

# Kobe 2030 Vision

Kobe City

## **1. Overview**

In the implementation plan, we set out the basic policies and key measures for the next five years, based on three directions that guide efforts over the coming decade toward realizing the city vision outlined in the basic plan. The plan also establishes Key Performance Indicators (KPIs) to measure progress.

These KPIs are selected from a wide range of administrative indicators that contribute to achieving the Key Goal Indicators (KGIs) of the basic plan, can be tracked annually, and are expected to improve through municipal measures. In addition, to further raise standards across a broad spectrum of policy areas, objective indicators related to well-being, representing the foundation of municipal management, are also included as KPIs.

Given the rapid changes of the current era, we must be prepared to adapt our measures flexibly. Accordingly, individual projects will be developed each fiscal year through the budget process, based on the implementation plan. Progress toward the city vision for the next ten years will be assessed appropriately, and KPIs will be revised (added, modified, or removed) as necessary to ensure flexible management.

## **2. Policy Directions and Measures Set Forth in the Basic Plan**

### **\*Excerpt from the basic plan**

#### **Direction I: Two ports connecting to the world – Toward a “new-era international city”**

Since ancient times, Kobe has developed as a city shaped by exchanges with foreign countries, embracing diverse cultures and traditions. With the internationalization of its airport, Kobe’s connections with both domestic and overseas destinations will be further strengthened. By welcoming diverse talent, technologies, and cultures and integrating them with Kobe’s unique strengths, we will enhance the appeal of our people, city, and industries. While preserving and nurturing our identity as “a beautiful port city surrounded by the mountains and sea,” we will strive for sustainable growth as a city open to the world.

We will promote exchanges among diverse cultures and people, foster and attract individuals who can thrive on the global stage, and accelerate the cycle in which they spread their wings to the world while carrying with them a strong connection to Kobe.

In addition to the city’s scenic beauty created by the harmony of sea and mountains, as well as its rich natural and cultural assets, we will leverage the synergistic effects of redevelopment in the city center and waterfront areas to further strengthen Kobe’s appeal both domestically and internationally.

Furthermore, by connecting diverse talent and companies from Japan and abroad with local universities, businesses, and government beyond organizational boundaries, we will create innovation. Through this, we will accelerate the development of existing industries, such as manufacturing, ports and harbor services, agriculture and fisheries, food, tourism, and medical and bio-related fields, which sustain our independent economic sphere, while also fostering new growth industries. Even amid the ongoing concentration of functions in Tokyo, we will lead economic growth in the Kansai region and, in turn, contribute to the growth of Japan as a whole.

Through these strengthened functions, we will enhance Kobe’s international presence and enrich the lives of its residents as a new-era international city.

### **(1) Basic Policies and Key Measures**

Basic Policies	Key Measures
Fostering human resources who can excel on the global stage through diverse forms of exchange	<ul style="list-style-type: none"> <li>• Responding to the internationalization of Kobe Airport</li> <li>• Strengthening wide-area transportation connectivity across land, sea, and air</li> <li>• Promoting the globalization of the economy of Kobe</li> <li>• Supporting innovative startups and new business creation</li> <li>• Promoting culture, arts, and sports</li> </ul>
Enhancing the city’s appeal to embody	<ul style="list-style-type: none"> <li>• Redevelopment of the city center/Sannomiya</li> </ul>

the qualities of an international city for a new era	<ul style="list-style-type: none"> <li>• Enhancing the appeal of the waterfront district</li> <li>• Improving connectivity and circulation between the city center and the waterfront</li> <li>• Promoting tourism and visitor attractions</li> <li>• Restoring forests and Satoyama landscapes</li> <li>• Revitalizing Mount Rokko, Mount Maya, and surrounding areas</li> <li>• Promoting culture, arts, and sports (relisted)</li> </ul>
Enhancing Kobe’s economic growth and international competitiveness as a major city driving the regional economy	<ul style="list-style-type: none"> <li>• Promoting the globalization of the economy of Kobe (relisted)</li> <li>• Promoting policies for international strategic container ports</li> <li>• Revitalizing local industries</li> <li>• Promoting corporate attraction initiatives</li> <li>• Expanding the working population</li> <li>• Revitalizing agriculture and fisheries</li> <li>• Showcasing diverse food cultures and promoting local industries</li> <li>• Supporting innovative startups and new business creation (relisted)</li> <li>• City development through co-creation with universities, companies, and other partners</li> <li>• Promoting initiatives for Kobe to be the medical industry city.</li> <li>• Promoting tourism and visitor attractions (relisted)</li> <li>• Realizing diverse metropolitan governance systems and promoting inter-municipal collaboration</li> </ul>

