

Chapter 1

Sports Policy

I. The Acts on Sports

1. The Basic Act on Sport

In June 2011, the Basic Act on Sport was enacted with the comprehensive revision on the Sport Promotion Act for the first time in 50 years. The Act consists of 35 articles and supplementary provisions, and declares in the preamble that “Sport are a universally shared human culture.” It defines sport as athletic competitions and other physical activities performed by individuals or groups for the purpose of “sound development of mind and body”, “retention and promotion of health and physical strength”, “acquisition of mental satisfaction”, and “cultivation of the spirit of self-sufficiency or other mentalities”. Furthermore, the Act defines sport as “crucial for citizens to lead a healthy and fulfilled life in terms of mind and body throughout their lifetime”, and clearly states that living life happily and fruitfully through sports is the right of all citizens.

The Act also states that sport not only have an impact on individuals, but can also develop a sense of unity or vitality of an area, and contribute to recovery of the regional society. It places an emphasis on the importance of Japanese sport players achieving the great success in international competitions. In addition, the Act identifies sport as a key element in the improvement of the international status of Japan. It states that sport can create vitality in our society, contribute greatly to the development of the national economy, and promote global mutual understanding through international exchange, which will contribute greatly to international peace.

The major provisions of the Basic Act on Sport that have been newly established or revised, are as follows:

- Paragraph 5 of Article 2 (Basic Principles) prescribes the promotion of sport for people with disabilities, stating that “sport shall be promoted with due consideration according to the type and degree of disability so that persons with disabilities can play sport voluntarily and proactively.” Articles 3 and 4 clarify the responsibilities of the national government and local governments, respectively.
- Under Article 5, sport organizations must “protect the rights and interests of those who play sport” , “ensure transparency of

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management” , and “endeavor to resolve disputes concerning sport in a prompt and appropriate manner.”

- Under Article 9, the Act requires the Minister of Ministry of Education, Culture, Sports, Science and Technology (MEXT) to formulate a “Sport Basic Plan” , and Article 10 requires local governments to formulate a plan concerning the promotion of sport (a “local sport promotion plan”) making allowance for the Sport Basic Plan and in the context of the actual situation in the area.
- The roles to be played by the sport industry are also defined in Article 18, mentioning the importance of coordination and cooperation between sport organizations and business operators for dissemination of sport and improvement at competition level.
- With regard to sport for people with disabilities, Article 26 states that in order to ensure the smooth holding and operation of the National Sports Games for Persons with Disabilities, necessary support should be provided to Japanese Para-Sports Association and to the prefectures of the venue.

Furthermore, Article 2 of the supplementary provisions refers to the establishment of a sports agency as the administrative organization that comprehensively promotes sports policies.

2. Sports Promotion Lottery Law

In 1998, in order to secure financial resources for sports promotion, the “Act on Carrying Out, etc. Sports Promotion Vote” (commonly known as the “Sports Promotion Lottery Law”) was enacted through legislation drafted by the nonpartisan Federation of Diet Members for Sports. One of the reasons for the enactment of this Act was the necessity for structural reforms in the sports system. Japanese system had relied on public funds and funding from private companies, and has now been suffering from the declining birthrate and aging, as well as the impact of a prolonged slowdown in the economy. Article 21 of the Act specified how lottery revenue should be used and allocated to local government bodies and sports organizations.

The allocation of subsidies from the Sports Promotion Lottery is determined in accordance with the “Basic Policies for Subsidies from the Sports Promotion Lottery Profits” formulated by MEXT. An amount equivalent to 50% of lottery ticket sales is used as prize money for winners, then two thirds of the remaining profit (after deducting management expenses) is used as subsidies for the promotion of sports, while the remaining one third is paid to the national treasury.

In May 2013, the Act on the Sports Promotion Lottery was partially revised to expand the type of football matches that could be bet on (which had previously been limited to the Japan Professional Football League “J. League”). The Act now allows betting on football matches that are held by overseas professional leagues designated by MEXT such as the English Premier League, and the matches which conform to the standards specified by an ordinance of MEXT. A further revision in 2016 increased the ratio of lottery profits that are used as subsidies for local governments and sports organizations from one-third to three-eighths.

