

Map Opposite depicts Natural Log of CO₂ Emissions, Created by Author using QGIS 3.22; data provided by EDGARv6.0, Crippa et al. (2021), and DOI EDGARv6.0 -(https://edgar.jrc.ec.europa.eu/dataset_ghg60#conditions)

Crippa et al. - Crippa, M., Guizzardi, D., Schaaf, E., Solazzo, E., Muntean, M., Monforti-Ferrario, F., Olivier, J.G.J., Vignati, E.: Fossil CO2 and GHG emissions of all world countries - 2021 Report, in prep.

DOI- Crippa, Monica; Guizzardi, Diego; Muntean, Marilena; Schaaf, Edwin; Lo Vullo, Eleonora; Solazzo, Efisio; Monforti-Ferrario, Fabio; Olivier, Jos; Vignati, Elisabetta (2021): EDGAR v6.0 Greenhouse Gas Emissions. European Commission, Joint Research Centre (JRC) [Dataset] PID: http://data.europa.eu/89h/97a67d67-c62e-4826-b873-9d972c4f670b

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Executive Summary

Following a divergent-convergent framework, our team has identified a number of potential solutions, and expounded on two. We have identified factors that help or hinder Zero Carbon Hokkaido across the international sphere, within local governments and businesses, and among the broader Japanese population. Based upon these factors, we brainstormed just under a dozen broad helpful activities. From these ideas, we have drawn out two promising ideas—*Sister Cities* and *Communications Plan Sapporo*—for deeper analysis with the goal of providing a guide for implementation.

Approach

We adopted a generalized divergent-convergent group process based on the Army's *Red Team Handbook¹* and team member experience in planning teams and public management classes. Our work has comprised resource-gathering, defining the problem, and brain-storming solutions, all of which are divergent analysis. Divergence prioritizes idea-generation over thorough vetting, intending to generate more ideas for later (convergent) weeding-out. Our resource-gathering aligned with the month of January and entailed the gathering of quantitative and qualitative data, with a heavy emphasis on the latter. Team members used open-source data and collected several studies on Japan's Energy dynamics and green-energy policy. After gathering problem components earlier, we defined the problem in February. We then used the problem statement to generate potential solutions, and evaluated those solutions informally. We chose the most promising pair of solutions, and thought of executable approaches for implementation.

Problem Factors

We perceive that factors that affect Hokkaido's zero-carbon goal fall into four categories. These categories are International Factors, Businesses, Local Government, and Population.

International Factors

International factors make investment in green energy in Hokkaido less desirable. This mirrors a larger international decline in investment resulting from inflationary pressure and instability stemming from conflict in Ukraine. They might feel this pressure acutely in Hokkaido, stemming from their geographic proximity to the historically disputed northern territories, which have disputed sovereignty between Japan and Russia. Recent tensions, most notably Russian aggression in Ukraine, have increased these geopolitical concerns. This leads to not only more unstable investment environments but increasing energy prices, which are a specific concern to a

¹ *The Red Team Handbook*, 9th ed. (University of Foreign Military and Cultural Studies Center for Applied Critical Thinking: U.S. Army TRADOC G-2), accessed April 25, 2022,

https://usacac.army.mil/organizations/ufmcs-red-teaming/schedules-and-handbooks.

country that imports a large proportion of energy². The effect of this impact of international factors on the Japanese Economy is the Exchange Rate, which as depreciated from 115 Yen/USD on March 1st, 2022 to 128 Yen/USD on April 21st, 2022, constituting an 11% change.³ This affects not only Japanese USD-denominated foreign debt, but also might lead to negative effects on foreign investment.

Businesses

Since carbon's deleterious effects are a negative externality (businesses are not responsible for the upfront costs of carbon emissions and therefore over-emit beyond socially optimal quantities), businesses typically do under-invest in green energy and under-appreciate the benefits it can yield.

In Hokkaido, this trend towards under-appreciation of negative externalities is being addressed by government investment in research and development, leading to a 'prototype' level of green economy. Small-scale innovation funded or subsidized by the government characterizes such an economy.⁴ The government of Hokkaido, and Japan in general, fund these efforts hoping to spur a virtuous cycle of green energy and projects within the next two decades.

