- 69 pride in the community. An attractive entrance will be created to symbolize the boundary of the community and to welcome visitors to town. Downtown murals will be painted on strategically located buildings to tell the new story of the community. A community motif will be designed to create a unified appearance to the community. Oyubari heritage will be emphasized to strengthen the community's appreciation of its own history. A community songbook will be created including local, national and global songs to be used at community events.
- 70
- 71
- 72
- 73

#### Tactic 11: Extending Local Information Structures

- Subtactics
- 74 In order to provide the citizens of Oyubari with an on-going flow of up-to-date information on the community and its activities, services and events, the communication systems will be expanded. An Oyubari newspaper will be published to inform local citizens of current local events and announcements. A loudspeaker system will be set up to provide instant communications for the whole community. Community bulletin boards will be refurbished according to the common design and excess bulletin boards removed to give the community a uniform way of posting announcements, meeting schedules, and other important notices. A community calendar will be printed and distributed to visitors and residents to publicize major events and festivals and to present a positive image of the community. Cho visitations will be initiated to assure mutual care, information flow, and cooperation within the local neighborhoods. Printing equipment will be obtained to assure access for printed materials such as the community newspaper and announcements.
  - 75
  - 76
  - 77
  - 78
  - 79

#### TACTICAL ARENA D: Undergirding Future Economic Growth

##### Paratactic IV: Economic Growth

In order to ensure the future existence of Oyubari as a viable economic unit, it will be necessary to broaden the economic base. To compensate for the loss of the mining industry, comprehensive promotion of Oyubari will be carried out to attract tourism and new industry. Areas for tourism, industry, new shops and homes will be designated in a total land use plan. An industrial park with complete utilities and services will be developed to service new industry. The creation of essential financial systems will provide a sound base for expansion of commercial ventures. Use of seasonal festivals to promote Oyubari as a tourist center will bring new income and publicity to the community.



**Tactic 12: Maximizing Effective Town Promotion**

- Subtactics** In order to encourage new industry to come to Oyubari and to develop the emerging tourist trade, various forms of town promotion will be initiated. PR materials will be produced to give prospective business and tourists an introduction to Oyubari and its potential. An information bureau will be established to provide a central agency for fielding tourists' questions and distributing the PR material. A publicity corps will plan and carry out the various promotional schemes to encourage tourism and new industry. Promotional campaigns will be initiated to massively tell the new story of Oyubari. Special groups will be specifically invited to visit Oyubari for conventions or corporate holiday outings.
- 80
  - 81
  - 82
  - 83
  - 84

**Tactic 13: Implementing Inclusive Space Design**

- Subtactics** In order to enhance the physical appearance of Oyubari and to order effective use of the land, a comprehensive space design will be created. A land-use plan will be designed to provide effective and attractive use of all town space, designating industrial, commercial, residential and recreational areas. Community landscaping will be undertaken to improve the appearance of Oyubari for both residents and guests. Street plantings will be set out to give color and seasonal interest to the main roads of Oyubari. Public gardens will be planted to provide quiet areas for rest and relaxation. Community parks will be built to encourage recreational activities for all age groups. Storefront renovation will be completed with a common motif to encourage more commercial activity in the community's shopping area. Building clearance will be carried out to tear down dangerous and collapsed buildings and to clear the property.
- 85
  - 86
  - 87
  - 88
  - 89
  - 90
  - 91

**Tactic 14: Developing Oyubari Industrial Park**

- Subtactics** In order to attract and provide new industry with the necessary building facilities and basic services, including management services, an industrial park will be developed. An industrial site will be constructed on land designated by the land-use plan to provide facilities in which new factories and industry can locate. Company incentives will be offered to encourage new industries and manufacturing plants to locate in Oyubari. An industrial team will negotiate with Japanese and international corporations to inform them of the advantages of setting up operations in Oyubari and urge them to do so.
- 92
  - 93
  - 94

- 95 Basic services will be installed at the new industrial park to provide water, electricity, roads and sewers capable of supplying industrial needs. Management
- 96 services such as bookkeeping, translation services and supervisory training programs will be made available. Industrial promotion will be instigated through govern-
- 97 ment agencies and private enterprise to bring new manu-  
facturing companies into the community.

Tactic 15: Providing Stable Financial Systems

- Subtactics
- 98 In order to expand current economic foundations and to provide a basis for community participation in new ventures, stable financial systems will be created.
  - 99 A holding company will be formed to serve as a legal entity for new community economic ventures. Community shares in the holding company will be sold for either
  - 100 labor or cash. A finance commission will be selected from the community on a rotating basis to participate
  - 101 in determining funding priorities. Funding teams will be organized to solicit needed funds and resources
  - 102 from the public and private sectors. A financial prospectus will be published to encourage investors in
  - 103 the holding company. Development loans will be secured to provide low-interest, long-term resources for local business and industry.

Tactic 16: Exploding Community Festival Attractions

- Subtactics
- 104 In order to attract residents and visitors to participate in community festivities, a number of community celebrations and seasonal festivals will be sponsored. A lake festival will be held in the Spring prior to spring
  - 105 planting as part of the four-season series of festivals to attract tourists. A homecoming celebration will be launched as an annual Summer event to welcome back past
  - 106 residents and guests. A Winter carnival will be promoted annually to attract visitors to Oyubari, using snow sculptures and a snow village. An Autumn festival
  - 107 will be held each year including a large fireworks display and special traditional foods to entice the tourists.
  - 108 Ski competition will be promoted, including cross-country, downhill and jumping events, to attract skiers throughout the long snow season.

TACTICAL ARENA C: Assuring Inclusive Resident Engagement

Paratactic V: Community Training

In order to give residents opportunities to increase their learning experiences, a broad range of training activities

will be launched. Creative social education programs will introduce a variety of diverse cultural arts and skills. More specialized occupational skills will be developed to provide training for new planned industries. Expansion of the pre-school education program will focus upon allowing more inclusive participation. Leadership training methods and activities will occur throughout the duration of the Project.

#### Tactic 17: Offering Creative Social Education

Subtactics	In order to expand awareness and develop functional skills, social education programs will be offered in cooperation with the Board of Education. Folk art
109	will be used to teach the history of Japan, Hokkaido, Oyubari and the Ainu people . Global culture seminars
110	will be offered to expand awareness of different cultures and traditions through study and celebrations. Reading
111	enjoyment will be promoted through instruction in library use and booksharing to encourage families to read. Music
112	groups will be organized to enhance music appreciation and participation in community singing. Domestic skills
113	will be offered for interested people to increase their skill in such arts as cooking and knitting.
114	Ballroom dancing classes will be made available to allow young adults to learn classical dancing. An Elders'
115	University for retired men and women will be opened to encourage opportunities for continuing education in
116	the social and cultural fields. Camping techniques will be taught to families interested in learning practical
117	skills necessary for camping. Youth activities will be organized after school, particularly in the winter months, to foster athletic training and group involvement.

#### Tactic 18: Strengthening Profitable Occupational Skills

Subtactics	In order to increase economic productivity of local residents, a variety of formal and demonstration-oriented training forums will be held. Business management will be taught to provide residents with the basic
118	management skills which are necessary for opening and running a small business. Architectural drafting will
119	train residents in designing buildings and houses for construction and rehabilitation. Auto mechanics will be
120	trained to operate a repair and maintenance shop for vehicles. Fish-farming techniques will be taught to
121	residents through a demonstration fish farm to prepare them for developing a fish raising industry. Horti-
122	cultural techniques will be demonstrated on raising and marketing local produce in order to improve and expand
123	local agricultural methods. Dressmaking design will be offered to provide the skills necessary for making

- Japanese and Western clothes for pleasure and profit. Handicraft skills will be taught to recapture the traditional Japanese crafts and to enable profitable small home industries. Carpentry skills will be taught to equip residents with the ability and methods to construct or remodel community buildings and houses. Cabinet making instruction will train skilled craftsmen for the new furniture-making industry. Graphic design will be offered residents working on promotional material for industrial development and tourism. Apprenticeship courses will be provided to train young people to staff the new businesses and industries.

#### Tactic 19: Supplementing Comprehensive Preschool Education

- Subtactics In order to provide early learning opportunities for all the children of Oyubari and to prepare them for elementary school, the preschool will be supplemented and expanded. A comprehensive curriculum will be developed using imaginal methods to ensure that the preschool children get a solid educational foundation. Student enrollment will be expanded to include all children between the ages of 2 and 5 years. Preschool lunches will be provided so the preschool structure can be extended to a full day's activities. Teacher's aides will be trained to help in the preschool as the number of children expands. Parent participation will be promoted in programs to allow corporate responsibility for the care of all equipment for the preschool.

#### Tactic 20: Forging Practical Leadership Development

- Subtactics In order to broaden the scope of responsibility and intensify the leadership base, effective leadership training activities will be provided. An education guild will be formed to work corporately on solving the crucial issues facing all the schools in Oyubari. Global treks will be initiated to expand Oyubari residents' knowledge and understanding of the world around them. In-service training will be offered to those who volunteer to teach in Project educational programs. English language instruction will be offered to all Oyubari residents to enable business, schooling and global travel. Program leaders will be trained to operate the programs upon completion of the acceleration phase. Leaders exchange involving both youth and adults will be arranged between Oyubari and other Japanese communities. A methods curriculum with social, cultural and imaginal methods will be provided to equip the town leadership. Project visitations will be organized to exchange methods of development with other Human Development

- 142 Project communities. A training center will be estab-  
lished in a central location allowing all educational  
143 programs to be held in one place, thus increasing  
training opportunities among local citizens. Youth  
leadership will be included in community planning  
activities to prepare them for roles of responsibility.

#### TACTICAL ARENA B: Improving Essential Physical Design

##### Paratactic VI: Basic Construction

In order to provide improved attractive facilities for anticipated citizens' activities and residential living, basic construction will take place. Centers for citizens to gather in for recreational and cultural pleasure will be built. Natural areas will be landscaped to provide recreational sites for outdoor sporting activities for residents and tourists. New and consolidated housing will attract a stable residential base for a new Oyubari.

##### Tactic 21: Rehabilitating Centralized Community Facilities

- Subtactics In order to encourage community activities and attract new residents to Oyubari, integrated public facilities will be developed. The Meeting Hall will be renovated to
- 144 provide adequate facilities for large and small public  
gatherings and celebrations. A civic plaza will be  
145 constructed to offer a location for outdoor community  
gatherings. The community library will be expanded to  
146 provide a larger selection of reading material and  
audio-visual services. A local museum will be set up  
147 to colorfully depict both the past as well as the future  
of Oyubari. A recreation center will be established  
148 and equipped to facilitate indoor recreational, sports  
and physical activities.

##### Tactic 22: Constructing Outdoor Recreational Areas

- Subtactics In order to provide functional and attractive recreational spots, outdoor recreational areas will be constructed.
- 149 Campsite locations will be designated and facilities con-  
structed to provide safe, convenient, camping areas for  
150 vacationers. Hiking trails will be laid out to encourage  
participation in this growing sport. Fishing sites  
151 will be developed to provide local and holiday fishermen  
with accessible fishing areas. Bike paths will be built  
152 to give visitors as well as local people additional means  
of transportation and exercise. Local playgrounds will be  
153 prepared and equipped to provide a safe and creative  
environment for children. A skating rink will be con-  
154 structed with a protective cover to provide a safe and  
convenient place for skating and winter sports. A

- 155 toboggan run will be located near the lake to offer winter sports enthusiasts diverse recreation.