3. Act on the Japan Sport Council

Based on the “Act on the National Agency for the Advancement of Sports and Health (NAASH), Independent Administrative Agency” promulgated in 2002, NAASH was established in October 2003. NAASH succeeded to all activities previously allocated to the National Stadium and the School Health Center of Japan, such as the administration of school lunches, school safety and the operation of the National Stadium. In 2012, NAASH has changed its organization name to the Japan Sport Council (JSC) and the Act above is thereby called the “Act on the Japan Sport Council”.

This law defined the purpose of establishing the JSC and the range of its activities; it was revised in 2013 to allow up to 5% of sales proceeds from the Sports Promotion Lottery overseen by the JSC to be applied to the costs of bidding on international sports events or to the maintenance of sports facilities required to host them. This limit was increased to 10% by a 2016 revision, and part of this is currently being used to develop the New National Stadium.

4. Act on Special Measures for the 2019 Rugby World Cup

In July 2009, Japan was selected to host the 2019 Rugby World Cup. In Addition to the event’s national significance as well as its close connection to the preparation and management of the 2020 Tokyo Olympic and Paralympic Games, the “Act on Special Measures for Rugby World Cup 2019” were enacted in June 2015 to ensure that preparations for the event would go well and that it would be run smoothly. These measures include activities such as issuing charitable postcards and dispatching government officials to the organizing committee.

5. Act on Special Measures for the 2020 Tokyo Olympics and Paralympics

In September 2013, Tokyo was successful in its bid to host the 2020 Olympic and Paralympic Games. Considering the significant impact hosting the Olympics will have on Japan, the “Act on Special Measures for the 2020 Tokyo Olympics and Paralympics” were enacted in June 2015 to ensure that preparations for the event would go smoothly. These measures include activities such as issuing charitable postcards, dispatching government officials to the organizing committee, establishing an Olympic Promotion Office, and making government assets (the JGSDF Asaka Exercise Area, Kokyogaien National Gardens, and Kitanomaru Garden) freely available to use.



II. Sports Administration System

1. Sports Administrative Organizations

The promotion of sports in postwar Japan has been led primarily by administrative organizations such as MEXT (formerly the Ministry of Education, Science and Culture) and the Boards of Education in each local government as part of a larger educational administration system (Figure 1-1). MEXT has been responsible for wide range of policies, including those related to school sports and physical education, and activities of school

