

CREATING AN ADMINISTRATIVE PLAN FOR COMMUNITY DEVELOPMENT BASED ON SPORTS ACTIVITIES

—THE CASE OF *BASKETBALL TOWN NOSHIRO*, AKITA PREFECTURE, JAPAN—

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Aim of abstract

This study develops a methodology for creating administrative plans for community development through *sports towns*. In Japan, there are some cities that are well known as *sports towns*. For example, Noshiro, a city in Akita Prefecture, is one of the most famous sports towns, known for their men's basketball team, the Noshiro Technical High School basketball team. They have won the title 58 times total. (the Interscholastic Athletic Meet, the National Athletic Meet, and the All Japan High School Basketball Tournament (Winter Cup))

This study promotes implementation planning with regional resources and unique characteristics through practical research in Noshiro. The planning tools "logic model" used in this study is based on how to measure the performance of activities and effectively plan making. (Hatry 2004) This abstract aims to report on the results and verification of plan development.

Context description, actors involved

In Japan, in the face of worsening financial situations, people expect public administration to develop efficiently and effectively and implement new sports policies with New Public Management (NPM). For public administration to accomplish this policy making they need civil planning and community development concepts based on sports to stimulate growth in both the financial realms and society at large. Citizens' support is necessary for this policy making to become the driver for success. In order to clarify and enhance city identity as basketball Town Noshiro, city planning and community governance is important.(matsuno-yokoyama,2009) In the same way, It is expected that the partnerships of administration, nonofficial organization and voluntary organization play an important role (Sullivan and Skelcher 2002)

In Noshiro, the community development concept and implementation of *Basketball town Noshiro* started in1989. From 1989 to the present, the city has hosted an annual basketball event, the *Noshiro Cup*. Noshiro built related public facilities, such as a multi-purpose gymnasium (1994) and a sports training camp centre (1995), which indicate the city's commitment to sports. To further develop the sporting environment, they held basketball parties and other games and promotional events. With new ideas, there are always problems to be solved:

- 1) Defining the purpose of the promotion of sports itself and generating public interest
- 2) To clear the main groups or organization and set roles for actions
- 3) To set the time limits for achieving goals and activities
- 4) To connect sports-related activities to community development

Practice description

- Planning Process -

In 2011, the city developed a new strategic ten-year plan and promoted the implementation of the plan by involving various citizens.

To develop the new plan, we held five workshops with 30 committee members (citizens and administrative officer). At the workshops, we divided into 3 groups, each with a problem to consider such as, 'financial impact' (Financial impact refers to the promotion of local economic development), 'social impact' (Social impact refers to the domestic reputation of Noshiro's basketball environment, activities, and ways to increase the number of citizens who are proud of their town) and 'sports impact' (Sports impact refers to ways to encourage team or individual athletic abilities.) We discussed and conducted brainstorming sessions with 'post-it' notes for ideas for the future.

We used a logic model, 'Input-Output-Outcome', to generate structure.

Actions (community activities) → Output

Vision (images of sports town) → Outcomes (Short term, Medium term)

Goal (target to achieve) → Outcome (Long term)

The structure consists of a vision with four main goals to achieve, and many activities linked each goal.

The activities were divided into time limits and possibility of achievement. The structure contains an evaluation system for planning and managing local activities to generate synergism among the economic, social and Sport for Good

sports values as basketball town Noshiro. As a result, the plan consists of a vision, four goals, and more than 60 ideas for proposed community activities. Evaluation is enabled by setting indicators and measurements corresponding to the outcomes.

Implications and learning

Following are the first activity outcomes for 2012:

- 1) The establishment of a mini museum and an increase of staff numbers(administration): 2→4
- 2) A committee network was formed through the plan development process
- 3) Two events (community activities) were conducted by a collaboration of committee members
- 4) Five activities were conducted through community support, projects related to the *basketball town* theme
- 5) The number of exhibitions related to basketball grew: 800→3000

*Gathered from not only Noshiro but all over Japan and other outcomes.

Such efforts need to become more commonplace and refined. This requires further analysis in the future. We will present detailed results of the analyses and implications at a conference.