One critical area is electric vehicles. In this area, Japan must explore prototypes of alternative-energy vehicles. This is because of public wariness of nuclear power borne out of the Fukushima disaster and skepticism of the effectiveness of the more standard electric vehicle models being pursued in other countries.⁵ Such research would also benefit Japan's power grid, which would avoid the additional draw of electric vehicles. Parallel trends in energy diversification and a rise in electric vehicles might overload the Japanese grid, causing a problem to both trends.

Local Government

Local government, here representing both municipal and regional government, is leading the charge on green energy solutions. A lack of trained personnel hampers them in their efforts. This training deficit includes green energy policy, city planning, and program evaluation.⁶

⁴ D'AMBROGIO Enrico, "Japan's 2050 Goal: A Carbon-Neutral Society," n.d., 5.

⁵ Ben Dooley and Hisako Ueno, "Why Japan Is Holding Back as the World Rushes Toward Electric Cars," *The New York Times*, March 9, 2021, sec. Business, https://www.nytimes.com/2021/03/09/business/electric-cars-japan.html.

² Leika Kihara, "Japan's Wholesale Prices Rise at Record Pace; Ukraine to Spur Prices Further," *Reuters*, March 10, 2022, sec. Asian Markets,

https://www.reuters.com/markets/asia/japans-feb-wholesale-prices-rise-record-annual-pace-soaring-fuel-costs-2022-03-10/.

³ "Japanese Yen - 2022 Data - 1971-2021 Historical - 2023 Forecast - Quote - Chart," accessed April 25, 2022, https://tradingeconomics.com/japan/currency.

⁶ Emma Saraff, "Local Decarbonisation in Japan" (EU-Japan Centre for Industrial Cooperation, 2021), 40, https://www.eu-japan.eu/publications/local-decarbonisation-japan-municipalities-regions-and-clusters-road-carbon-n eutrality.

National energy strategy also complicates the problem for local government; both in the division in the Japanese power grid that makes it hard to transfer power flexibly⁷ and by a large push for nuclear energy that is likely to meet with resistance at the local level⁸. The latter would put local government in a mediating role, which is inefficient.

One additional factor, specific to our research, is an analysis of Sister Cities programs that currently exist in the region of Hokkaido. The data was collected by the authors and is displayed in Annex A: Sister Cities Data. We have found a record of 23 sister cities programs that operate within the Hokkaido Prefecture, besides two sister state relations. The latter are between Hokkaido and Massachusetts and Hawai'i. Of the sister cities programs, nine appear to be dormant or otherwise untended and unmanaged. Of the remaining 60% that have a website or contact authority, we found a variety of different activities and models of exchange. The most common model was student exchanges, followed by donations of money following the 2018 earthquake in Hokkaido. After these two, Asian-themed festivals were the most popular form of celebrating the sister city relationship. Of note, only five sister cities possess social media accounts through Facebook, while no municipal or private entity specific to the sister city relationship sponsored a Twitter account. This represents a lag in communications ability, and a low-cost opportunity to increase amplification of green energy efforts by mentoring these

5.0~10.0%*

organizations to close the gap. These activities, and this program, offer opportunities to highlight green energy efforts on either side of the Pacific Ocean.



nups.//www.reuters.com/world/asia-pacific/japan-pins-nuclear-pusit-races-resistance-anead-election-2021-10-2//.

Population

Japan on the whole is experiencing a trend towards urbanization, although Hokkaido is not experiencing this trend as acutely. Based on census data from the 2020 Japan Census⁹, most areas in Hokkaido have declined in population since 2015. For most municipalities, this decline was by an average of 5%. Some municipalities, however, have in fact increased. Population growth is most apparent (see figures 1 & 2 above) around the Sapporo Area, and to a lesser extent near Asahikawa. Although not all growth is centered on large population centers, the concentration of growing municipalities around Sapporo suggests an overall trend towards urbanization, or at least movement away from Hokkaido's rural areas. This does not consider the effects of COVID on these trends.

Some other highlights from our research were fear of possible environmental damage from a movement towards green energy,¹⁰ as well as resistance towards nuclear energy. We believe that the former effect might be more prevalent in Hokkaido given its more pristine and economically important hinterland, compared to the country at large. The relative lack of heavy industry in Hokkaido would suggest instead an approach that focuses on the population and their individual energy consumption.