**Tactic 23: Facilitating Consolidated Improved Housing**

- Subtactics** In order to enable convenient living accommodations for all residents, a program involving consolidating, improving and constructing new homes will be initiated. Consolidated housing will be accomplished to centralize the residents and eliminate vacant houses. Snow protection will be provided at the elders' residences to reduce snow shoveling and provide protection from cold and accidents. A model home will be constructed of locally available materials to illustrate easy maintenance, efficient heating, flush toilets, and laundry facilities.
- 156
- 157
- 158
- 159
- 160
- A housing development project will be initiated to make new homes available for sale to retired members of the community and to people moving into Oyubari. Home improvement will be financed to permit residents to improve their homes and add necessary extensions.

**TACTICAL ARENA A: Expanding Local Commercial Foundations**

**Paratactic VII: Agricultural Venture**

In order to expand current agricultural enterprises in Oyubari, new types and methods of farming must be pursued. Special agricultural resources will be intensified, using experimental and wild vegetable produce in local gardens. New animal husbandry will be expanded with systematic and careful production techniques. Cooperative farming will more fully utilize the resources and efforts of the individual Oyubari farmers. New farm lands will be opened for use through the creation of an irrigation system.

**Tactic 24: Introducing Local Agricultural Specialties**

- Subtactics** In order to capitalize on the unique produce which grows wild and abundant on the mountain sides, and is based on the interest and talent of local residents in gathering and growing special plants, local agricultural specialties will be expanded. Mountain produce such as wild plants, vegetables and fruits will be collected to process for marketing. Bonsai plants will be grown to sell commercially.
- 161
- 162
- 163
- 164
- 165
- 166
- Fruit production: apples, grapes, cherries will be done experimentally to determine their feasibility. An elders' garden will be created to experimentally produce new varieties of vegetables which can be sold in the community. Community nurseries will raise special Mt. Yubari plants which can be sold in the community. A worm farm will be established to provide bait for fishermen and fertilizer for the fields.



Tactic 25: Exploring Commercial Livestock Raising

- Subtactics In order to increase the economic base of Oyubari, the raising of new livestock will be developed, including both fish and animals. Stock procurement will be accomplished through selecting and acquiring the basic stock to initiate new programs of commercial husbandry, including cattle, chickens, rabbits, mink, fish and eel. Stock shelters will be designed and built to ensure the environmental safety of the new livestock. Feed sources will be developed locally in order to utilize grazing areas, locally grown feeds and recycled animal wastes. Stock improvement will occur to upgrade and ensure the quality of stock. Comprehensive care will be carried out to oversee both the daily needs as well as veterinary care of the livestock. Husbandry skills will be organized and taught to assure proper care of the livestock. Fish farming will be introduced to provide additional sources of income. Eel raising will be started to add an additional source of income to commercial agriculture.
- 167
- 168
- 169
- 170
- 171
- 172
- 173
- 174

Tactic 26: Employing Local Cooperative Farming

- Subtactics In order to intensify existing commercial agriculture in Oyubari, local cooperative farming will be expanded. Cooperative recycling will be initiated to take the wastes from one type of farming and reuse it in another. Feed crops will be selected and raised to meet the necessary requirements for sustaining new animal stock in Oyubari. A union branch will be formed to provide an organizational structure for purchasing and marketing as well as providing a formal organized voice for Oyubari farmers. Land development will expand current use of farmland to broaden the agricultural potential in Oyubari. New crops will be developed and planted to intensify self-sufficiency and to find new cash crops for Oyubari. A machinery pool will be organized to enable farmers to share their various technical expertise, and will set up times of reviewing farming techniques and suggesting improvements. Youth farmers will be organized to learn new farming practices and be core troops in raising new and experimental crops. Farming equipment will be procured on a co-operative basis to enable more efficient farming.
- 175
- 176
- 177
- 178
- 179
- 180
- 181
- 182
- 183

Tactic 27: Installing Efficient Irrigation System

- Subtactics In order to expand the agricultural base of Oyubari, an irrigation supply system will be constructed in existing agricultural areas and in new lands as they are

- 184 developed. Specification plans will be drawn up for  
the proposed water supply system in each of the four  
185 areas available for agricultural purposes. Preliminary  
cost analysis for the specifications plans will be  
186 worked out. Factor checking will bring at least two  
agricultural civil engineers and two to three agri-  
187 cultural specialists to Oyubari to collect samples  
from each available area for analysis, and will include  
188 test bores in the Kashima area. Agricultural purpose  
will determine what purpose each available land is  
189 suited for in relation both to soil and climatic  
conditions and to marketing potential. Final feasi-  
190 bility will check the cost of irrigation supply over  
against the potential income to be gained from using  
191 the land for its designated agricultural purpose. Land  
acquisition will require the collection of capital  
for land purchase and the construction of the irrigation  
192 supply system. Systems construction will be carried  
out on a prioritized basis using volunteer labor and  
donated equipment to construct wells, catchment basins,  
and water channels. Field supply will acquire and  
install pumps and pipes to carry the water from  
collection points to farm fields. Supply scheduling will  
determine waterusing communities for each collection  
point and maintain a schedule for when each farm will  
receive water.

EXPANDING  
LOCAL COMMERCIAL FOUNDATIONS

ICA Consultants

Plate 4A

## Paratactic I

## COMMERCIAL VENTURES

## Paratactic VII

## COMMERCIAL AGRICULTURE

## Tactic 1: Wood Products

- 1 Roughsaw Mill
- 2 Lumber Mill
- 3 Finishing Shop
- 4 Woodwork Shop
- 5 By-products Operation
- 6 Marketing Group

## Tactic 24: Agricultural Specialties

- 161 Mountain Produce
- 162 Bonsai Plants
- 163 Fruit Production
- 164 Elders' Garden
- 165 Community Nurseries
- 166 Worm Farm

## Tactic 2: Resort Complex

- 7 Tourist Center
- 8 Specialty Shops
- 9 Holiday Cabins
- 10 Oyubari Inn
- 11 Ski Slope
- 12 Conference Center

## Tactic 25: Livestock Raising

- 167 Stock Procurement
- 168 Stock Shelters
- 169 Feed Sources
- 170 Stock Improvement
- 171 Comprehensive Care
- 172 Husbandry Skills
- 173 Fish Farming
- 174 Eel Raising

## Tactic 3: New Industries

- 13 Food Processing
- 14 Transport Co-op
- 15 Local Handicrafts
- 16 Packaging Plant
- 17 Products Marketing
- 18 Educational Supplies

## Tactic 26: Cooperative Farming

- 175 Waste Recycling
- 176 Feed Crops
- 177 Union Branch
- 178 Land Development
- 179 New Crops
- 180 Machinery Pool
- 181 Technique Sharing
- 182 Youth Farmers
- 183 Farm Equipment

## Tactic 4: Small Business

- 19 Local Restaurant
- 20 Coffee Shop
- 21 Fast-food Shop
- 22 Public Laundromat
- 23 Farmers' Market
- 24 Shoppers' Fair
- 25 Bakery Shop

## Tactic 27: Irrigation System

- 184 Specification Plans
- 185 Cost Analysis
- 186 Factor Checking
- 187 Agricultural Purpose
- 188 Final Feasibility
- 189 Land Acquisition
- 190 Systems Construction
- 191 Field Supply
- 192 Supply Schedule

Tactical Arena B  
IMPROVING  
ESSENTIAL PHYSICAL DESIGN

ICA Consultants

Plate 4B

## Paratactic II

## BASIC SERVICES

## Paratactic VI

## BASIC CONSTRUCTION

## Tactic 5: Medical Care

- 26 Medical Facility
- 27 Updated Equipment
- 28 Special Clinics
- 29 Ambulance Service
- 30 Medical Team
- 31 Health Guild
- 32 Health Volunteers
- 33 Dental Services
- 34 Women's Clinic
- 35 Health Instruction

## Tactic 21: Community Facilities

- 144 Meeting Hall
- 145 Civic Plaza
- 146 Community Library
- 147 Local Museum
- 148 Recreation Center

## Tactic 6: Physical Maintenance

- 36 Road Completion
- 37 Road Maintenance
- 38 New Roads
- 39 Snow Removal
- 40 Drainage Ditches
- 41 Sewage Treatment
- 42 Sewer Pipes
- 43 Flush Toilets

## Tactic 22: Recreational Areas

- 149 Campsite Location
- 150 Hiking Trails
- 151 Fishing Sites
- 152 Bike Paths
- 153 Local Playgrounds
- 154 Skating Rink
- 155 Toboggan Run

## Tactic 7: Technical Expertise

- 44 Town Planning
- 45 Geological Analysis
- 46 Agricultural Advisors
- 47 Educational Consultants
- 48 Environmental Assessment
- 49 Advisor Network
- 50 Data Bank

## Tactic 23: Functional Housing

- 156 Consolidated Housing
- 157 Snow Protection
- 158 Model Home
- 159 Housing Development
- 160 Home Improvement

Tactical Arena C  
 ASSURING  
 INCLUSIVE RESIDENT ENGAGEMENT

ICA Consultants

Plate 4C

## Paratactic III

## COMMUNITY LIFE

## Paratactic V

## COMMUNITY TRAINING

## Tactic 8: Town Meetings

- 51 Cho Gatherings
- 52 Citizen Meetings
- 53 Quarterly Congress
- 54 Women's Forum
- 55 Leadership Meetings
- 56 Businessmen's Association

## Tactic 17: Social Education

- 109 Folk Art
- 110 Global Culture
- 111 Reading Enjoyment
- 112 Music Groups
- 113 Domestic Skills
- 114 Ballroom Dancing
- 115 Elders' University
- 116 Camping Techniques
- 117 Youth Activities

## Tactic 9: Community Activities

- 57 Clean-up Campaigns
- 58 Elders' Care
- 59 Sports Competition
- 60 Cho Events
- 61 Work Days
- 62 Community Picnic
- 63 Community Dances
- 64 50th Anniversary
- 65 Film Shows

## Tactic 18: Occupational Skills

- 118 Business Management
- 119 Architectural Drafting
- 120 Auto Mechanics
- 121 Fish Farming
- 122 Horticultural Techniques
- 123 Dressmaking Design
- 124 Handicraft Skills
- 125 Carpentry Skills
- 126 Cabinet Making
- 127 Graphic Design
- 128 Apprenticeship Training

## Tactic 10: Local Identity

- 66 Cho Signs
- 67 Town Posters
- 68 Symbolic Grid
- 69 Attractive Entrance
- 70 Downtown Murals
- 71 Community Motif
- 72 Oyubari Heritage
- 73 Community Songbook

## Tactic 19: Preschool Education

- 129 Comprehensive Curriculum
- 130 Student Enrollment
- 131 Preschool Lunch
- 132 Teachers' Aides
- 133 Parent Participation

## Tactic 11: Information Structures

- 74 Oyubari Newspaper
- 75 Loudspeaker System
- 76 Bulletin Boards
- 77 Community Calendar
- 78 Cho Visitations
- 79 Printing Equipment

## Tactic 20: Leadership Development

- 134 Education Guild
- 135 Global Treks
- 136 In-Service Training
- 137 English Language
- 138 Program Leaders
- 139 Leader Exchange
- 140 Methods Curriculum
- 141 Project Visitation
- 142 Training Center
- 143 Youth Leadership

Tactical Arena D  
UNDERGIRDING  
FUTURE ECONOMIC GROWTH

ICA Consultants

Plate 4D

Paratactic IV

ECONOMIC GROWTH

**Tactic 12:** Town Promotion

- 80 P.R. Materials
- 81 Information Bureau
- 82 Publicity Corps
- 83 Promotional Campaigns
- 84 Special Groups

**Tactic 13:** Space Design

- 85 Land-use Plan
- 86 Community Landscaping
- 87 Street Planting
- 88 Public Gardens
- 89 Community Parks
- 90 Storefront Renovation
- 91 Building Clearance

**Tactic 14:** Industrial Park

- 92 Industrial Site
- 93 Company Incentives
- 94 Industry Team
- 95 Basic Services
- 96 Management Services
- 97 Industrial Promotion

**Tactic 15:** Financial Systems

- 98 Holding Company
- 99 Community Shares
- 100 Finance Commission
- 101 Funding Teams
- 102 Financial Prospectus
- 103 Development Loans

**Tactic 16:** Festival Attractions

- 104 Lake Festival
- 105 Homecoming Celebration
- 106 Winter Carnival
- 107 Autumn Festival
- 108 Ski Competition



## PART FIVE

### THE ACTUATING PROGRAMS

#### PROGRAMS

The final task of the Consult was organizing the Tactical Systems into Actuating Programs. The programs provide precise structures or forms within which specific tactics are carried out. They perform several essential functions. The programs make possible a broad cost analysis of the Project and thereby become crucial instruments for its funding. They enable the creation of a relatively accurate phasing design for the total demonstration. They serve to organize both the local forces who implement the Project and the extended forces who form the support network. Finally, they release an imaginal power that motivates the local people, the Project patrons and the public at large by reflecting the possibility, the inclusiveness and the unity of the Human Development Project.