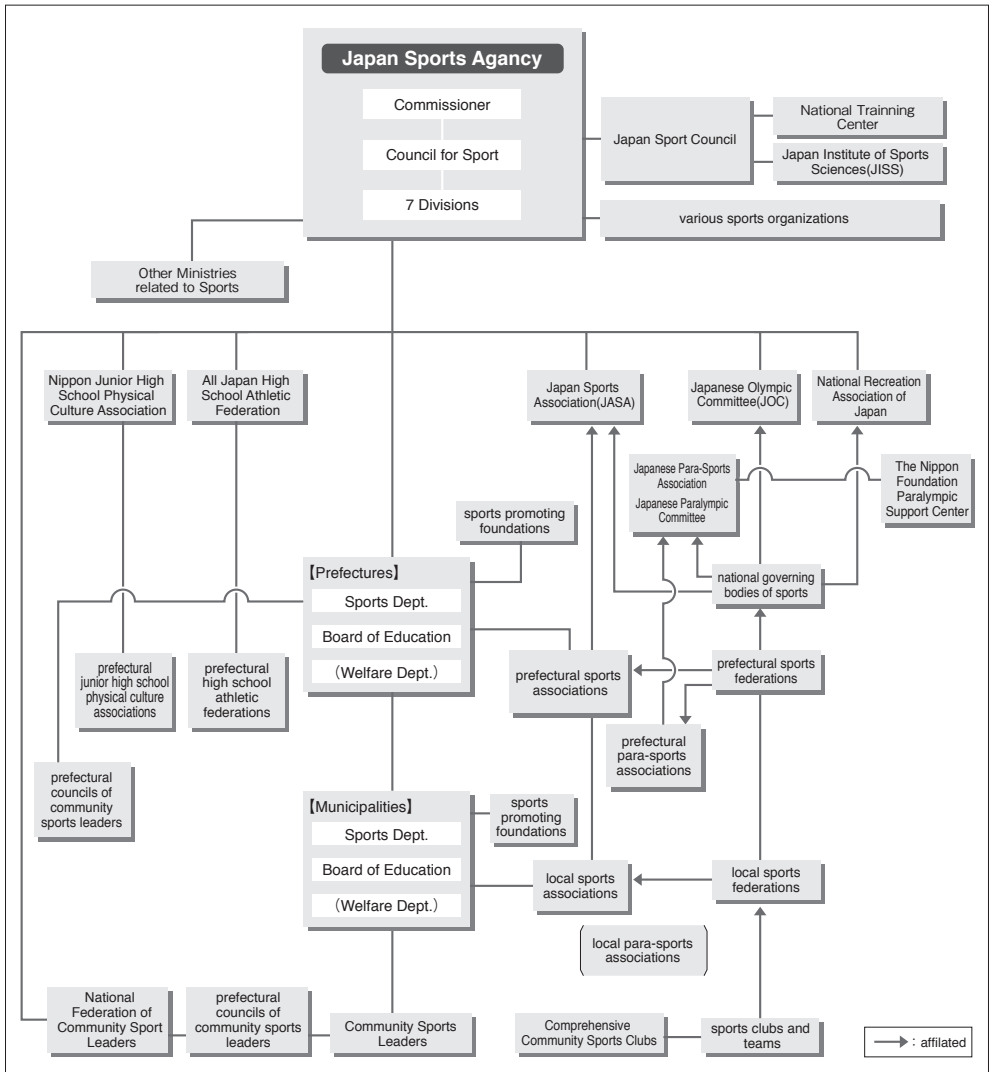


Figure 1-1 Sports Administration Structure in Japan

clubs as well as regional sports. They are also responsible for hosting and participating in international sports competitions such as the Olympics and Paralympics and the FIFA World Cup and enhancing high performance sports.

Professional sports are not under the direct jurisdiction of MEXT, however, the Nippon Professional Baseball Organization (NPB), the Japan Professional Football League (J. League), and the Japan Professional Sports Association were all once under the jurisdiction of MEXT and carry the influence of its methods of sports administration. At present, due to the reform of the public interest corporation system, these organizations are administered by the Cabinet Office. Moreover, many industries responsible for sports goods and equipment, leisure industries such as golf course, ski resorts and bowling alleys, and health service industries such as fitness clubs are administered by Ministry of Economy, Trade, and Industry (METI).

Furthermore, the Ministry of Health, Labour and Welfare (MHLW) administers several services including: businesses promoting health and physical strength in municipalities; long-term care and preventive services pursuant to the “Long-term Care Insurance Act”; events including the National Health and Welfare Festival for the Elderly ; promotion of sports and physical activities from the perspectives of fitness, health and social welfare. The Ministry of Land, Infrastructure, Transport and Tourism (MLIT) is responsible for the maintenance of sports facilities such as sports/multipurpose parks used for the National Sports Festivals, and the Japan Tourism Agency of MLIT is in charge of promoting sports tourism. As is seen here, a large number of government offices are involved in the promotion of sports.