**(2) KPI**

KPI		Baseline Value (2024)	Target Value (2030)
1	Number of Passengers Using Kobe Airport	3.61 million per year	7 million per year
<p>(Rationale)</p> <p>This indicator is established to measure connectivity with domestic and international destinations, contributing to the realization of a globally open and sustainably developing city.</p>			
2	Container Cargo Handling Volume	2.77 million TEU per year	3 million TEU per year
<p>(Rationale)</p> <p>This indicator is established to assess trends in economic revitalization and growth related to the Port of Kobe, supporting the development of port logistics industries and contributing to Kobe’s economic growth and the maintenance and development of an independent economic zone.</p>			

3	<p>Labor Productivity (Gross City Product per Worker Employed in the City)</p> <p>* The target value is calculated backward from the KGI (GDP +1% per year), based on projected employment figures. * Employment projections will be updated annually, and the target value will be revised accordingly.</p>	9.7 million yen per person (2025)	Annual increase of 1%*
<p>(Rationale)</p> <p>This indicator is established to measure the degree of economic growth in support of creating and developing industries that sustain an independent economic zone.</p>			
4	Number of University-Based Startups Created	36 cases (Cumulative 2020–2024)	120 cases (Cumulative 2025–2030)
<p>(Rationale)</p> <p>This indicator is established to track progress in supporting and nurturing startups that leverage innovations and talent generated by universities, the centers of knowledge, through collaboration among industry, government, and academia. It contributes to Kobe’s economic growth and the maintenance and development of an independent economic zone.</p>			
5	<p>Proportion of Companies Engaged in Overseas Expansion*</p> <p>* Based on a city-conducted survey of companies that are currently expanding overseas or considering doing so</p>	10% (Survey planned for March 2026) (2025)	15%
<p>(Rationale)</p> <p>This indicator is established to measure trends in overseas business expansion among companies in the city, supporting the growth of a globally connected Kobe economy and the maintenance and development of an independent economic zone.</p>			
6	<p>Population in the City Centre/Sannomiya Area*</p> <p>* Estimated total number of people who remain for 15 minutes or longer within a 500-metre radius of Sannomiya Station throughout the year, based on mobile phone location data</p>	63 million people per year	72 million people per year
<p>(Rationale)</p> <p>This indicator is established to measure the vibrancy of the city center as Kobe advances the redevelopment of the Sannomiya area to create a city center befitting a new international city.</p>			
7	Total Number of Overnight Stays in the City	7.1 million stays per year	8.3 million stays per year
<p>(Rationale)</p> <p>This indicator is established to measure tourism demand in the city, leveraging Kobe’s diverse attractions to draw visitors from Japan and abroad and to realize a lively, vibrant urban environment.</p>			
8	<p>Employment Rate in the City for New Graduates of Universities and Colleges of Technology*</p> <p>* Based on surveys of universities and colleges of technology located in the city</p>	15%	18%
<p>(Rationale)</p> <p>This indicator is established to measure the degree of job creation in Kobe, supporting economic growth and the maintenance and development of an independent economic zone through the advancement of existing industries and the creation of new ones.</p>			

**\*Excerpt from the basic plan**

**Direction II: Integration of distinctive and diverse communities – Toward a city where the everyday and the extraordinary continuously intersect**

Kobe’s uniquely attractive cityscape, shaped by its geographical characteristics and history, as well as its rich natural environment, are defining features of the city. Even as population decline progresses nationwide, we will preserve and further refine these valuable assets built by previous generations, ensuring that future generations can enjoy fulfilling lifestyles. In doing so, we will continue to protect and nurture “a city with many sides to explore.”

In the city center, we will promote the concentration of commercial facilities and business functions while ensuring harmony with residential functions. We will create spaces that attract visitors from Japan and abroad, offering experiences that stimulate the five senses through shopping, art, dining, and more. At the same time, we will enhance the city’s business environment.

In established urban areas and new towns, we will focus on railway stations as the face of the community, and advance initiatives such as renovating daily convenience facilities and promoting proximity between workplaces and residences. We will also draw on the traditional neighborhood culture rooted in local shopping streets to enhance both the city’s appeal and quality of life.

Moreover, while preserving the abundant natural assets that Kobe takes pride in, including its sea, mountains, and rural and *satoyama* areas, we will promote interaction between these areas and urban districts, thereby strengthening the city’s appeal as a place in harmony with nature.

By maintaining and enhancing the public transportation network that connects these diverse neighborhoods, we will create an urban space where everyday life and extraordinary experiences intersect. In doing so, we aim to increase residents’ satisfaction, foster a city where people wish to live for generations, and become a city cherished and chosen by people in Japan and around the world.