#### PROCESS

The creation of Actuating Programs first involves organizing the large body of sub-tactics into rational programs that are feasible in the light of the local situation and practical for effective management. These are then checked and refined in relation to the Proposals, the Contradictions and the Practical Vision to ensure inclusiveness and focus. Certain values are held throughout the process for organizing the programs, including their dramatic power to generate interest and the possibilities for their rapid development. Identifying the programs is the first step in Project actuation for they define the arenas and organize the tactics for which implementaries are then created. Implementaries are the concrete steps to be taken by the local forces in doing the sub-tactics and programs. Each required step, once determined, is placed on a daily, weekly or monthly timeline. The creation of Timelined Implementaries, however, is not a task of the Consult but of the local forces themselves.

The Actuating Programs of the Oyubari Human Development Project shown on Plate 5 are thirteen in number. Five of these are related to the redesigning of the economic structures in Oyubari. The intent of these programs is to restructure the industrial, commercial and agricultural base in order to bring into being new income structures



**THE THIRTEEN ACTUATING PROGRAMS**  
Comprehensive Community Reformulation in Oyubari

ONE TOWARD THE REDESIGNING OF ECONOMIC STRUCTURES IN OYUBARI		TWO TOWARD THE REDESIGNING OF PHYSICAL STRUCTURES IN OYUBARI	THREE TOWARD THE REDESIGNING OF SOCIAL STRUCTURES IN OYUBARI	
INDUSTRIAL DEVELOPMENT A	AGRO-BUSINESS EXTENSION B		COMMUNITY ORGANIZATION D	COMPREHENSIVE TRAINING E
FOREST PRODUCTS INDUSTRY I	SMALL COMMERCIAL ENTERPRISES IV	BUILDINGS CONSTRUCTION PROJECT VI	OYUBARI DEVELOPMENT CORPORATION IX	VOCATIONAL SKILLS INSTITUTE XI
TOURIST RECREATION COMPLEX II		PUBLIC SPACE FACILITIES VII		LEADERSHIP DEVELOPMENT SCHOOL XII
NEW INDUSTRIES PARK III	COORDINATED FARMING COMBINE V	SPECIAL SERVICES NETWORK VIII	COMMUNAL ACTIVITIES CENTER X	CONTINUING EDUCATION ACADEMY XIII

**THE THIRTEEN ACTUATING PROGRAMS**  
Comprehensive Community Reformulation in Oyubari

ONE TOWARD THE REDESIGNING OF ECONOMIC STRUCTURES IN OYUBARI				TWO TOWARD THE REDESIGNING OF PHYSICAL STRUCTURES IN OYUBARI		THREE TOWARD THE REDESIGNING OF SOCIAL STRUCTURES IN OYUBARI			
INDUSTRIAL DEVELOPMENT A		AGRO-BUSINESS EXTENSION B		C		COMMUNITY ORGANIZATION D		COMPREHENSIVE TRAINING E	
FOREST PRODUCTS INDUSTRY  I	1 Lumber Mill Program	SMALL COMMERCIAL ENTERPRISES  IV	13 Shopping Arcade Program	BUILDINGS CONSTRUCTION PROJECT  VI	21 Community Structures Program	OYUBARI DEVELOPMENT CORPORATION  IX	33 Capital Shares Program	VOCATIONAL SKILLS INSTITUTE  XI	41 Technical Skills Program
	2 Quality Finishing Program		14 Food Services Program		22 Industrial Site Program		34 Credit Services Program		42 Business Administration Program
	3 Furniture Manufacture Program		15 Transport Co-op Program		23 Commercial Facilities Program		35 Project Investment Program		43 Farm Management Program
	4 Wood By-Products Program		16 Wood Crafts Program		24 Housing Rehabilitation Program		36 Marketing Systems Program		44 Handicraft Skills Program
TOURIST RECREATION COMPLEX  II	5 Mountain Resort Program	COORDINATED FARMING COMBINE  V	17 Cooperative Farms Program	PUBLIC SPACE FACILITIES  VII	25 Civic Beautification Program	COMMUNAL ACTIVITIES CENTER  X	37 Town Hall Program	LEADERSHIP DEVELOPMENT SCHOOL  XII	45 Methods Training Program
	6 Seasonal Festivals Program		18 Livestock Raising Program		26 Ski Slopes Program		38 Community Celebrations Program		46 Youth Engagement Program
	7 Holiday Cabins Program		19 Commercial Plants Program		27 Riverside Development Program		39 Oyubari Promotion Program		47 Leadership Exchange Program
	8 Visitors' Center Program		20 Irrigation Supply Program		28 Camp Sites Program		40 Local Communications Program		48 Teacher Training Program
NEW INDUSTRIES PARK  III	9 Food Processing Program	VIII	SPECIAL SERVICES NETWORK	XIII	29 Health Clinic Program	XIII	CONTINUING EDUCATION ACADEMY	XIII	49 Local Preschool Program
	10 Geological Resources Program				30 Sanitation Improvement Program				50 Life Skills Program
	11 Manufacturing Assembly Program				31 Road Upkeep Program				51 Elders' University Program
	12 Recreational Equipment Program				32 Construction Corps Program				52 Cultural Development Program

## ECONOMIC STRUCTURES: Actuating Program 1

### FOREST PRODUCTS INDUSTRY

A critical factor for any community desiring to broaden its economic base is the ability to diversify into new and profitable industries. Oyubari is situated among miles of well-forested hills and mountains. The plentiful forest resources that encompass the town will be the primary source for a series of related wood projects designed for the Forest Products Industry. The high market demand for cut logs, furniture and finished wood products make this a feasible program for Oyubari. More employment in modern forestry operations will increase the degree of technological expertise in the town. This, in turn, will be beneficial in helping to build a pool of employable skills needed in the future commercial and industrial development of the community. The intent of this program is to create a sound industrial enterprise that invites outside investment because it is based on local and available natural resources and human skills.

The Forest Products Industry consists of four components. First, the Lumber Mill Program will process raw logs from the surrounding forest into basic usable timber for seasoning. It will also produce common construction and building material sections. Second, the Quality Finishing Program will dress various timber sections and finish them with special stains, veneers and lacquers for panelling, flooring and basic furniture items like shelving and table tops. Third, the Furniture Manufacturing Program will craft quality furniture items from Yubari woods. It will produce both small and basic items such as tables, medium sized carpentry items such as stools and chairs, and larger functional furniture such as cupboards, bookcases and bedroom furniture. Fourth, the Wood By-Products Program will utilize wood scrap and waste from the milling, finishing and furniture making to produce pressboard, chipboard, chips, paper pulp, charcoal, chopsticks and toothpicks. This will ensure maximum usage of raw logs brought to the mill.

The raw log contract will be secured immediately with the Department of Forestry to provide cut trees to the mill and six months supply will be stockpiled by October 15th. Construction and equipping of the lumber mill with a circular saw and trolleys will begin by August 1st and will be completed by September 30th. A facility will be secured and equipped with bandsaw, benchsaw, sanders and tools for finishing and furniture factories. Wood seasoning and waste stockpiling bins will be constructed. By July 31st training will begin for all labor and in the fall an artisan carpenter will be employed to train workers in the furniture factory. Mill and factory management from the local community will be trained and test operation of all companies will happen during October to begin commercial production by the fall. Initially, waste products will be sold unprocessed to the Oji Paper Mill. However, the by-products operation will begin full production by May, 1978.

OHDP

ICA Consultants

FOUR YEAR PLAN  
PROGRAM BUDGET

Program I

Plate 5B

FOREST PRODUCTS INDUSTRY

categories	years	current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I  Capital Costs	Circular saw	2,100			
	Hoists	600			
	Woodworking tools	1,680	480		
	Lathe	600			
	Wood chipper		1,800		
	Board press		1,500		
	Office equipment	150			
Subtotal - capital		5,130	3,780		
II  Pay and Allowance	1 Auxiliary salary	1,800	1,800		
	Local managers @ 1,800	3,600	5,400	1,800	
	Community wages	16,200	25,200	9,000	
	1 Local cabinet maker	1,800	1,800		
Subtotal - pay		23,400	34,200	10,800	
III  Current Expenses	Office supplies	90	120	60	
	Materials	150	180	90	
	Maintenance	90	150	60	
Subtotal - current		330	450	210	
Total Program Cost		¥28,860	¥38,430	¥11,010	
Key: 1.00=¥1,000					

## ECONOMIC STRUCTURES: Actuating Program 2

### TOURIST RECREATION COMPLEX

The history of Oyubari reveals its past economy was based around the natural resource, coal. Any local community depends heavily on its ability to utilize its natural environment for its economic base. The Tourist Recreation Complex will allow Oyubari to once again use its natural environment to its own economic advantage. Utilizing the benefits of the winter and summer seasons along with the inherent beauty of the encompassing mountains and streams, recreational facilities will be constructed and all year-round sports activities will be designed to attract people from all over Japan. The continuous flow of visitors will enable the full employment of local residents in the various tourist services throughout the entire year. Such a venture proves the viability of any local community to handle its own economic development.

The Tourist Recreation Complex consists of four component parts. First, the Mountain Resort Program will develop tourist services in Oyubari. It will provide a first class lodge for tourist accommodation, a ski shop, a heated springwater spa and also will develop barbecue and picnic areas near mountain streams. Second, the Seasonal Festivals Program will highlight local celebrations and encourage tourist participation. This program will include the Snow Festival, The Yubari Mountain Festival and the New Year in Oyubari Festival. Third, the Holiday Cabins Program will provide medium priced year round housing for family groups, youth camps and other vacationers. It will also involve both construction and provision of basic amenities for visitors' comfort. Fourth, the Visitors' Center Program will provide a first class restaurant in a mountain setting. It will also construct a souvenir shop and a tourist information office that will organize regional tours for visitors.

Initially, negotiations will be completed with the Mitsubishi Company for some of the abandoned housing near the ski slope and renovation of these will begin in the fall, ready for winter occupancy as holiday cabins. Renovation will include reconnection of basic services and interior furnishings. A ski shop will be opened during the first week of the skiing season. It will be located close to the holiday cabins and the slope. Skis, boots and other winter sports stock will be purchased for hire or sale. Organization of special events for the New Year in Oyubari Festival will begin in November. Special attractions for the Snow Festival will be organized in the new year. In the spring, barbecue and picnic areas will be constructed ready for summer use. During spring the lodge facilities and visitors' center will be completed.