Japan Sports Agency: The Leader of Sports Administration

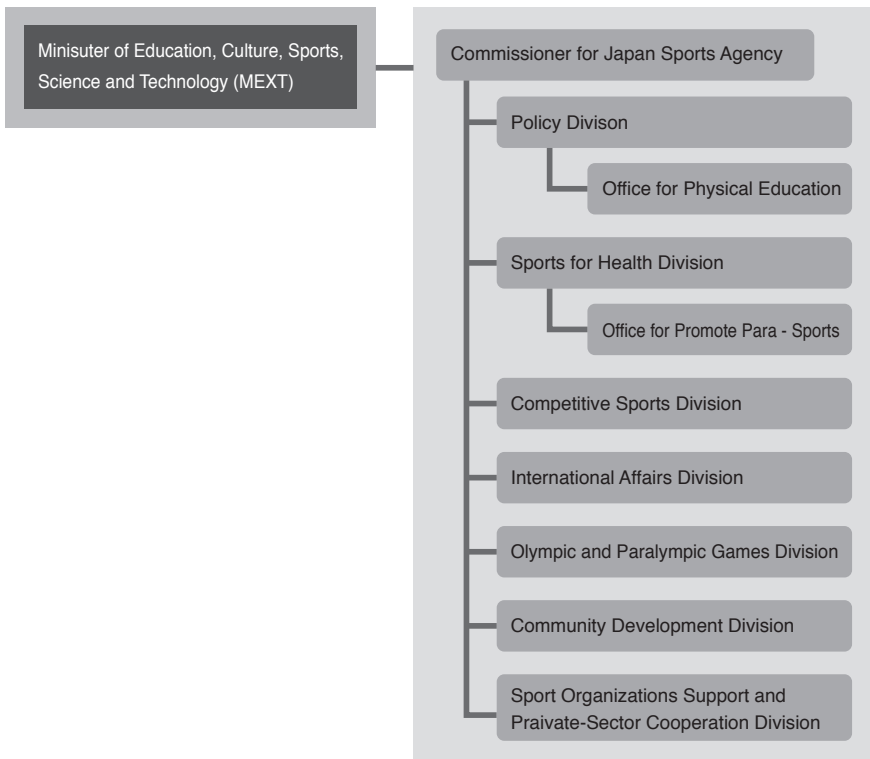
Sports administration in Japan involves a large number of ministries and government offices. In recent years, the expectation that a multitude of benefits can be achieved through sports has led to the comprehensive promotion of sports policies that span over several different fields, and the sports administration is expected to increase the effectiveness of those policies. In this context, “comprehensive review of the modality of administrative organization for promotion of the measures concerning sport” was stated in Article 2 under the supplementary provisions of the Basic Act on Sport enacted in 2011. Moreover, in September 2013, Tokyo was awarded to host the 2020 Olympic and Paralympic Games (Tokyo 2020), creating favorable conditions for the establishment of the Japan Sports Agency (JSA) in October 2015.

The JSA was created by expanding MEXT's Sports and Youth Bureau into an external bureau and is led by a commissioner, a deputy commissioner, a director-general, and a deputy director-general. The four divisions of the Sports and Youth Bureau were reorganized and expanded into the JSA's seven divisions (Figure 1-2). The number of personnel was also increased from 76 to 121, with 23 of the staff members being reassigned from other ministries or government offices.

Major renewal of division by establishing Japan Sports Agency

1. Transition from "Sports Promotion Division" to "Sports for Health Division"

A division was established for promoting health through sports by utilizing expertise on preventative medicine when popularizing sports and developing regional sports clubs. This division also promotes disability sports through its Office for Promote Para-Sports (although authority was transferred from the MHLW in 2014, prior to the creation of the JSA).



Japan Sports Agency (2015)

Figure 1-2 Organization Chart of Japan Sports Agency

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2. Establishment of the International Affairs Division

Established as an expansion of the programs previously overseen by the Competitive Sports Division, the newly created International Affairs Division is responsible for international contribution via sports, as well as active participation in the global sports world by training and dispatching personnel.

3. Establishment of the Olympic and Paralympic Games Division

An Olympic and Paralympic Games Division was created to ensure the success of Tokyo 2020 by coordinating with the various sports organizations and promoting the Olympic Movement. This division will cease to exist once that event concludes.

4. Establishment of the Community Development Division

A new Community Development Division was created to oversee the creation of diverse locations where sports can be played and the vitalization of communities through sports.

5. Establishment of the Sports Organizations Support and Private-Sector Cooperation Division

A new Sports Organizations Support and Private-Sector Cooperation Division was created to oversee areas such as the improvement of sports organizations governance, training of sports personnel and coaches, support of athlete career paths, and promotion of coordination with industry.

Physical education and sports-club activities at schools, domains which were previously controlled by the Sports and Youth Bureau, are now under the Policy Division's Office for Physical Education. Control of policies that were overseen by other government agencies prior to the creation of the JSA have not yet been transferred to it. The JSA has come to play a central role in sports administration as it works to coordinate policies between the various ministries.