Solution Brainstorm

After brainstorming, our team generated nearly a dozen potential activities that would enable the U.S. Consulate Sapporo to support Zero Carbon Hokkaido. These solutions lent themselves into four types: training, information, partnerships, and economic help. We've left the solutions below broad so that we could prioritize the most promising two. We've included the rest below to keep a record of alternate ideas. We evaluated these ideas informally and selected the most promising for detailed analysis in the following section.

Training

This describes activities that involve training key individuals in Japan on techniques that may assist them in their work. Although Consulate Sapporo may not train them directly, we reasoned they may connect training programs in the United States or Japan with needing parties in Sapporo. We found a few key job titles that may benefit from U.S.-located training. Public relations training, specifically on issues surrounding the transition to green energy, may help government and business personnel to craft effective messages and narratives surrounding Zero Carbon Hokkaido. Green city planning training may help government officials in Hokkaido manage urbanization in a way that supports national efforts to make greener cities.

⁹ "Rate of Population Change from 2015 to 2020.pdf" (Statistics Bureau of Japan, n.d.), https://www.stat.go.jp/english/data/chiri/map/index.html.

¹⁰ Saraff, "Local Decarbonisation in Japan," 40.

Information

This describes activities that bring broader knowledge to communities. Some would leverage Consulate Sapporo's position as a somewhat-neutral party, such as sponsoring an **external climate report** at the national, regional, or even entity-specific level to help companies see themselves in their efforts, in ways that support the local government. This idea is controversial, however, and carries the risk of being misinterpreted as hostility or competition. Other ideas were more media-driven, such as **highlighting green communities or individuals**, to share working ideas. Although less tailored and potentially less effective, a more economical method would be to encourage green practices by **spreading general green-energy lifestyle tips and otherwise encouraging green practices**. A very specific idea in this vein would be some sort of **digital tool** or app that would allow citizens to see average energy costs, allowing them to benchmark their own efforts and results.

Partnerships

This describes activities that foster connections between Japanese and American parties, such as businesses or government officials. Consulate Sapporo is in a perfect position to bring this sort of support to the table, but may struggle with providing enough incentive to American partners to make the partnerships durable. One of these ideas was improving the **Sister Cities** connections that Hokkaido and the United States share and using this as a forum to connect interested parties across local governments, businesses, and non-governmental organizations from respective states and prefectures. A more targeted version of this idea would be to limit it to **university connections** to foster communication between experts in each states' universities so that experts in either school can reach across the ocean for knowledge.

Economic Assistance

This describes activities that focus on linking financial sources in America with partners in Japan. It differs from partnerships by the focus on the monetary element. Consulate Sapporo specifically may not be in the best position as a government agency to set up business transactions or relationships, but this would support the Department of States' objectives of fostering economic ties between our countries. One idea in this vein is **private-public partnership**, or linking philanthropic or private businesses to sponsor municipalities, or individuals who show entrepreneurial ideas that support Japan's goals. A very broad idea was to serve as a **hub for information about American grants or international funds** meant to support green-energy projects, hoping to connect Japanese citizens with applicable resources. A final, traditional idea might be to **facilitate investments** by canvasing American businesses or highlighting Japanese companies that show promise in green initiatives.

Suggested Solutions Introduction

Looking across our spectrum of potential solutions, two stood out as especially worthy of further research pending Consulate Sapporo's objections or input. The ideas of *Sister Cities* and *Communications Plan Sapporo* both stood out as low-cost, within-scope options that would help amplify the efforts of our Hokkaido partners without being seen as competitive. Both would help bring our two nations closer together in search of shared green energy goals and hold the

potential to facilitate localized exchanges and partnerships that enable both countries to strive towards these goals.