OHDP

ICA Consultants

FOUR YEAR PLAN  
PROGRAM BUDGET

Program II

Plate 5C

TOURIST RECREATION COMPLEX

years categories		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I  Capital Costs	Barbecue & picnic areas	600			
	Hot springs spa		1,500		
	Ski lodge	7,500			
	Visitors' center		3,000		
	Holiday cabins	7,500			
	Ski shop	300			
	Interior furnishings	4,500			
Subtotal - capital		20,400	4,500		
II  Pay and Allowance	Local manager	1,800	1,800	1,800	
	Community wages	12,600	18,000	7,200	
	1 Auxiliary salary	1,800	1,800		
Subtotal - pay		16,200	21,600	9,000	
III  Current Expenses	Stock	1,500	600		
	Office supplies	90	90	90	
	Maintenance	300	450	300	
Subtotal - current		1,890	1,140	390	
Total Program Cost		38,490	27,240	9,390	
Key: 1.00=¥1,000					

### ECONOMIC STRUCTURES: Actuating Program 3

#### NEW INDUSTRIES PARK

The New Industries Park is a program created out of the need of Oyubari residents to broaden their employment opportunities within the local area. Establishing untried industries which will exploit locally-produced items and entice large outside manufacturers to establish convenient branch operations within Oyubari is the aim of this program. This will fulfill the local citizens' long-awaited desire to have an economically feasible base upon which to rebuild their community. Establishing profitable business ventures in canning local wild produce, polishing river rocks, capitalizing on additional mineral exploration, recreation equipment manufacture and branch assembly plants are all possible in Oyubari now. The New Industries Park program will supply Oyubari products to markets outside the community, thus attracting capital which will develop a healthy cash flow in the community.

The New Industries Park consists of four component parts. First, the Food Processing Program will process and package food products both for sale locally and for marketing outside the community. It will also include preserving, pickling, canning and packaging of locally grown fish, vegetables and fruits. Second, the Geological Resources Program will initiate the commercial development of minerals, rocks and semi-precious stones in the Oyubari area. Third, the Manufacturing Assembly Program will encourage industries to locate branch plants in Oyubari. It will include development of mechanical, electrical, electronic and technical manufacturing and assembly plants. Fourth, the Recreational Equipment Program will establish a sporting and recreation products industry in the community. It will include manufacturing of all types of recreational, sporting and gymnastic equipment. This will include products such as baseball bats, and bases, fishing rods, vaulting horses and mats, balance beams and bars, and skiing and hiking equipment.

During the remaining summer months a complete geological analysis of areas around Oyubari will be done in conjunction with the Mitsubishi Company. Investigations will center around commercial viability of platinum mining and use of semi-precious stones and rocks in lapidary and gemcraft. The recreational equipment factory will be located and construction begun in the fall and completed by the beginning of winter. Tools and equipment, including small power saws and sanders, a wood lathe, industrial sewing machines and an electric welder will be procured to begin operations in the winter months. Local labor will be trained and a craftsman employed ready for production. After the visit by the Yubari City town planner the week after the Consult, industrial sites will be designated and negotiations begun with watch, electronic components and mechanical manufacturing companies to have plants in Oyubari by late spring.



OHDP

FOUR YEAR PLAN  
PROGRAM BUDGETProgram III Plate 5D  
NEW INDUSTRIES PARK

ICA Consultants

years categories		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I  Capital Costs	Plant development	3,000			
	Equipment	1,500	600		
Subtotal - capital		4,500	600		
II  Pay and Allowance	1 Local manager	1,800	1,800		
	1 Auxiliary salary	1,800	1,800		
	Community wages	9,000	9,000		
	Geologist fees	3,600			
Subtotal - pay		16,200	12,600		
III  Current Expenses	Office supplies	90	150	90	
	Tools	150	180	150	
	Travel	180	90	90	
Subtotal - current		420	420	330	
Total Program Cost.		21,120	13,620	330	
Key: 1.00=¥1,000					

## ECONOMIC STRUCTURES: Actuating Program 4

### SMALL COMMERCIAL ENTERPRISES

The rapid economic development of any community depends in part upon circulating all monies which enter the local economy as many times and as rapidly as possible before leaving it. The Small Commercial Enterprises Program will provide exactly such stimulation to the economy of Oyubari. More customers will be attracted to a group of small retail stores conveniently related to one another than to stores standing by themselves. In addition, the enterprises program will serve to reduce the cost of stocking a wide variety of consumer items and promoting business expansion. The effect will be to capture the imagination of the community and allow them to see Oyubari's authentic shift toward a modern, exciting center. This center, therefore, will become a powerful example of what can happen to the commercial life of any similar community. Furthermore, Oyubari will become, for merchants and customers alike, a surprisingly stimulating place to do business.

The Small Commercial Enterprises consists of four components. First, the Shopping Arcade Program will provide for both renovation of existing shops and the addition of small businesses and services. It will include renovation of all business areas and further development of a centralized shopping area with shoppers' services including a laundromat, children's play areas and other outlets such as a farmer's market. Second, the Food Services Program will provide a wide range of refreshment bars and food centers. It will include fast food stores, coffee shops and restaurants. Third, the Transport Co-operative Program will carry local products to outside markets and return with bulk items for local industries and shops. It will also operate a tourist bus service from Chitose Airport to the Oyubari resorts along with local touring services in the wider area. Fourth, the Wood Crafts Program will develop artisan crafts from local wood and roots for the tourist market.

On summer and fall weekends following the Consult, local shopkeepers will systematically renovate both store fronts and interiors with a common motif consistent with the development of Oyubari. Simultaneously a canopy will be constructed over the main section of the Fujimi-Cho shopping area. The canopy will be constructed of a basic galvanized roof heated by steam pipes to melt falling snow and subdued fluorescent lighting will be installed. A laundromat will be installed in an abandoned store by the beginning of winter. Similarly, a fast-food shop and a coffee shop and crafts store will be operating for the beginning of the first tourist season. The transport co-operative will initially procure one ten-ton dual axle diesel truck and employ a driver ready for the beginning of production during winter.

OHDP

FOUR YEAR PLAN  
PROGRAM BUDGET

Program IV

Plate 5E

ICA Consultants

SMALL COMMERCIAL ENTERPRISES

years categories		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I  Capital Costs	Storefront renovation	3,000			
	Laundromat	600			
	Coffee shops	450			
	Crafts store	300			
	Stores equipment	1,650			
	1 Truck	7,500			
Subtotal - capital		13,500			
II  Pay and Allowance	1 Auxiliary salary	1,800	1,800		
	Community wages	9,000	7,200	1,800	
Subtotal - pay		10,800	9,000	1,800	
III  Current Expenses	Supplies	150	70		
	Maintenance	600	1,200	750	
	Utilities	600	600	180	
Subtotal - current		1,350	1,870	930	
Total Program Cost		25,650	10,870	2,730	
Key: 1.00=¥1,000					

## ECONOMIC STRUCTURES: Actuating Program 5

### COORDINATED FARMING COMBINE

The Coordinated Farming Combine is planned to produce a broader economic foundation for the future development of Oyubari. In a time when economic shifts occur suddenly, a community that bases its economy on one industry risks collapse if that industry fails. Oyubari needs to build a diversified economic structure. Giving Oyubari the flexible advantage of contending with others on the open market is the intent of this program. The people of Oyubari are noted for their hard work in the mines and for their rugged persistence in the midst of the harsh winters. This tenacious spirit is coupled with the already widespread practice of harvesting wild vegetables and growing bonsai. Cooperating to learn the most efficient and profitable farming techniques will permit a more gainful return for all. Such agricultural projects will also allow diversified approaches in animal, fish, crop and tree cultivation, and assist in a planned expansion of the entire community.

The Coordinated Farming Combine consists of four components. First, the Cooperative Farm Program will develop the farm areas with salable crops and will share latest plant technology among all local farmers. It will also establish a pool of community owned farm machinery and tools and an elders' garden which will demonstrate new adaptable and profitable crops. Second, the Livestock Raising Program will select improved strains of both animals and fish to provide stock for sale both within and outside Oyubari. Adequate winter shelters, proper feeding programs and sufficient health protection including vaccination and veterinary services will be included. Third, the Commercial Plants Program will grow various types of fast growing mountain trees, fruit trees and plants which are adaptable to cold climates. Fourth, the Irrigation Supply Program will establish a constant flow of water for the new agricultural land through the construction of major watershed basins and channels to the needed areas.

Initial contacts with the Hokkaido Prefecture Agricultural Center in Yubari have already been made for recommendations on new crops and technology appropriate to the soil types and climate of the Oyubari valley. New seed supplies and directions for planting seeds and hot-house plants will be obtained from Mitsubishi Mining Company and the site prepared for planting by the Construction Corps. An inventory of tools already available in the community will be compiled by the Oyubari Elders. Two tractors with ploughing and seeding equipment will be purchased. Those interested in bonsai from the community will meet together to plan for the launching of the Bonsai Exporters. The plan for new irrigation water sources will be shared with the town planner during his post-consult visit and determination made of the areas to be utilized. The watershed basins and channels will be built by the Construction Corps.

OHDP

FOUR YEAR PLAN  
PROGRAM BUDGET

Program V

Plate 5F

ICA Consultants

COORDINATED FARMING COMBINE

years categories		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I  Capital Costs	Irrigation system	15,000			
	Breeding stock	1,500	600		
	2 Tractors	1,800			
	Farm equipment	1,200			
	Animal shelters	1,500	300		
Subtotal - capital		21,000	900		
II  Pay and Allowance	1 Local manager	1,800	1,800	900	
	1 Auxiliary salary	1,800	1,800		
	Veterinary fee	450	300		
Subtotal - pay		4,050	3,900	900	
III  Current Expenses	Seed	150	150	60	
	Maintenance	300	300	180	
	Office supplies	60	60		
Subtotal - current		510	510	240	
Total Program Cost		25,560	5,310	1,140	
Key: 1.00=¥1,000					



PHYSICAL STRUCTURES: Actuating Program 6

BUILDINGS CONSTRUCTION PROJECT

People coming together to re-establish their community have the opportunity to obtain the buildings that meet newly realized needs. The Buildings Construction Project will reawaken the gifts of a people known for efficiently utilizing building space. Oyubari contains a large number of vacant structures that will house most of the public and commercial building needs. The construction project will accomplish the restorations and conversions required to equip them for their new role. As well, it will build new structures for industry and private residences coordinating the motif with the rest of the community. The building construction activity will not only provide space for meetings, celebrations, shops and residences but will also give physical evidence of the community's movement from former abandonment to future abundance.

The Buildings Construction Project consists of four components. First, the Community Structures Program will design and build a civic plaza and a large, furnished conference center for outside groups. It will also expand current facilities such as an additional library, a large meeting hall, a recreation center for indoor winter sports, a museum, a training center and additional services wings to the public bath houses. Second, the Industrial Sites Program will construct new buildings in areas designated for factories and plants. Water and electrical facilities will be installed. Third, the Commercial Facilities Program will build restaurants and shopping areas to meet the needs of small business enterprises. Unused houses will be redesigned and equipped for home industries. Fourth, the Housing Rehabilitation Program will build a model home to illustrate modern, efficient sanitation and heating facilities. Houses on the outskirts of town will be transported to a central area.

A date has been set to meet with the Yubari town planner immediately following the Consult. During the first month of implementation a blueprint will be drawn to plot all existing and planned facilities. A timeline will be designated for completion of all construction or renovation in the next four years. Major construction will begin in August of the lumber mill and furniture products factory. An invitation will be extended immediately to several food processing companies to construct a plant here. A site will be selected in July for the plant which will be constructed in time to process and package the late fall harvest of asparagus, Yubari dake and warabi. The Shopkeepers Union of Oyubari will be consulted during July to construct a plan to expand shopping services. The model home will be designed by a local architect and materials will be obtained by August 1st to begin construction.