2. Major Sports Promotion Institutions in Japan

In addition to administrative organizations, a number of public interest corporations such as the Japan Sport Council (JSC), the Japan Sports Association (JASA), the Japanese Olympic Committee (JOC) and the National Recreation Association of Japan (NRAJ) play a significant role in the promotion of sports. Their roles include enhancement of high performance sports, provision of subsidies for promotional activities, and development of a better understanding of the value of sports.

The JSC strives to promote sports and improve physical health of school children through the following activities; management of sports facilities such as the Yoyogi National Gymnasium, construction of the New

National Stadium, conduct of various research projects at the Japan High Performance Sport Center, support for sports promotion through operation of the Sports Promotion Lottery, and payment of necessary benefits in the case of accidents that occur to students under the supervision of schools. The JASA, JOC and NRAJ preside over various sports associations such as sports organizations in the all 47 prefectures and are incorporated into the national administrative system which controls sports policies. These policies concern issues such as the improvement of Japan's international high performance, the training of sports instructors, and the development of regional sports clubs to enhance physical fitness for children.

The Japan Anti-Doping Agency (JADA) was established in 2001 as an institution to promote, educate and coordinate anti-doping activities in Japan. As a contracted party of the World Anti-Doping Code (WADA Code), JADA implements the Japan Anti-Doping Code which is consistent with the WADA Code. The Japan Sports Arbitration Agency (JSAA) also contributes to the promotion of sports through improving sports environments, encouraging athletes to compete fairly with one another and through other awareness-raising activities.

3. Sports Administrative Organizations in Local Governments

Sports Administrative Organizations in Prefectures and Municipalities

Until recently, the regional Boards of Education were principally in charge of all duties involved in sports administration for each prefecture and municipality. This was due to Article 23, item 13 (Duties and Authority of the Board of Education) of the “Act on the Organization and Operation of Local Educational Administration” (hereinafter referred to as the “Local Educational Administration Act”), which stated that the Boards of Education were to supervise and execute the operation of policies related to sports. However, under Article 4 of the Basic Act on Sport, it is now prescribed that “local governments are responsible for establishing and implementing measures concerning sport which are appropriate to the characteristics of the area voluntarily and independently, while maintaining coordination with the national government.” Furthermore, because of the special provision added to the Local Educational Administration Act (Article 24-2, “Special Provision on Duties and Authority”) after its partial revision in 2007, it has become possible for the heads of local public bodies to supervise and administer affairs related to sports that had been under the jurisdiction of the Boards of Education. As a result of this greater flexibility, administrative affairs have been transferred from the Boards of Education and been placed under the mayors or governors in many local governments.

As of October 2016, 24 prefectures out of 47 have placed the sports administrative department within their board of education, while 23 have placed the department within the governor's office. Among the 20 ordinance-designated cities¹ in Japan, only three - Sagamihara, Nagoya, and Kobe - place the sports administrative department within the board of education, while the remaining 17 place the department under the purview of the governor. On the other hand, according to the "All Municipalities Survey on Sports Promotion" (2016) conducted by the SSF, when excluding ordinance-designated cities, over 85% of the 1,168 municipalities place the sports administration department within the board of education. As for the municipalities with smaller populations, the sports administrative departments continue to be included within the board of education, even after the revision of the Local Educational Administration Act.

By transferring authority of the sports administrative department from the board of education to the governor's office, prefectures and municipalities are attempting to not only increase the efficiency of sports-related business, but also to improve coordination with other administrative areas such as culture, tourism, social welfare, and community development. To promote sports administration within the government in a unified and comprehensive manner, in October 2015 the government established the "Japan Sports Agency" as an external bureau to MEXT to serve as the central authority for all relevant ministries and government offices. This may have an additional impact on the ways in which prefectures and municipalities handle sports administration.

Organized by the JSA, the Prefectural and Designated-City Sports Administrators Conference held in January 2016 made it clear that departments responsible for managing sports(excluding physical education at schools) within municipalities—whether or not situated in boards of education or governors' offices—should utilize new methods such as formulating fundamental principles, and hold comprehensive training conferences to place their sports administration apparatuses squarely within the basic policy framework established by their governors; thus, enhancing the diverse merits of sports as defined in the Basic Act on Sport within municipalities as well. It is essential that sports administration departments coordinate their efforts closely with other departments, such as those in charge of community development, park management, social welfare, and health promotion.