**(1) Basic Policies and Key Measures**

Basic Policies	Key Measures
Creating a city center that offers sensory experiences and an attractive business environment	<ul style="list-style-type: none"><li>• Redevelopment of the city center/Sannomiya (relisted)</li><li>• Enhancing the appeal of the waterfront district (relisted)</li><li>• Revitalization of Port Island, Rokko Island, and HAT Kobe</li><li>• Promoting culture, arts, and sports (relisted)</li><li>• Showcasing diverse food cultures and promoting local industries (relisted)</li></ul>

Promoting the renewal of established urban areas and new towns to enable a comfortable, high-quality lifestyle	<ul style="list-style-type: none"> <li>• Renovating areas surrounding railway stations</li> <li>• Measures for ageing urban districts</li> <li>• Promoting measures to address vacant houses and vacant land</li> <li>• Revitalizing shopping districts and local retail markets</li> </ul>
Passing on the rich natural environment of sea and mountains to the next generation	<ul style="list-style-type: none"> <li>• Restoring forests and Satoyama landscapes (relisted)</li> <li>• Creating vibrancy in rural and agricultural communities</li> <li>• Revitalizing agriculture and fisheries (relisted)</li> <li>• Revitalizing Mount Rokko, Mount Maya, and surrounding areas (relisted)</li> </ul>
Creating a city where distinctive urban landscapes connect and everyday life blends with extraordinary experiences	<ul style="list-style-type: none"> <li>• Ensuring the maintenance and sustainability of public transportation</li> <li>• Effective utilization of existing urban assets</li> <li>• Promoting the supply and circulation of housing that supports diverse lifestyles</li> <li>• Developing a safe and accessible environment for bicycle use</li> <li>• Enhancing the use of urban greenery, parks, and street trees</li> <li>• Promoting tourism and visitor attractions (relisted)</li> </ul>

## (2) KPI

KPI		Baseline Value (2024)	Target Value (2030)
1	<p>Population in the City Centre/Sannomiya Area* (relisted)</p> <p>* Estimated total number of people who remain for 15 minutes or longer within a 500-metre radius of Sannomiya Station throughout the year, based on mobile phone location data</p>	63 million people per year	72 million people per year
<p>(Rationale)</p> <p>This indicator is established to measure the level of vibrancy in the city center, supporting the realization of a city that attracts visitors from across Japan and abroad through the concentration of commercial and business functions and the development of an appealing business environment.</p>			
2	<p>Daily number of passengers entering and exiting railway stations located in urban areas* where daily-life services are provided in station catchment zones.</p> <p>* An area with a certain concentration of population and well-established facilities essential for daily life, such as hospitals, schools and supermarkets (Densely Inhabited District)</p>	1.28 million passengers per day	Maintain the baseline level
<p>(Rationale)</p> <p>This indicator is established to measure passenger flow around railway stations, supporting the creation of sustainable local communities in established urban areas and new towns through</p>			

efforts to enhance daily convenience centered on stations and promote proximity between places of work and residence.			
3	Public Transportation Modal Share* * Indicator showing the proportion of total travel undertaken by public transportation such as railways and buses	33.1% (2025)	35% or higher
(Rationale) This indicator is established to measure the level of development of the public transportation network, supporting the realization of a city where diverse urban landscapes are connected and residents can enjoy an ideal lifestyle through the maintenance and enhancement of public transportation network.			
4	Vibrancy of Shopping Districts and Local Retail Market Areas* * Estimated total number of people who remain for 15 minutes or longer within designated areas throughout the year, based on mobile phone location data	33 million people per year	Maintain the baseline level
(Rationale) This indicator is established to measure the vibrancy of shopping districts and local retail markets, key elements that contribute to the city's overall appeal and support community life, by tracking activity levels among local residents and visitors.			
5	Volume of Forest Resource Circulation through Satoyama Forest Management	100 m <sup>3</sup> per year (2025)	300 m <sup>3</sup> per year
(Rationale) This indicator is established to assess the status of Satoyama forest management, supporting the realization of an attractive city in harmony with nature by preserving Kobe's rich natural environment while promoting interaction between urban and natural areas.			
6	Number of People Entering the Agricultural Sector, Starting Businesses, and Relocating to Rural Areas	120 cases per year (Average 2020–2024)	Maintain or exceed the baseline level
(Rationale) This indicator is established to assess the status of Satoyama forest management, supporting the realization of an attractive city in harmony with nature by preserving Kobe's rich natural environment while promoting interaction between urban and natural areas.			