OHDP

FOUR YEAR PLAN  
PROGRAM BUDGET

Program VI

Plate 5G

ICA Consultants

BUILDINGS CONSTRUCTION PROJECT

years categories		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I  Capital Costs	Saw mill	4,500			
	By-products factory		3,000		
	Furniture shop	1,500			
	Industrial sites	1,500	1,500		
	Model home	1,500			
Subtotal - capital		9,000	4,500		
II  Pay and Allowance	1 Local manager	1,800	1,800	900	
	1 Auxiliary salary	1,800	1,800		
	Engineering consultant	1,500	1,500		
Subtotal - pay		5,100	5,100	900	
III  Current Expenses	Office	180	180	30	
	Maintenance	300	300		
Subtotal - current		480	480	30	
Total Program Cost		14,580	10,080	930	
Key: 1.00=¥1,000					



PHYSICAL STRUCTURES: Actuating Program 7

PUBLIC SPACE FACILITIES

The Public Space Facilities Project is designed to totally redesign the physical environment of Oyubari. Strategically placed green areas with an abundance of variegated and colorful flowers during the summer months and more intentional beautification of front and back yards are just a few of the visible projects envisioned in this program. For the many vacationers and visitors to the new Oyubari, well-designed winter and summer vacationing sites are also planned for the available spaces in the surrounding mountains and nearby streams and lake. Changing the public space into a more attractive and enticing area for both the local residents and the many future visitors has the added benefit of developing a renewed spirit of pride in Oyubari's obvious natural beauty. It is clear that through such a program, Oyubari intends to demonstrate the powerful decision of any local community when it effectively deals with its own physical environment.

The Public Space Facilities will make Oyubari a pleasure spot for residents and visitors through four components. First, the Civic Beautification Program will create public flower gardens and community parks throughout the town. It will also provide a design for street decor and neighborhood landscaping. Second, the Ski Slopes Program will expand the present skiing areas in Oyubari to include intermediate and advanced skiers areas. A rope tow will be constructed on the beginner's hill and a chair lift will accommodate skiers going to the higher slopes. Third, the Riverside Development Program will build fishing sites along the river's edge for shore casting. It will also construct a docking area for small river craft. Fourth, the Camp Sites Program will supply parking areas for cars and campers, public toilets, water and fuel for cooking. It will also construct a network of trails and bike pathways around the mountains for hikers.

The Public Space Facilities Project has begun with the painting of the community bulletin boards green and white, including the grid of Oyubari. During the first week of implementation, water will be diverted from the preschool play yard and litter cans will be distributed along the main street. Public gardens and parks will be included in the city blueprint and construction will begin in August. Additional street decor will be added for seasonal celebration. The ski slope sites will be selected in the first month, and clearing of land will begin with a work camp in August. Construction of the ski lift facilities will begin in September. The Department of Forestry will be consulted immediately in plotting areas for camping and fishing. Signs and markers will be constructed to identify public facilities and hiking trails. Permission for fishing and boating will be obtained from the government.

OHDP

FOUR YEAR PLAN  
PROGRAM BUDGET

Program VII Plate 5H

ICA Consultants

PUBLIC SPACE FACILITIES

years categories		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I  Capital Costs	Chair lift	10,500			
	Rope lift	2,700			
	Amenities	1,500			
Subtotal - capital		14,700			
II  Pay and Allowance	1/2 Auxiliary salary	900	900		
	3 Community wages	5,400	5,400	1,800	1,800
Subtotal - pay		6,300	6,300	1,800	1,800
III  Current Expenses	Office	150	150	30	30
	Supplies	270	270	270	270
	Maintenance	600	600	600	600
Subtotal - current		1,020	1,020	900	900
Total Program Cost		22,020	7,320	2,700	2,700
Key: 1.00=¥1,000					

## PHYSICAL STRUCTURES: Actuating Program 8

### SPECIAL SERVICES NETWORK

The Special Services Network is intended to link the town to a variety of economic and social services. The local people have expressed a strong desire for comprehensive medical services which would provide adequate full time care for the town residents and the expected influx of tourists and guests. A full time doctor and an emergency ambulance were seen as vital ingredients for an adequate health clinic. Since more than 15 meters of snow accumulates during the 6 month long winter in Oyubari, mechanized snow removal equipment and improved building and surface construction are essential for basic living conditions and maintaining local industries. Because the provision of these and other services in Oyubari will attract new residents and industries, as well as releasing time and energy of present residents, this program will play an important role in the socio-economic development of Oyubari.

The Special Services Network consists of four components. First, the Health Clinic Program will consolidate medical services into one rehabilitated facility with updated equipment, emergency services and special clinics. This program will also include a professional medical team, community volunteers and outside health agencies. Second, the Sanitation Improvement Program will replace outdated, clogged sewage pipes with an efficient sewage disposal system. It will also install flush toilets in houses, connecting them to the new system. Third, the Road Upkeep Program will coat the existing dirt roads with coal tar surfacing. This program will also guarantee mechanized snow removal to clear side roads and pathways to houses and carry to a designated dumping area. Fourth, the Construction Corps Program will provide on-the-job training of community residents to assist with road and field maintenance. It will also form local labor forces for all construction projects throughout Oyubari.

The first step in implementing the Special Services Network will be to contact a local service group for donation of an ambulance. The doctor at Sapporo Medical College visited during the Consult and will come to Oyubari during the following week to examine the medical personnel needs. Funds will be obtained for rehabilitation of the present medical facility and internal reconstruction will begin within six months. Health agencies connected with the government will be consulted for provision of special clinical services and equipment. A study will be undertaken to determine the types of sewage system in Oyubari. The city sanitation service will timeline its plans to reduce clogging in the present system. Modern flush toilets will be constructed where needed. The Construction Corps will be organized in cooperation with the city road maintenance department and will procure all necessary equipment to surface and maintain the roads. A snow removal machine will be obtained.

OHDP

Program VIII Plate 5I

ICA Consultants

FOUR YEAR PLAN  
PROGRAM BUDGET

SPECIAL SERVICES NETWORK

years categories		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I  Capital Costs	Snow blower	3,000			
	Hospital renovation	7,500			
	Public flush toilet	750			
	Drainage system	1,500			
	1 Ambulance	3,000			
Subtotal - capital		15,750			
II  Pay and Allowance	1 Auxiliary salary	1,800	1,800		
	1 Nurse's salary	1,800	1,800	1,800	
	Community wages	1,800	1,800	1,800	1,800
	Nurse trainees	900	1,200	1,500	1,800
Subtotal - pay		6,300	6,600	5,100	3,600
III  Current Expenses	Office	150	150	150	150
	Medical supplies	600	600	600	600
	Maintenance	1,500	1,500	1,500	1,500
Subtotal - current		2,250	2,250	2,250	2,250
Total Program Cost		24,300	8,850	7,350	5,850
Key: 1.00=¥1,000					

## SOCIAL STRUCTURES: Actuating Program 9

### OYUBARI DEVELOPMENT CORPORATION

A community whose own resources and efforts are used in broadening its economic base discovers a new confidence in its own self-support. When this takes place in Oyubari the citizens will be able to compete with the larger and rapidly expanding markets in Japan. Economic development has always been a part of life in Oyubari as evidenced by the mining, lumbering, and melon farming. There is at present a desire to establish a structure of development that will give the whole community a way to participate in the economic growth of Oyubari as a single unit. The Oyubari Development Corporation will gather the financial and market analysis resources available outside and inside the community into one overall corporation. The organized collection of financial resources will, therefore, undergird the community's new thrust.

The Oyubari Development Corporation provides an umbrella organization that holds community property, land and development profits in a common trust and consists of four components. First, the Capital Shares Program will involve the total community in its own Development Corporation. Shares will be acquired through labor or capital investments of the Oyubari citizens. Second, the Credit Services Program will provide loans to meet individual and family needs based on participation in the Development Corporation. It will also offer savings account services for all local residents. Third, the Project Investment Program will raise and invest the needed monies for the various social, physical, agricultural and commercial enterprises of the Oyubari community. It will also analyze the feasibility of various projects as well as evaluate their progress. Fourth, the Marketing Systems Program will establish direct marketing contacts for community products. It will also provide market research information to all Oyubari commercial ventures.

Immediately following the Consult, a funding team of Oyubari residents along with financial advisors and members of the Auxiliary staff will determine the priorities for investment funding among the major community programs and will initiate contacts with corporations, individuals and government offices in order to secure needed funds. Visits with prefectural offices and large Japanese companies will determine the key markets for local products and a publicity plan will be built to increase the sales of newly available products. A task force of residents, legal and financial advisors, and Auxiliary staff will draw up the basic guidelines for the issuing of shares in the Corporation. A record to hold the memory of all community property, money and time donated for program initiation will be kept and regularly updated. A Corporation office with fulltime staff, files, phone, typewriter, office supplies and a vehicle will be set up.

OHDP

FOUR YEAR PLAN  
PROGRAM BUDGET

Program IX

Plate 5J

ICA Consultants

OYUBARI DEVELOPMENT CORPORATION

years categories		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I  Capital Costs	Office equipment	750			
	1 Vehicle	1,800			
	Office renovation	300			
Subtotal - capital		2,850			
II  Pay and Allowance	1 Local manager	1,800	1,800	900	
	1 Auxiliary salary	1,800	1,800		
	1 Community secretary	1,500	1,500	750	
	Consultant fees	1,500	1,500		
Subtotal - pay		6,600	6,600	1,650	
III  Current Expenses	Office supplies	150	150	150	
	Travel	300	300	150	
	Marketing materials	600	300	300	
	Maintenance	150	150	150	
Subtotal - current		1,200	900	750	
Total Program Cost		10,650	7,500	2,400	
Key: 1.00=¥1,000					



## SOCIAL STRUCTURES: Actuating Program 10

### COMMUNAL ACTIVITIES CENTER

Every effective community development effort eventually relies on a new sense of identity and its manifestation in relevant social structures. The people of Oyubari have an inherent gift for expressing a rich community life in song and celebration. The Communal Activities Center will create a climate for corporate engagement and sustain existing enthusiasm for development. Through the center, the local residents will have increased opportunities for significant social contact and share a common space in which to consense on critical decisions. The Center will also project a powerful image of the new Oyubari to visitors and company representatives interested in local development. This program offers a combination of activities that sustain the fabric of community life and enable its relationships to external structures. Hence, it is perhaps the key to releasing the deep motivity of the local residents.

The Communal Activities Center consists of four components. First, the Town Hall Program will provide the setting for various community meetings as the quarterly Community Congress, monthly town meetings, and a special sessions for women and businessmen. It will also include the coordination of all community activities and workdays. Second, the Community Celebrations Program will schedule and plan community picnics, dances and special events as the Homecoming Celebration and the 50th Anniversary in 1979. Third, the Oyubari Promotion Program will promote the town to outside industries and attract tourists to the new recreational areas in Oyubari through publicity to the general public as well as to special groups. The public media and special promotional campaigns will be utilized. Fourth, the Local Communications Program will feature a weekly newspaper, community calendar, bulletin boards, street signs and community symbols, a public address system for priority announcements and special publications such as a shopkeepers paper.

During the implementation week the Auxiliary staff will join the community core in requesting the use of the Kaikan as the permanent Town Hall from the Mitsubishi Mining Company. The Construction Corps will paint the north end of the Great Hall and decor it with appropriate community symbols, maps and charts. A Promotion and Communications office will be established in the community node with a reception room, meeting space for town planning sessions, and printing production rooms. A Japanese typewriter and the services of an Oyubari resident skilled in this work will be obtained. Offset equipment to publish local and external publications and paper and supplies will be procured. The first issue of the Voice will publish data on the key programs in the Oyubari Human Development Project and announce the Community Congress at which the document in Japanese will be presented to each family in the community.