Sister Cities

Introduction

Sister Cities exist currently for many cities in Hokkaido, who are paired at the municipal level with cities from across the United States. Hokkaido itself shares a relationship with the State of Massachusetts, although that relationship and it's two city-level relationships appear to have fallen dormant. We see this trend across several other sister cities pairs, where the relationship waxes and wanes over periods of time, being active for a few years and then trailing off. The potential for municipal-level collaboration and cooperation could be very large. For Consulate Sapporo, fostering connections between cities in Hokkaido and the United States falls would be a powerful way to engage grass-roots, green energy activism and build the relationship between our two countries, while helping both. Doing so would be within the responsibility and resources of the Consulate, making it a realistic goal. However, it is not without challenges. Sister Cities are managed (if they are managed) at the city level; they rarely answer to a higher entity and thus are hard to motivate towards action if dormant. Likewise, they depend on the goodwill and engagement of the respective citizens in each city. Thus, our options focus on motivating these pairs efficiently, by either reducing the effort needed to keep the relationship going through online forums, deliberately mediating and motivating existing sister cities by highlighting share green energy goals, or suggesting new relationships based on emergent similarities that might be durable in helping Hokkaido reach their green energy goals.

Analysis

We have found a record of 23 sister cities programs that operate within the Hokkaido Prefecture, besides two sister state relations. The latter are between Hokkaido and Massachusetts, and Hawai'i. Of the sister cities programs, nine appear to be dormant or otherwise untended and unmanaged. Of the remaining 60% that have a website or contact authority, we found a variety of different activities and models of exchange. The most common model was student exchanges, followed by donations of money following the 2018 earthquake in Hokkaido. After these two, Asian-themed festivals were the most popular form of celebrating the sister city relationship. These activities, and this program, offer opportunities to highlight green energy efforts on either side of the Pacific Ocean.

Of the 25 total programs (this includes the two sister-state programs), Social Media presence is a marked deficiency and an opportunity. Only five programs have Facebook sites, one of which is managed at the state level. The remaining 20 programs have no social media presence at all beyond posting pictures on their websites. Not a single organization mentioned a link to a twitter account. This presents an opportunity for Consulate Sapporo, as mentoring programs unofficially to create a social media presence would make it possible to amplify green energy successes on both sides. Encouraging a social media presence might also create a low-cost, somewhat durable connection that doesn't currently exist.

Sub-option A - Online Forum

Another option for the U.S. Consulate in Sapporo is to create an online forum to share between sister cities. In this online forum, cities could collaborate and share different initiatives or ideas they have to reduce carbon emissions. City officials, local scientists, and researchers in each area would receive access. If there are large universities in one city, we encourage them to join as well. The online forum would be open to all, but only certain people would have the ability to post and write. The website can be modeled off of the "Global Climate Forum".¹¹ This is a global forum that comprises NGO's, institutions, and individual researchers.¹ The sister cities form would be designed on a much smaller scale, but would include any sister city under the Sapporo Consulate region. To accomplish this, the Consulate will need to reach out to sister city officials and encourage collaboration. The Consulate will have to rely on city officials then encouraging their citizens to take part. This could be incredibly beneficial if citizens chose to be involved because of the collaboration opportunities. Portland, Oregon is one of the sister cities that should be involved, they are an incredibly "green city" and could share some of their successes.

Sub-option B - Database and Script; Recharging Sister Cities Relationships

The overarching goal of this option would be to fuel sister cities relationships using shared green energy efforts.

The first step would be to create a database of contact information. For each sister cities relationship, this database would need the names of each city and respective contact information for the responsible entity on each side, assuming such an entity exists (Portland's *Office of Government Relations* is a positive example), as well as social media information.

The second step would be individual research. Looking at each city's current actions or efforts is a job that the Consulate is suited for because of its language and local area knowledge. By finding efforts or issues encountered, the Consulate can either foster relationships directly or indirectly. The direct method would include a call or email to the respective responsible entities in each pair of sister cities, focusing on shared efforts, or highlighting areas that one city might help the other. These communications would not be telling the cities what to do, but giving enough information to kick-start collaboration. The Indirect method would be to integrate with the *Communications Plan* option by tagging both sister cities in social media posts. Because of the absences of sister cities' programs with social media presence, this would mean tagging municipal pages directly and would require forewarning and coordination. The Consulate would want to alert responsible entities before they tag them, however, the indirect method provides an option that doesn't rely on finding accurate contact information for a responsible entity.