¹ An ordinance-designated city is a Japanese city that has a population of greater than 500,000 and has been designated as such by an order of the Cabinet. As of September 2017, there are 20 ordinance-designated cities.

In addition, prefectures and municipalities are working to actively promote sports through large-scale international events such as the Rugby World Cup™ 2019 and the Tokyo 2020, as evidenced by the creation of a Rugby World Cup Section in Saitama Prefecture's Department of Public Services, an Olympic and Paralympic Division in Kanagawa Prefecture's Sports Bureau, and a Rugby World Cup 2019 Promotion Office in the General Planning Department of Kamaishi City, Iwate Prefecture.

Local Quasi-Government Corporations and Public Foundations Related to Sports Promotion

In many prefectures and ordinance-designated cities, quasi-government corporations and public interest corporations have been established, playing a part in the promotion of sports and complementing the work of local government related to sports. These extra-government organizations usually receive financial assistance from the relevant local government at the time of their establishment. However, how such organizations are funded and the amount or ratio of government contribution varies depending on the organization. The establishment, operation, budgetary and human resources, as well as financial audits and the like, are prescribed by the "Local Autonomy Act."

When the Local Autonomy Act was partially revised in September 2003, the management of public facilities (sports facilities, city parks, cultural centers, social welfare facilities, etc.) switched from the "Operation Consignment System" to the "Designated Administration System", which was further enacted in September 2006. Under the former "Operation Consignment System", the management of public facilities was under the direct control of the local government, or was consigned only to those public foundations and corporations that were funded by the local government. However, with the revised system, such work may now be conducted either by the local government or by a designated administrator who has been selected through public advertisement. Applicants may include private businesses such as stock companies, public interest corporations, NPOs and voluntary basis organizations.

Due to this revision, many quasi-government corporations or public foundations that had been in operation primarily for the management and operation of public sports facilities have been forced to review their business activities and organization structures. The number of prefectures containing quasi-government corporations or public foundations has been steadily decreasing: from 25 prefectures in 2000 to 23 prefectures in 2005, and then to 18 prefectures in 2010 and 15 prefectures in 2016.

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As of August 2016, eight of the 20 ordinance-designated cities have quasi-governmental corporations or public foundations. As with similar entities at the prefectural level, these organizations have played a certain role in the regional promotion of sports, although in some cases they have merged with sports associations (Yokohama) or other quasi-governmental corporations (Sapporo).



III. Measures of the Japan Sports Agency

1. JSA Measures and the Sport Basic Plan

JSA measures are based on the Sport Basic Plan, which was established in March 2012 by Article 9 of the Basic Act on Sport. This plan indicates the fundamental course of action for sports policies over a ten-year period, starting from 2012, and contains a set of measures outlining the systematic and comprehensive efforts for the first five years.

The Sport Basic Plan listed seven themes for the five-year period from 2012–2016, striving to actively promote sport and make Japan a Sport Nation. (a) Increasing sport opportunities for children; (b) Promotion of sport activities in line with the life stage; (c) Improvement of community sport environments where residents can actively participate; (d) Training human resources and developing the sport environments in order to enhance international competitiveness; (e) Promotion of international exchanges and contributions through bids for and hosting of international competitions such as the Olympic and Paralympic Games; (f) Improvement of the transparency and fairness/equity in the sport world; and (g) Creation of a virtuous cycle in the sport world. Within these seven broad themes, the plan had 19 narrower policies (e.g. promoting plans that improve children’s physical fitness starting from early childhood,) which contain a total of 165 specific measures to be implemented.

In March 2017, the JSA had revised the Sport Basic Plan. The plan for the second five-year period beginning in April 2017 consist of four core policy goals: (a) expanding the number of people who do, watch, and support sports as well as improving facilities and personnel training to make that a reality; (b) using sports to create a vigorous society whose people are connected by powerful bonds; (c) developing a strong and sustainable environment and training system that will improve international competitiveness; and (d) raising the value of sports by promoting clean and fair sporting events. These four themes are similarly subdivided into 19 narrower policies which contain 139 specific measures to be implemented.