OHDP

ICA Consultants

FOUR YEAR PLAN  
PROGRAM BUDGET

Program XI

Plate 5L

VOCATIONAL SKILLS INSTITUTE

years categories		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I  Capital Costs	Teaching aids	600			
	Technical equipment	750			
Subtotal - capital		1,350			
II  Pay and Allowance	1/2 Auxiliary salary	900	900		
	4 x 1/2 Community teacher	3,600	3,600	3,600	3,600
Subtotal - pay		4,500	4,500	3,600	3,600
III  Current Expenses	Supplies	450	450	450	450
	Teaching materials	60	60	60	60
	Maintenance	450	450	450	450
Subtotal - current		960	960	960	960
Total Program Cost		6,810	5,460	4,560	4,560
Key: 1.00=¥1,000					

## SOCIAL STRUCTURES: Actuating Program 12

### LEADERSHIP DEVELOPMENT SCHOOL

The Leadership Development School is a program designed to create a broader base of actual and potential leaders who will form a foundational corps vital to the socio-economic advancement of the entire Oyubari community. Effective leadership across the world not only depends on knowledge but also on the experience of intellectual and social methods that allow a community to consense on viable plans of socio-economic development. Offering such training in both formal and practical learning opportunities will be the major objective of the Leadership Development School. There is already present in Oyubari a strong body of decisional, seriously committed leadership. Training such leadership within actual daily situations in Oyubari is the avowed aim of this program. In this way, Oyubari will develop a lasting trust in its own inherent wisdom and prove that any local community has the power within itself to be totally and socially self-reliant.

The Leadership Development School consists of four components. First, the Methods Training Program will provide practical training in intellectual, social, and imaginal methods for the leadership of the community and those involved in the various local projects. It will provide exposure to leadership skills in town gatherings and team meetings. Second, the Youth Engagement Program will organize community youth to take an active role in the planning, offer on-the-job apprenticeship opportunities, holiday, job experiences, and group outings. Third, the Leadership Exchange Program will provide opportunities for expanding leadership ability as Oyubari leaders participate in exchanges with leaders of other communities. It will arrange for Oyubari residents to visit project sites outside Japan. Fourth, the Teacher Training Program will offer community education structures. It will also initiate an education guild for local teachers.

The Leadership Development School has already been initiated with the send-out of an Oyubari resident to the Jeju Human Development Project World Fair in the Republic of Korea. This kind of leadership sharing will continue as residents attend consultations scheduled around the world over the next twelve months. Stake meetings will be underway by the end of the summer. Task forces will be organized within each stake, and the community as a whole, to take responsibility for the project programs. The youth will be organized for special summer projects. Working in conjunction with seventy university students from Tokyo's Rikkyo University, they will be engaged in physical construction work and specific leadership sharing experiences. A meeting with the sixty-three local public school teachers will be held prior to the summer holidays. Regular training sessions will begin as the guild builds education models for the community.

OHDP

ICA Consultants

FOUR YEAR PLAN  
PROGRAM BUDGET

Program XII

Plate 5M

LEADERSHIP DEVELOPMENT SCHOOL

categories	years	current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I  Capital Costs	Teaching aids	300	150		
Subtotal - capital		300	150		
II  Pay and Allowance	1 Auxiliary salary	1,800	1,800		
	1 Community wage	1,800	1,800	1,800	1,800
Subtotal - pay		3,600	3,600	1,800	1,800
III  Current Expenses	Supplies	150	150	150	150
	Travel	1,200	1,200	600	600
Subtotal - current		1,350	1,350	750	750
Total Program Cost		5,250	5,100	2,550	2,550

Key: 1.00=¥1,000

SOCIAL STRUCTURES: Actuating Program 13

CONTINUING EDUCATION ACADEMY

Since the Meiji Restoration, serious interest in formal education has become a hallmark of Japanese communities. This has allowed Japan to become the most literate nation in the world. In keeping with this tradition and honoring the objectives of the existing school programs, the Continuing Education Academy will focus on developing necessary social and learning skills through supplementary education for pre-school children, youth, adult and elders. It will draw upon the wisdom of teachers, parents and elders to assist in developing this Academy for all the citizens of Oyubari. Besides preparing small children for their future role in the community, further education for the adults in the cultural and language fields will be pursued to broaden the communication skills already present in the town. This objective will provide each Oyubari resident with helpful approaches to clearer understanding of his role within a culturally diverse world.

The Continuing Education Academy consists of four components. First, the Local Preschool Program will expand the present preschool with more imaginal methods for physical, emotional, and intellectual growth. It will also train teacher aides and set up assisting parent organizations. Second, the Life Skills Program will train people in health education, family management, and homemaking skills. A special diet and exercise program for the entire family will be offered along with instruction in camping and recreational activities. Third, the Elders University Program will form an elders group to allow them to participate creatively in community life through study, outside trips, and special projects. This program will also relate the elders to the larger community through involvement in the town meetings. Fourth, the Cultural Development Program will offer exposure to other cultures and the Japanese cultural heritage. It will give instruction to enable enjoyment of leisure reading, music, dancing, and conversational English.

The Continuing Education Academy will begin by holding a meeting of the elders in July to form the Elders' University. They will corporately design the first curriculum and appoint advisory members to the other education areas. Training for the preschool will begin during the first month of implementation with an imaginal education workshop for parents, teachers, and teacher aides. Practical training in health care will include emergency procedures and identification of disease with a doctor acting as consultant. Special classes will be rainy day activities, and dental hygiene. Cooking, nutrition, clothing, selection, and other domestic skills will be taught by women in the community. A cultural activities room will be set up in the town hall to serve as the performing arts and cultural exploration center. Guest speakers, performers, films will be regularly scheduled and announced to the community through the newspaper.

OHDP

Program XIII

Plate 5N

ICA Consultants

FOUR YEAR PLAN  
PROGRAM BUDGET

CONTINUING EDUCATION ACADEMY

<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY I	FY II	FY III
I  Capital Costs	Teaching aids	150	150		
	Preschool equipment	300	150		
Subtotal - capital		450	300		
II  Pay and Allowance	1/2 Auxiliary salary	900	900		
	2 x 1/2 Community wage	1,800	1,800	1,800	
Subtotal - pay		2,700	2,700	1,800	
III  Current Expenses	Supplies	150	150	150	150
	Teaching materials	90	90	90	90
	Travel	300	300	300	300
Subtotal - current		540	540	540	540
Total Program Cost		3,690	3,540	2,340	540
Key: 1.00=¥1,000					



## EPILOGUE

## ACKNOWLEDGEMENTS

Comments on the Consultation by the Institute of Cultural Affairs need to be prefaced by a word of appreciation to a number of private and public agencies, organizations, government departments and offices whose practical assistance and cooperation were crucial to the successful completion of the Consultation. This includes the Governor of Sapporo, The Honorable Naohiro Dogakinai; Mr. Toshio Ishikawa, member of the Do Government; Minister of Education, Mr. Choichi Shiba; the Honorable Hisashi Yoshida, Mayor of Yubari City; the Reverend Masanao Watanabe, Bishop of the Episcopal Diocese; and Professor Kitamura, Hokkaido University. Gratitude for counsel in a multitude of practical and strategic matters must be expressed to Fr. Adam B. Gudalefsky, M. M., Principal of Shimizusawa Gakuin, and the Marianists of Sapporo. Special appreciation is extended to the several offices and institutions who so kindly hosted the research teams in their field work. These include the Forestry Department, Oyubari Office; Agricultural Union; Yubari City Flower Center; Agricultural Research Station; Sapporo Chamber of Commerce; Yubari Chamber of Commerce; Committee for Mining Town Reconstruction; Board of Social Education; Kashima Primary and Branch Schools; Oyubari Junior High School; Oyubari High School; Vocational High School, Yubari City; Government Retraining Center; Oyubari Fire Department; Mitsubishi Bus Lines; Mitsubishi Control Office; Shuparo Lake Dam Office; Yubari City Department of Tourism; Sapporo Medical College; Oyubari Medical Clinic; Nambu Medical Clinic; Yubari City Branch Office in Oyubari; and the Yubari City Planning Office. Special mention must be made of the gracious welcome and enthusiastic participation of the Oyubari residents themselves. Of these, mention is made of Mr. Giichi Sato, President of the Community Development Committee, Mr. Sado Sasaki, Chairman of the Consult Steering Committee and the many members of the committee who arranged transportation, food services and other practical needs of the consultants throughout the week.



## EPILOGUE

### ACKNOWLEDGEMENTS

The Consultation efforts throughout the week greatly benefited from the participation of many other civic and business organizations and individuals who donated time, materials and funding. These include Nissan Car Company; Nestle's Industries; Meiji Industries; Del Monte Corporation; Mt. Reisui International Skiing Resort-Royal Hotel; Japan Air Lines; Nippon Lever; Hotel Washington; ANA Hotel; Saki Union; Hokkai Times; Wholesale Market; Yubari Times; Shulton Toiletries; Dr. Pepper; Calpis Food Industry Co.; Gillette International; Sandoz Pharmaceuticals, Ltd.; Richardson-Merrell International Inc.; Pepsi Cola; Winthrop Laboratories, Japan; Nippon Co.; Suntory Limited; Hanshu Lions Club; Ingersoll-Rand Japan Ltd.; Amoco Japan Oil Co.; Mobil Oil Company; Singer Corporation; Kodak (Far East) Ltd.; Johnson & Johnson Far East, Inc.; International School of the Sacred Heart, and the Asian Rural Institute.

Special thanks are extended to those who assisted with the printing of the report: Mr. Hongkyo, General Secretary of the Sapporo YMCA; Mr. Mitsuo Yamashita of IBM; Mr. Jin Nasukawa of the Sapporo Fast Printing Center; and the American Chamber of Commerce in Tokyo.

Finally, particular appreciation is expressed to Professor Noriaki Iida, Mr. Lee Sung Joo, Miss Eija Karikoski, Mr. Harumo Maruyama, Dr. Hiroshi Takeda; Miss Tomoko Matsutani; Miss Nezu; Dr. Akira Toyoshima; and Mr. Toshiaki Ishiguro, who assumed responsibility for the continuous task of translating the daily work of the Consultation into Japanese.

I

ACTUATION PHASING

METHODS

Although the methods of the Social Demonstration Consult are universally applicable, the particular situations in which they are employed are always unique. The clues to the uniqueness of Oyubari are found in the five comprehensive charts and the accompanying discussion which comprise the substance of this document. These charts, which hold the Operating Vision, the Underlying Contradictions, the Practical Proposals, the Tactical Systems and Actuating Programs, together reflect the flow of the consultation.

FINDINGS

The Operating Vision of Oyubari residents, summarized at the beginning of the week, indicated great concern for economic self-reliance, social well-being and restructured physical space. The next day's work of discerning Underlying Contradictions revealed special stress on Oyubari's undirected expansion of the economy and the costly revision of basic services. Other issues were the traumatic shift in community story and the fragmented pattern of social engagement. The Proposal work on the following day emphasized economic rebuilding, physical restoration and social restructuring. Opening up commercial recreation was a key point. Tactical Systems to carry out the Proposals were created on Tuesday. Wood products industries and an irrigation system were suggested to expand local economic foundations. Improved physical maintenance and community facilities were offered as a means to improve essential physical design. The Consult further recommended town promotion, establishing community financing systems and leadership training for Oyubari. The final work of the Consult is shown in the Actuating Programs Chart. These 13 Programs indicate places to stimulate economic development through a battery of five programs including industry, tourism, commercial businesses and farming combines. Social empowerment is the aim of five programs which include community education, recreation activities, and a development corporation. Finally, three programs which cover building construction and special services aim at redesigning the physical structures in Oyubari.