**\*Excerpt from the basic plan**

**Direction III: Bonds forged and strengthened together – Toward a city where happiness is lasting and shared**

A spirit of enterprise and innovation cultivated throughout Kobe’s history and the enduring bonds formed through shared trials and disasters have been passed down to its people and communities. Even in this era of uncertainty and rapid change, we will continue to preserve and nurture a city full of warmth and human connection by ensuring that people support one another and continue to take on new challenges together.

We aim to create a city where diverse individuals and organizations, including children who will shape Kobe’s future, can connect and support one another within the community, regardless of gender, age, disability, ethnicity, or nationality. Our goal is to foster an environment where everyone can live with peace of mind, freely pursue their dreams, and take center stage in their own lives.

We will also enhance child-rearing and educational environments, promote health and welfare, and ensure safe and comfortable living conditions. Through these efforts, we will nurture the well-being of every individual and create an environment in which everyone can live with peace of mind, good health, and a sense of security.

Furthermore, by proactively embracing new technologies and advanced innovations, we will contribute to the global environment and strengthen disaster resilience that will lead the next generation, thereby realizing a more prosperous and higher quality of life.

By sharing these initiatives with the world, we strive to be a city that contributes both domestically and internationally, never forgetting our lasting gratitude for the immense support we received following the earthquake.

**(1) Basic Policies and Key Measures**

Basic Policies	Key Measures
Creating a society where diverse individuals and organizations collaborate and support one another, enabling everyone to pursue their aspirations with confidence	<ul style="list-style-type: none"><li>• Supporting community activities</li><li>• City development through co-creation with universities, companies, and other partners (relisted)</li><li>• Promoting coexistence with foreign residents</li><li>• Creating opportunities for active participation and engagement</li><li>• Promoting culture, arts, and sports (relisted)</li></ul>
Supporting the balance between work and parenting, and fostering the healthy growth and rich sensibilities of children	<ul style="list-style-type: none"><li>• Reducing the financial burden on families with children</li><li>• Enhancing the child-raising environment</li><li>• Promoting women’s participation in the workforce</li><li>• Improving education and childcare environments</li></ul>

	<ul style="list-style-type: none"> <li>and securing childcare personnel</li> <li>• Enhancing educational environments</li> <li>• Expanding opportunities for experiential learning</li> <li>• Promoting outdoor play for children</li> <li>• Promoting “Kobe-Katsu” (a program enabling Kobe junior high students to join diverse activities beyond their school districts)</li> </ul>
Creating an environment where everyone can live safely and healthily through tailored and diverse support	<ul style="list-style-type: none"> <li>• Promoting health and enhancing medical services</li> <li>• Strengthening measures for the elderly</li> <li>• Enhancing support for people with disabilities</li> <li>• Supporting non-attending students and children</li> <li>• Strengthening measures to prevent child abuse</li> <li>• Measures to address loneliness and social isolation</li> <li>• Supporting people in financial distress</li> <li>• Supporting community activities (relisted)</li> </ul>
Drawing on the bonds and experience gained through overcoming hardships together to protect the safety and security of all residents from every type of crisis	<ul style="list-style-type: none"> <li>• Enhancing disaster response capabilities</li> <li>• Strengthening emergency medical and firefighting systems</li> <li>• Protecting everyday safety and security</li> <li>• Measures to address increasingly frequent extreme heat</li> <li>• Providing support in response to rising prices</li> <li>• Supporting safe and comfortable living environments</li> <li>• Restoring forests and Satoyama landscapes (relisted)</li> </ul>
Contributing to a circular society and creating new value by leveraging existing resources	<ul style="list-style-type: none"> <li>• Promoting sustainable resource circulation</li> <li>• Expanding renewable energy use</li> <li>• Advancing the Hydrogen Smart City Kobe</li> <li>• Restoring forests and Satoyama landscapes (relisted)</li> </ul>
Providing convenient and accessible public services through the use of digital technology and strengthening of administrative functions	<ul style="list-style-type: none"> <li>• Improving the convenience of public services through digitalization</li> <li>• Enhancing the functions of administrative facilities</li> </ul>
Building a sustainable major city that contributes domestically and internationally	<ul style="list-style-type: none"> <li>• Realizing diverse metropolitan governance systems and promoting inter-municipal collaboration (relisted)</li> <li>• Promoting workstyle reform to support the administrative foundation</li> <li>• Promoting Evidence-Based Policy Making (EBPM)</li> </ul>