A third step would be maintenance of sister cities, and would integrate nicely with the *Communications Plan* option. This step could also lead to building social media presence and a

¹¹ "The Forum – Global Climate Forum," accessed April 25, 2022, https://globalclimateforum.org/about/gcf-history/.

community of green energy sister cities from the existing organizations to highlight success and hardship and disseminate opportunities. Keeping a list of sister cities' or municipalities' social media accounts would allow the Consulate to reinforce active relationships by bringing in more views. Likewise, they could reinforce success by alerting and tagging sister cities as part of their communications strategy.

One simple way to help energize sister cities programs, enabling steps two and three, would be to inform them of funding opportunities. The Embassy Public Affairs office has \$100,000 dollars earmarked for NPO/NGO's interested in bringing Japanese officials to U.S. cities to discuss climate/clean energy initiatives. The sister cities organizations (at least those in municipalities with green energy efforts) are best suited to these projects. Likely, owing to the decentralized nature of their management, they don't know that these funds exist or how to apply for them. We could remedy this either through the direct model in step two (emailing the organizations) or an indirect model (highlighting the funds through social media).

This could apply to strong sister cities relationships just as well as relationships that have gone dormant. Also, Consulate Sapporo could engage in this course of action in parallel, connecting as many sister cities as possible in a short period by dedicating one individual, or in sequence by connecting a pair of sister cities periodically.

The weakness of this approach is that building the database can be staff intensive if done in a short time period, especially since some sister cities' relationships do not have responsible entities. Using the direct method (emailing/calling both cities to kick-start a relationship) is likewise effort intensive. However, there are strengths. This option integrates nicely with the *Communications Plan* and has the potential to rebuild what might be weak relationships.

Sub-option C- Connecting Green Sister Cities

Facilitate Green Sister Cities: Finally, we propose that the U.S. Consulate facilitate new sister cities between the United States and Northern Japan, promoting partnerships which share best practices on the green transition toward net-zero targets. To achieve this, we recommend that the U.S. Consulate place a "Call for Green Sister Cities" which is promoted in the United States, highlighting the sustainability emphasis of the partnerships. Interested U.S. cities will then be connected with cities in Northern Japan, with the U.S. Consulate serving as the facilitator. An initial target should be to establish five new green sister cities by December, 2023. Should this model prove successful, it can serve as a framework which other U.S. Consulates and Embassies can adopt. Besides creating new partnerships, creating "Green Sister Cities" will spur existing sister city partnerships to increase their sustainability projects and programs.

Communication Plan Sapporo

Twitter: https://twitter.com/USConsSapporo

Facebook: https://www.facebook.com/USConGenSapporo/

Goal: highlight the U.S. government's commitment to decarbonization through new and existing social media content by:

- **Engagement:** visit and elevate businesses, local and provincial government agencies, school groups, etc in Northern Japan that are leading green energy transitions, including technology development, activism, and implementation.
- **Partnerships and Education:** showcase opportunities for funding, partnerships, and cultural exchanges for Japanese companies from American sources; highlight ongoing efforts in Japan (focusing on Northern Japan) and the U.S. (including Japanese-American partnerships) to decarbonize.

Battle rhythm: posts from **engagement** as visits occur; one post from **Partnership and Education** per week (can adjust as necessary based on other consular communications requirements).

Engagement:

Goal: visit and elevate businesses, local and provincial government agencies, school groups, etc in Northern Japan that are leading green energy transitions, including technology development, activism, and implementation.

Schools:

- High school and university sustainability clubs
- Universities conducting green energy research or pursuing sustainability plans
 - o Ie:

https://www.global.hokudai.ac.jp/blog/the-pursuit-of-sustainability-efforts-to-achi eve-the-sdgs-and-toward-a-path-beyond/

- o University of Hokkaido
 - Global Environment Management Graduate Student Course
- o University of Tohoku
 - Graduate-Level Environmental Studies Programs

Governments:

- City/provincial sustainability offices
 - o Ie: Sapporo City Sustainable Development Goals/Future City Initiative: https://www.city.sapporo.jp.e.ain.hp.transer.com/kankyo/sdgs/index.html
- National parks/protected nature areas
- Carbon Capturing & Storage (CCS)
 - o The consulate can support communication between North Dakota and the City of Tomakomai (苫小牧)to perform possible research cooperation on CCS technology.
 - o U.S.: North Dakota: Project Tundra
 - o Japan: City of Tomakomai: Carbon dioxide Capture and Storage
- Carbon neutrality in Agriculture and dairy production
 - o Midori no Shokuryou system in Hokkaido that aims to limit use of agrichemical and chemical fertilizer