Sport and Regional Revitalization

In addressing the overconcentration of people in Tokyo, the revitalization of regional communities and balanced development across the country has consistently been an important policy issue since the end of the Second World War. In other words, it is a problem for which no fundamental solution has been found, even as the issues faced by society and the economy have evolved over the decades. A report released after the

reshuffling of the Second Abe Cabinet in September 2014 caused quite a stir when it indicated that around half of Japan's municipalities could cease to exist if the country's current trend of shrinking population continued. This prompted the administration to formulate a comprehensive "community development" strategy based on the future population estimate for each region, and to enact policies under which the national government would provide financial assistance for promoting specific measures within that strategy.

Creating jobs is an essential part of regional revitalization policy, and there is increasing hope in sports-related employment and industries as a way of revitalizing communities. Discussions regarding income through sports took place at the Future Sports Development Conference. The government's growth strategy itself indicates a goal of increasing the GDSP (see page 71) from JPY5 trillion to JPY15 trillion.

Promotion of Host Towns for Tokyo 2020

The Cabinet Secretariat's Headquarters for the Promotion of the Tokyo Olympic and Paralympic Games is working not only on the preparation and support of the event itself, but also on ensuring that the effects of the Olympics will spread throughout Japan and leave a continuous legacy in each region. One of those initiatives is the promotion of host towns. Under this policy, the government registers municipalities that promote cultural and economic exchange with participant countries and regions in the Olympics, and the government will provide support in the form of funding, temporary personnel assignment, and information sharing. The goal of the policy is to achieve regional revitalization that will continue after the end of the Olympics by creating an inclusive society, improving education and culture, and promoting community sports, globalization, and tourism. As of December 2016, a total of 138 regions have been registered.

Another initiative is the "Pilot Project for Creating Opportunities through Culture". The Olympics are not merely a sporting event - it is also a cultural festival, which means that the host cities are obligated to implement cultural programs. The organizing committee and the Agency for Cultural Affairs are aiming for 200,000 cultural programs with a total of fifty-million participants nationwide by the time the Games begin in 2020. Although this project (32 programs as of December 2016) is subsidized by the government, the policy includes an application requirement that ensures programs are not simple one-off events but are instead designed to continue even after the Olympics, leaving a legacy for future generations.

In addition to these, there are also other initiatives which aim to utilize international mega-sporting events held in Japan in the revitalization of communities and are being unveiled by various municipalities, such as the National Governors' Association, the Mayoral Alliance for Regional Revitalization through the Tokyo 2020 Olympic and Paralympic Games, the Kyushu Regional Strategy Conference, and other entities.

2. Policies on Sports Tourism and Governmental Support

Since the year 2000, the tourism industry has been gaining attention as an avenue for revitalizing local economies and creating new jobs. To create appealing tourist attractions that are competitive on a global level, the Japan Tourism Agency has been promoting initiatives that focus on new, community-based tourism. Among these, one policy that the entire government is pushing relates to the promotion of sports tourism.

The current status of sports tourism as well as its future were discussed at the first Liaison Conference for the Promotion of Sports Tourism, which was held on May 18, 2010. Professional and competitive sports organizations, tourism associations, media, and local governments were invited to the conference, and in attendance were individuals representing the Ministry of Land, Infrastructure, Transport, and Tourism; the Japan Tourism Agency; the Ministry of Internal Affairs and Communications; the Ministry of Foreign Affairs; the Ministry of Education, Culture, Sports, Science, and Technology; and the Ministry of Economy, Trade, and Industry. These conference members were divided into four working teams, each of which tackled a different area: designing sports tours, improving ticketing, promoting globalization and international exchange, or increasing the appeal of facilities. The teams recognized the problems faced in their respective areas and developed solutions for dealing with them. Discussions within the teams and at the conference were integrated into the Basic Policy to Promote Sports Tourism formulated in 2011.