## (2) KPI

KPI		Baseline Value (2024)	Target Value (2030)
1	<p><b>Level of Community Engagement*</b></p> <p>* Composite indicator combining the number of cases supported through the community contribution consultation desk and the number of registered users of “Borakuru” (Kobe City’s platform for finding volunteer opportunities and community events).</p>	3,000 cases per year (2025)	5,000 cases per year
<p>(Rationale)</p> <p>This indicator is established to measure the level of support for revitalizing community activities, contributing to the realization of a city where diverse people connect, support one another, feel empowered to take on new challenges with confidence, and play a leading role.</p>			
2	<p><b>User Satisfaction with Child-Raising Services*</b></p> <p>* Based on survey results from parents of children receiving the three-year-old health check</p>	90% (2025)	Maintain or exceed the baseline level
<p>(Rationale)</p> <p>This indicator is established to measure satisfaction with child-raising support, contributing to the realization of a city where families can balance parenting and work through an enhanced child-raising environment.</p>			
3	<p><b>Proportion of Students Who Think Independently and Take Initiative in Addressing Challenges*</b></p> <p>* Based on results of the National Assessment of Academic Ability, conducted annually by the Ministry of Education, Culture, Sports, Science and Technology among sixth-grade elementary and third-grade junior high school students</p>	<p>Sixth-grade elementary 78.0% (2.3% below national average)</p> <p>Third-grade junior high school 72.5% (5.2% below national average) (2025)</p>	At or above the national average
<p>(Rationale)</p> <p>This indicator is established to measure children’s proactive approach to learning, supporting the realization of a city where children grow up healthy and develop rich sensibilities through enhanced child-raising and educational environments.</p>			
4	<p><b>Proportion of Students Who Enjoy Exercise and Sports*</b></p> <p>* Based on results of the annual National Survey on Physical Fitness and Motor Abilities conducted by the Japan Sports Agency among fifth-grade elementary school and second-grade junior high school students</p>	<p>Fifth-grade elementary boys 93.2% (0.2% below national average)</p> <p>Fifth-grade elementary girls 85.3% (0.5% below national average)</p> <p>Second-grade junior high boys 90.1% (0.8% below national average)</p> <p>Second-grade junior high girls 76.4% (0.8% below national average) (2025)</p>	At or above the national average
<p>(Rationale)</p> <p>This indicator is established to measure children’s health and exercise habits, supporting the realization of a city where children grow up healthy and develop rich sensibilities through</p>			

enhanced child-raising and educational environments.			
5	Installed Capacity of Renewable Energy within the City	357 MW per year	500 MW per year
(Rationale) This indicator is established to measure the degree of renewable energy utilization in the city, with the aim of realizing a rich and high-quality lifestyle by contributing to a circular society through the use of new technologies and advanced innovations.			
6	Seismic Reinforcement Rate of Public Infrastructure (Bridges, Water Supply and Sewer Systems)	74.3%	93.8%
(Rationale) This indicator is established to measure the level of seismic reinforcement of essential public infrastructure, supporting the realization of a safe living environment through strengthened disaster resilience.			
7	Number of Hours Secured for Addressing Emerging Municipal Challenges	—	500,000 hours per year
(Rationale) This indicator is established to measure the outcomes of operational reforms such as reducing, streamlining, or transforming existing tasks and utilizing AI, to improve efficiency and optimize administrative operations. It supports the realization of higher-quality public services and sustainable administration, amid population decline and increasing concentration in Tokyo, by securing time to address complex and evolving municipal challenges.			

○ KPI Related to Well-Being Index

KPI	Baseline Value (2025)	Target Value (2030)
Objective Well-Being Indicator Score	Average score 52.6 across all indicators	Maintain or exceed the baseline level
<p>(Rationale)</p> <p>In addition to Kobe City’s own KPIs, this indicator incorporates the objective measures of the Well-Being Index, an essential foundation for municipal management, to raise performance across a wide range of policy areas and to track progress toward achieving the Well-Being KGI. Subjective indicators will also be used as reference values when necessary.</p> <div data-bbox="1023 360 1458 674" style="text-align: right;"> </div> <p style="text-align: right;">Source: Smart City Institute Japan, “Regional Well-Being Indicators”</p> <p><b>[Reference] Overview of the Well-Being Index</b></p> <p>To advance the national government’s “Digital Garden City Nation” initiative, the use of Well-Being Index is being promoted. The index places overall well-being (happiness and life satisfaction) at the top level and analyses its contributing factors using both objective and subjective indicators.</p> <p>Objective indicators measure the status of municipal policies using statistical data and other quantitative sources. Subjective indicators measure how well policies are reaching residents based on a survey of citizens’ subjective opinions.</p> <p>*For details and the dashboard of the Well-Being Index, please refer to the URL below.  <a href="https://well-being.digital.go.jp/">https://well-being.digital.go.jp/</a></p>		