The Human Development Project model produced during the Consult represents the decision of Oyubari citizens to intensify and expand development efforts in the community. The Actuating Programs provide a broad four-year phasing model for the completion of the Oyubari Project (Plate 5a). The emphasis of the first year is on initiating the Project by launching the thirteen programs and training the core of community leaders who will

PHASES

guide and direct Project expansion. By the end of the first year all the actuating programs will be in operation. The dual emphases of the second year are program acceleration and replication in other outlying towns. During this phase, emphasis is given to equipping a body of leaders to guide the direction of Project expansion. As the Project becomes established, local leaders assume greater responsibility for the total operation. A second concern of this phase will be the extension of the project focus to nearby villages and to similar situations in other parts of the Prefecture. Simultaneously, the number of local ICA staff is decreased. In effect, the new Project model is actuated at the end of three years. Program maturation occurs during the fourth year. By this time, external assistance is considerably reduced and local initiative is maximized in all of the development programs.

II

PROJECT FINANCING

FUNDING

A comprehensive funding plan is required for social demonstration. While the community must move as quickly as possible to assume responsibility for the cost of its development, outside financial leverage is necessary to build momentum. The phasing would initially rely on private sources until actualized programs could call forth funds from the public sector. However, the project requires direct assistance from both public and private sources in the form of grants, long-term loans at favorable rates, lines of credit and in-kind contributions of goods, services, time and facilities. It is crucial to continue bringing delivery of existing services, while new external resources are brought immediately to the service of the community and maintained only for the period of time necessary for generation of local economic activity.

COSTS

The thirteen Actuating Programs provide the means for an initial analysis of the project cost as well as the broad funding patterns. Estimated costs of the pilot project are shown in two charts. Plate 6A shows the estimated cost of the first year of each program broken down into capital expenses, salaries and operating expenses. Plate 6B provides a picture of the projected four-year costs. It is anticipated that at the end of the third year outside support of the project itself will not be necessary. The major component of the first-year budget at 47 per cent is for capital costs to undergird the physical reconstruction and economic development of the community. Another large component will be in the arena of capital costs for construction of the Tourist Recreation Complex, initiation of the Small Commercial Enterprises and redevelopment of basic services through

the Special Services Network. It is anticipated that about one-third of salary increases in the community will come from salaries paid to the local residents for direct project work. Over the four years, increasingly less direct funding will be needed to support salaries as programs begin to generate their own incomes. Plate 6C illustrates the principle of economic self-sufficiency as the flow of outside funding decreases and community capital increases. This move requires a totally comprehensive development approach. Through the expansion of existing business and the introduction of new industries and services within the community, a stable economic base will be established which will help to maintain the project's efforts.

### III

#### IMPLEMENTING FORCES

##### GUILDS

The thirteen Programs provide the framework for local participation and give direction to the necessary organization of the community residents who will do the work of implementation. Those of all ages who participate could form a series of working groups, a modern form of the traditional guilds. These groups could then subdivide into task forces to do particular jobs related to varied aspects of program implementation. Through the guild structure these citizens could also do continual planning and evaluation.

##### COMMISSIONS

This organizational format would provide the structure through which all the residents could participate in making decisions about the future of the community. The thirteen Programs of the Oyubari Human Development Project would be grouped in relation to two commissions responsible for coordinating the unified forces of the Project. One commission could deal primarily with economic development, the other with the social. Such commissions, comprised of guild participants and other community residents, would include both men and women, youth and elders, so that there would be a representational cross section of the community. Cooperation on such a broad basis is vital to the success of effective community development. The commissions would also need to have participation from the auxiliary staff and the guardians, who would catalyze and support the Project.

##### GUARDIANS

The Guardian and Patron networks assure the continuance of external support to the Oyubari Development Project. Such a supportive network would allow for the participation and assistance of governmental departments as well as the establishment of relationships with the private sector across the province and the world. In addition to funding, outside support would include information sources, advocacy and access to services and expertise not presently available within the community.



AUXILIARY

Finally, the Actuating Programs indicate the form of the catalytic force referred to here as the auxiliary. One of the indices of a dynamic human development project is the presence of a catalytic body that brings dedication and methodological expertise to the task at hand. Functionally, the group engenders motivation in the community at large and continually seeds its imagination, thus enriching and focusing its understanding of the development task. It also provides on-going training, most of which goes on informally as people work shoulder to shoulder on a common task. Such training makes possible the continual emergence of new leadership. The presence of such a body, whose membership is international, provides a continual freshness of perspective which enables the community to grasp its task in a creative fashion. When this perspective is placed in dynamic relation to the intimate knowledge of the community and the practical wisdom of long-term residents, a reservoir of effective energy emerges. In Oyubari today such a force of people needs to include those skilled in irrigation systems, animal husbandry, mechanized food processing, industrial development, construction, financial management, tourist promotion, resort management, sports facilities, vocational training, forestry and wood products, horticulture, and bilingual language instruction. Each member of the auxiliary will be charged with the responsibility of training one or more understudies in his arena of expertise. The understudies in turn, will then be prepared to assume leadership responsibilities within the community.

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

Oyubari intends to be a signal community which people will come to visit in the future as a demonstration of small town development. It is important, therefore, that the benefits of the project be clearly evident. The variety of things a visitor might observe on a tour through the community some six months after the Consult are presented in the following paragraphs. These observations are organized into five arenas.

SOCIAL

As our visitor proceeds through the lobby of the Chitose Airport, his eye falls on a glossy-bright Oyubari brochure. He walks over to the rack and thumbs through it impressed by the quality and beauty of the photography. Appreciating the fact that a direct-service airport bus is available, he picks up his luggage and goes outside. As he boards the new green and white bus he observes that it is nearly full and realizes he has joined a tourist group for the ride. He also learns that his neighbor is a geologist from Tokyo University who has come to share the results of a mineral survey with the community. Along the way they

SOCIAL

decide to meet for dinner. As he enters the town he notices a colorful "Welcome to Oyubari" sign contrasting with the deep white blanket of snow. The bus stops at the Information Center, and while waiting to be served, he surveys a large relief map showing the terrain and facilities available year-round. At the counter, he is directed to his tourist cabin and is given a copy of the Oyubari newspaper. Although the walk to his new home is short, he feels the cold nip of the air and welcomes the warm sake awaiting him. Settling back on the plush cushions and opening the newspaper, he discovers a wide variety of community events reported. "No wonder," he reflects, "that the welcome sign said 'a wonderful place to be alive!'" A community calendar full of year-round festivals, classes and recreational activities announces the indoor swimming and volleyball, handicrafts for elders, youth carpentry projects, boy scouts, basketball competitions, and many others. He wonders how this town came to be. At a photograph of people building ice houses for the upcoming Winter Carnival, he realizes that what he has read is true and that perhaps he ought to see more.

INDUSTRY

Heading north from his cabin along a quiet residential street, he joins a group of young people shouldering snow shovels and salt bags. They explain that they are going to an elder's home on the outskirts of town to help clear a dangerous snow pack from the roof as part of the youth corps. Brushing the new snow off a large sign at the edge of a large flat open area, they point out the developing industrial site awaiting new manufacturing facilities. They proudly emphasize a notation that reads, "Future Site of Sony," which will begin operation in a few months. Two of the young men explain that they are now receiving winter vocational training at the Training Center in order to prepare for new factory jobs. Further on, at a cluster of buildings exuding the pungent smell of new sawdust, he bids the group good-bye and turns toward a trio of men loading an Oyubari Freight Truck. One of the men tells him that they are taking the first load of custom-built designer furniture to Tokyo for sale. He points to the Oyubari logo and explains that it is common to all local products leaving and that it is beginning to catch on. Even more important, he says is that it is causing some old Oyubari residents to return to take up jobs in this and other wood products industries starting up in town. Bowing to the men, he walks back toward town along the main street. Along the way he sees another Oyubari Freight Truck parked by a long low greenhouse. Inside, he finds long rows of bright flowers and bonsai culture which he finds are being bought up as fast as they can be taken to market. He remembers the attractive arrangement in his room and believes the flowers must have come from here. Taking up his walk again, he sees yet another Oyubari truck delivering produce to a local market. Inquiring after the apparently thriving business he has seen, he learns that a community-owned transport co-op has managed to reduce the cost of consumer goods.



## SERVICES

While enjoying a leisurely bath at the public bath house, our visitor reflects that he has been struck by the simple good sense of what he has seen. His thought is confirmed when an elder explains to him that the decorative tile walls and floor at the bath were a result of a joint elder-youth work project one weekend a few months ago. Remembering his dinner date, our visitor dresses and starts down the street toward the recently converted train station built during the coal-boom days that now houses a fine restaurant. While lingering over coffee and a uniquely flavored Oyubari melon, our visitor shares his impressions of this vital community. He confesses that he had original misgivings about the ability of a town this size to support the kind of water development plan he had been asked to prepare and present to the community. But he agrees with the geologist that it appears that anything could be done in Oyubari. The melon, for example, though higher-priced than most, was creating a minor sensation in Tokyo. As they leave the restaurant, they hear the muffled roar of snow removal equipment at work removing the new layer of snow built up during the day. An ambulance siren screams in the distance recalling a notice about 24-hour medical service now available for Oyubari residents.

## TRAINING

As the visitors approach the training center they pause to listen to the buzz of activity inside. A notice next to the door announces that registration for the next session of the Elders University is full and those who did not register can do so again in two months. Below the notice is a schedule of courses now going on including business management, English language, music and drama, ballroom dancing, horticulture and carpentry shop. Bidding goodnight to his friend, our visitor enters the building. His first impression is of a large, brightly decorated room divided into activity areas. He hears a chorus practicing for the Winter Festival. He is stopped by a young man who asks where the youth leadership program is being held and learns that a new drama group is practicing for the Festival. Next he stops by a group of adults excitedly rehearsing their new English vocabulary during their lesson in ballroom dancing. He chuckles as he notices the plastic feet glued to the floor which show the dance steps. He is amazed at the wide spread of ages in the room. The loudest noise is coming from the carpentry shop corner where the whirr of an electric motor and the smell of fresh woodchips greet his senses. Posted on the wall is a chart of office procedures which are a part of the marketing course. Another group of women giggle as they cut flowers for ikebana classes. He is attracted by still another group where people are crowded around a blackboard, both sitting and standing. He discovers that a visiting Hokkaido University agricultural specialist is lecturing that week on new discoveries in dairy farming. As he leaves for his cabin he wonders whether there is a way that meeting space for night school in Oyubari can be expanded to meet the needs of the ever-increasing numbers. The next morning while walking into the main part of town he pauses at the sound of children singing in the community preschool.

"Oyubari is a wonderful place to live." The children's voices are loud and strong. He peers into the window and sees the children standing in their bright green uniforms and clapping to the beat of the song. A young woman greets him and offers to show him the school. She tells him she is one of many mothers learning to be preschool teachers while acting as volunteers. She mentions the increased enrollment and the new two-and three-year old classes. Glossy wooden pull-toys and equipment made at the educational toy factory are scattered around the warm room. As he leaves for his meeting, he notices the plastic-covered playground area where children are busily swinging and climbing, unaware of the weather.