With the creation of this basic policy, the primary objective of the Liaison Conference had been accomplished, but more deliberation was needed regarding the precise form were organizations that promote sports tourism should take. That debate led to the concept of creating a central organization that will support the local promotion of sports tourism by coordinating those efforts, which prompted the government and the private sector to begin working together. This led to the establishment of the Japan Sport Tourism Alliance (JSTA), which registered as a general incorporated association in April 2012, and currently serves as a hub for the promotion of

sports tourism in Japan.

The enactment of the Basic Act on Sport in 2011 also increased opportunities for sports tourism. The act states that sports play a role in not only the traditional areas of education and health promotion, but also in the revival of regional communities and the revitalization of society and the economy. Furthermore, sports tourism is given attention to in government sports policies as well—initiatives aimed at creating opportunities for travelers to enjoy sports at their destinations, as well as the establishment of a coordinating organization that works to stimulate communities through sports tourism, are both referred to within the Sport Basic Plan (2012) measures for promoting sports activities that match people’s life stages, coordinating community sports with businesses and universities, and bidding on and hosting international competitions such as the Olympic and Paralympic Games.

This demonstrates that, in addition to the tourism administration, the sports administration is also taking notice of sports tourism. Moreover, the fact that Japan was selected to host the Rugby World Cup 2019 and the 2020 Olympics has led to a rapid proliferation in the number of local governments hosting their own sports events or trying to entice visitors through sports lodging. Until now, the national government and local municipalities have kept their sports promotion and tourism promotion separate, but recently there is a movement in establishing offices that jointly administer these two as well as other related areas. Promoting sports tourism will require coordination and cooperation between not only sports organizations and sports facilities, but also a diverse group of interested parties, including travel agencies, lodging facilities, law enforcement, the media, and local sports volunteers.

Sports Commissions in Japan

A sports commission is an interface that connects competitive sports organizations and the rights-holders of sporting events with municipalities to maximize the various benefits that sporting events bring. These include both economic benefits—inducing consumption, spurring investment, etc.—and social benefits such as recognition for the host area, an improved sense of community, and the accumulation of knowledge and human resources related to event management. The point of creating a sports commission is to uncover the hidden potential of communities and to establish centralized control of resources and rights that had previously been maintained by separate entities. Consideration of management and marketing is indispensable for accomplishing this objective.

It is possible to, for example, hold events that utilize the existing resources of an area, such as trail runs that take advantage of natural terrain and triathlons that use oceans and lakes, but doing so requires a broad management strategy that spans a wide range of fields, including coordination between municipalities and athletic organizations, policing and traffic control, and environmental and safety measures. Marketing is also a critical part of realizing the economic and social benefits created by incorporating the relatively unknown community events and festivals of a community into sporting events, and getting people from outside the area to participate in and watch them.

Another important role of the sports commission is to entice sporting events and training camps, and there are great hopes for hosting pre-games camps related to the Rugby World Cup 2019 and Tokyo 2020. In addition to create a sort of reputation as a mecca for that field, when trying to attract training camps it is essential to establish a centralized management system that aggregates data and includes a variety of athletic organizations—a “one-stop service,” so to speak. A sustainable system are needed for bidding and hosting events to ensure that these are not merely one-off occasions. In brief, sports commissions should continually acquire knowledge about managing events in order to create and discover more business opportunities.

Regional Sports Commissions

As of September 2016, there were 23 organizations in Japan that correspond to regional sports commissions. Although their exact forms vary by municipality, its department is categorized into either an administrative department or non-administrative department. Administrative departments are organizations that are primarily established within the office of the head of government through methods such as combining the sports department and tourism department. Administrative departments are advantageous as they facilitate cooperation with other departments and related organizations in their municipal governments, make it easy to coordinate the usage of public sports facilities, including leveraging their position as official entities to build a network with neighboring municipalities.

Non-administrative departments are generally private organizations—those whose parent body is an sports association, tourism association, private corporation, or university, for example, or organizations with a legal status such as a general incorporated association or NPO. The circumstances of their creation differ by organization, but these organizations are often established at the direction of an administration then placed outside of it. Some advantages of non-administrative organizations are their ease in

coordinating with private companies and organizations as well as their quick decision-making, which make it easier for them to develop a variety of projects.