Further on, while walking through the covered arcade along the main street, he observes the pleasant uniformity of shop front decoration and notices that the Oyubari symbol has been repeated in each shop. He greets the shop owners as they open their stores and notices the attractive window displays indicating a wide variety of goods. At the bookstore, he is surprised to see copies of the New York Times and Asahi Newspaper alongside yesterdays Oyubari News. Over a bowl of soba at the local noodle shop, he learns that the whole downtown redevelopment plan was accomplished in 60 days by the concerted effort of the community, and financed by matching loans and community funds. As a result, ten shop units have reopened and Oyubari has become the 'in-place to shop in Yubari City. He crosses the civic plaza to the newly remodelled city hall which houses among other things the Oyubari Development Corporation where he is to have his meeting. After the customary introductions and tea, the consultation begins. He decides to eliminate his point on the necessity of long-range planning when he spots the following June, July and August community work schedule mounted on the wall. He is given a copy of the first semi-annual report of the corporation and is pleased to note that despite some large undertakings in the past few months the concern is in surprisingly good shape. He surveys the men and women and notes the eagerness with which they work problems through to resolutions in a minimum amount of time. He says to himself, "This will be the most exciting project I've ever been a part of." Having accomplished his purpose for visiting Oyubari, our visitor begins to make preparations to leave. He stops at a local specialty store and buys some souvenirs: a fossil rock for his young son and a jar of pickled wild vegetables from Mt. Yubari for his wife. The smiling "Come again" as he pays for the items doesn't even register until half-way home. Looking up at the skiers riding up the lift and watching them come down again in graceful arcs and snow spray, he decides, "I don't have to leave right away." He hurries to the equipment shop, rents skis, boots, and poles, puts on his parka and gloves and heads up to the lodge. He rushes past the ski patrol cabin and buys his lift ticket. After several exhilarating runs, he stops at the lodge for a hot snack. He notices that this is only one wing of the projected lodge to be completed next year according to the artist's drawing mounted on the wall. Later

## BUSINESS

that day, as he heads for the bus home, he resolves to return to Oyubari with his family, for another--longer--stay.

MOTIVITY

Later, as he reflects on his tour, the visitor realizes that he has been most deeply impressed by the people themselves. He is aware that he has met a vital, hard-working and intelligent people who possess confidence, dignity and pride in their community. He senses that something profound has happened to them. He finds it difficult to forget the way they speak of the history and future of Oyubari. Perhaps he will say that the people display a new kind of community spirit. He wonders why, if this can happen in Oyubari, it cannot happen in other communities across Japan and, indeed, the rest of the world.

V

REPLICATION SCHEMES

LOCAL

The Oyubari Human Development Project described here is a pilot project. It is intended to be a living demonstration of comprehensive socio-economic development of a small town. This means that it is designed for replication in other communities. Even in the first year, the programmatic effect in Oyubari will be known in other areas of Hokkaido. In subsequent years it could extend to other communities across Japan. Local replication would involve six steps. The first step is the systematic sharing of the results of the project with other communities through speaking engagements by the auxiliary staff and community leaders of Oyubari. Second, a visitation program is designed whereby leaders and residents of other communities visit the project site. Third, one-day local community meetings are held where people from prospective communities meet to discuss the challenges of their community and formulate working proposals. Fourth, concerned leadership is trained in the project methods through a Social Methods Institute. Fifth, in consultation with the ICA staff, community leaders explore the implications of undertaking a Human Development Project. Finally, replication is initiated with the assistance of residents of Oyubari and staff from the Institute in communities deciding to participate.

A replication plan of the Human Development Project model could be of significant value for mining communities throughout Japan as well as other declining towns. It could provide constructive form for local communities which desire to take greater responsibility for their own social transformation. Replication could benefit the country as a whole in a number of ways. It could demonstrate a viable approach to socio-economic revitalization of areas with declining populations.



NATIONAL

It could be a model for how such areas can creatively redevelop their physical space, provide locally-based services and engage all their residents in the redevelopment task. When the government's plan for redeveloping mining communities is implemented, Oyubari's experience could reveal means of speeding up the revitalization process. It could be of particular value in demonstrating how to create the kind of community spirit and dedication critical to the rebuilding of a community's identity once it has been shattered by the loss of its economic base. The work of the Institute of Cultural Affairs in 24 nations has built a foundation of support and responsiveness which could greatly facilitate a move toward replication.

PERSONNEL

Replication of a project would require an estimate of staff and training needs. The number of staff members needed for replication would be proportionately lower than that of the pilot project. Creating a network of model communities across Japan would require a staff of six to ten people for each community for a period of two or more years. This staff would live and work with the people of a community, sharing with them a variety of skills. The staff as a unit would encompass a range of expertise. More important than this would be the deep concern of each staff member for the renewal of community life. Consulting groups could be made up of people from both the public and private sectors. They could be people from across Japan, possibly including university students whose degree designs incorporate a year of field placement. The Institute could provide practical training in community development methods for these replication forces. Classroom work would be combined with practical field training in the pilot project and local replication experiments.

FINANCING

Through the structure of an ongoing Human Development Project, the Institute of Cultural Affairs could provide training resources at minimal cost for replication in other locations in Hokkaido and across Japan. Program budgets for each replication project would be built on the basis of local necessity. Financing could be supported by allocated funds from both the normal channels of public and private support and through long-range loans. Community residents could participate directly through contributions of time and effort as well as direct cash donations. Sources of support from the local area and beyond are greatly expanded by the successful accomplishment of the Human Development Project in progress.

VI

SUPPORT SYSTEMS

During the past year the Institute of Cultural Affairs surveyed many communities in Japan in anticipation of establishing a pilot Human Development Project. The town of Oyubari was finally chosen

SELECTION

for several reasons. First, although it is in the outlying area, it is located only one and a half hours away from Chitose Airport, which provides easy access for visitors who wish to see a demonstration project underway. Second, it is visibly in need of socio-economic development. Third, both the public and private sectors have indicated interest in cooperating with such a development effort. Fourth, the community's location in Hokkaido reflects the pioneering spirit and proud heritage of the Japanese people. It is fitting that the vision of new community be embodied here. Fifth, and perhaps most important, Oyubari residents and their community leaders are ready to move immediately towards socio-economic development

STAFF

The Institute of Cultural Affairs is ready to continue providing the consultant services necessary to support the work of the Oyubari Human Development Project in the coming year. This means assigning staff to serve as the project auxiliary. The skill and experience of the auxiliary will be intensified by a systematic exchange of information with staff and local participants in Human Development Projects around the world. Assigned staff will live in Oyubari and work full-time in the Project. Staff expenses have been written into the various programs in which they will be directly involved.

SUPPORT

The ICA stands ready to assist community leadership in procuring the funds and in-kind contributions for program enablement. By working with the Guardian network, local residents and auxiliary personnel are in a position to seek support from both the public and private sectors. The funding objective for the coming year is to develop a base of support for Oyubari through the gifts and grants of corporations, foundations and interested individuals. At this point in its history, it is necessary for the Project to depend in large part on outside funding. Over the long term, however, the Project will lessen its dependence upon external funds.

DIRECTION

By July 1977, twenty-four Human Development Projects will have been launched globally. During 1975-1976, eight Projects were established in Australia, India, Kenya, Marshall Islands, the Republic of the Phillipines, Republic of Korea, the United Kingdom and the United States. Sixteen more Projects will be completed by June 1977. The Oyubari Human Development Project is the twenty-third project and the fifteenth to be initiated this year. The ICA anticipates that the Oyubari Project will be of service to Japan as one of the many signs already present that local community is being renewed by local people.

BUDGET SUMMARY CHART  
for first year

Key: 1.00=¥10,000

ICA Consultants

breakdown programs	Capital Costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1 Forest Products Industry	513.0	2,160.0	180.0	-	33.0	-	2,886.0
2 Tourist Recreation Complex	2,040.0	1,440.0	180.0	-	189.0	-	3,849.0
3 New Industrial Park	450.0	1,080.0	180.0	360.0	24.0	18.0	2,112.0
4 Small Commercial Enterprise	1,350.0	900.0	180.0	-	135.0	-	2,565.0
5 Coordinated Farming Combine	2,100.0	180.0	180.0	45.0	51.0	-	2,556.0
6 Buildings Construction Project	900.0	180.0	180.0	150.0	48.0	-	1,458.0
7 Public Space Facilities	1,470.0	540.0	90.0	-	102.0	-	2,202.0
8 Special Services Network	1,575.0	450.0	180.0	-	225.0	-	2,430.0
9 Oyubari Development Corporation	285.0	330.0	180.0	150.0	90.0	30.0	1,065.0
10 Communal Activities Center	240.0	330.0	90.0	-	168.0	30.0	858.0
11 Vocational Skills Institute	135.0	360.0	90.0	-	96.0	-	681.0
12 Leadership Development School	30.0	180.0	180.0	-	15.0	120.0	525.0
13 Continuing Education Academy	45.0	180.0	90.0	-	24.0	30.0	369.0
Total	11,133.0	8,310.0	1,980.0	705.0	1,200.0	228.0	23,556.0



ICA Consultants

PROJECTED COSTS  
over four years

Key: 1.00=¥10,000

years programs	I	II	III	IV	
	FY 77-78	FY 78-79	FY 79-80	FY 80-81	TOTAL
1 Forest Products Industry	2,886.0	3,843.0	1,101.0	-	7,830.0
2 Tourist Recreation Complex	3,849.0	2,724.0	939.0	-	7,512.0
3 New Industries Park	2,112.0	1,362.0	33.0	-	3,507.0
4 Small Commercial Enterprises	2,565.0	1,087.0	273.0	-	3,925.0
5 Coordinated Farming Combine	2,556.0	531.0	114.0	-	3,201.0
6 Buildings Construction Project	1,458.0	1,008.0	93.0	-	2,559.0
7 Public Space Facilities	2,202.0	732.0	270.0	270.0	3,474.0
8 Special Services Network	2,430.0	885.0	735.0	585.0	4,635.0
9 Oyubari Development Corporation	1,065.0	750.0	240.0	-	2,055.0
10 Communal Activities Center	858.0	618.0	438.0	204.0	2,118.0
11 Vocational Skills Institute	681.0	546.0	456.0	456.0	2,139.0
12 Leadership Development School	525.0	510.0	255.0	255.0	1,545.0
13 Continuing Education Academy	369.0	354.0	234.0	54.0	1,011.0
Total	23,556.0	14,950.0	5,181.0	1,824.0	45,511.0

OHDP

Plate 6C

PROJECT FUNDING FLOW CHART  
toward local self-support

ICA Consultants

Key: 1.00=¥10,000

year				YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	FOUR YEAR TOTAL
source								
Monies Injected and Stimulated	Outside Funds	Public	Loans	3,600.0	1030.0	-	-	4,630.0
			Grants	7,000.0	4200.0	-	-	11,200.0
		Private	Corporate	7,950.0	3,930.0	776.0	-	12,656.0
			Individual	2,650.0	1,310.0	260.0	-	4,220.0
		Total			21,200.0	10,470.0	1,036.0	-
	Local Funds	Gifts	Cash	230.0	722.0	1,244.0	922.0	3,118.0
			In-kind	220.0	520.0	829.0	720.0	2,289.0
		Loans	Current	258.0	998.0	1,140.0	182.0	2,578.0
			Long-term	1,648.0	2,240.0	932.0	-	4,820.0
		Total			2,356.0	4,480.0	4,145.0	1,824.0
	Total Funds				23,556.0	14,950.0	5,181.0	1,824.0



CONSULTANTS

THE INSTITUTE OF CULTURAL AFFAIRS

Fujimi-cho, Kashima  
Yubari, 068-06  
JAPAN  
☎ (01235) 4-2110

Rue de Suisse 26  
1060  
Brussels  
Belgium

PO Box  
21679  
Nairobi  
Kenya

13 Sankil St.  
Byculla  
Bombay  
India

24 Sea Ave  
Singapore  
Republic of  
Singapore

16 Kimberley Rd  
Block B-4A  
Kowloon  
Hong Kong

4750 Sheridan Rd  
Chicago  
Illinois 60640  
USA