- o Biogas to Biofuel Conversion
 - Ex)興部町(okoppecho) and University of Osaka research on Biogas to Biofuel
 - Ex) <u>鹿追町 (Shikaoi Town) Environmental Conservation Center</u>
- Sapporo version of next-generation housing
 - City of Sapporo is pushing for energy efficient housing as those houses and buildings built in 1972 (for Sapporo Olympic) are under reconstruction
- Fuel Cell Vehicles
 - Toyota Mirai Fuel Cell Car
 - Kujiran Station at City of Muroran by Air•Water

Post Guidance:

- Starting Text: ***consulate official*** visited ***group/location*** to learn more about ***reason visit occurred**
 - o Does not need to be formulaic
 - o Sample: "Jacob Rocca visited @HokkaidoSapporoMinamiHighSchool sustainability club to learn about efforts to promote recycling and decarbonization in their community #GreenConsulateSapporo"
- Attach photos from the visit
- Include hashtags to link visits together, such as
 - o #ConsulateSapporoVisits
 - o #GreenConsulateSapporo
- Tag partner social media account if available
- Can pair with complementary summaries posted to the consulate/embassy website
 - o For example: https://www.dvidshub.net/news/343476/kenya-defence-forces-officers-visit-wrair

Partnerships and Education:

Goal: showcase opportunities for funding, partnerships, and cultural exchanges for Japanese companies from American sources; highlight ongoing efforts in Japan (focusing on Northern Japan) and the U.S. (including Japanese-American partnerships) to decarbonize

- Highlight sister city relationships between cities in America and Northern Japan
- Highlight partnerships between American and Northern Japanese partners across academia, industry, and government in the climate space
- Retweet climate-focused content from U.S. and Japanese government agencies
 - o U.S. Climate Envoy
 - <u>https://twitter.com/ClimateEnvoy</u>
 - o U.S. EPA
 - <u>https://www.facebook.com/EPA</u>
 - <u>https://twitter.com/EPA</u>
 - o Ministry of the Environment, Japan

- <u>https://twitter.com/MOEJ_Climate</u> (English)
- <u>https://twitter.com/Kankyo_Jpn</u> (Japanese)
- Education
 - o Mark the anniversary of U.S.-Japan Joint Statement on climate change: <u>https://www.state.gov/u-s-japan-joint-statement/</u>
 - o More information on the specifics of the consulate's decarbonization plan:
 - <u>https://jp.usembassy.gov/consulate-sapporo-switches-to-zero-emissions-ca</u> <u>rbon-free-electricity/</u>
 - o Harness information gathered from engagement section ie:
 - Implementation of sustainable development goals in Sapporo
 - Research conducted at Hokkaido University

Annex A: Sister Cities Data

Japanese city	-1 Last Actio	American city	🔹 State 💌	AContact Name	AContact Email	AContact Website	AContact Twitt	🛛 Acontact Facebook 🛛 🔹
Asahikawa	2022	Bloomington-Norm	nal IL	Bloomington-Normal Ashikawa Sister Cities	via website in put	http://www.bnsistercities.org/	None Listed	bnsistercities
Chitose	2021	Anchorage	AK	Anchorage Sister Cities Commission	AnchorageSisterCitiesCommission@muni.org	http://anchoragesistercities.org/sister-cities/chitose-japan/	None Listed	Anchorage Sister Cities Association
Ebetsu	2020	Gresham	OR	Gresham-Ebetsu Sister City Association	gescaOR@gmail.com	https://www.greshamsistercity.org/	None Listed	None Listed
H okkai do	2020	Massachusetts	MA	Massachusetts Hokkaido Association	mass.hokkaido@comcast.net	http://www.masshokkaido.org/	None Listed	None Listed
H okkai do	2019	Hawaii	н	State Business Dev. And Support Division	leslie.kawamoto@hawaii.gov	https://invest.hawaii.gov/intemational/sister-states/	None Listed	None Listed
lwamizawa	2022	Pocatello	ID	Pocatello Iwamizawa Sister City Foundation, inc.	pocatellosistercity@gmail.com	https://sites.google.com/view/pocatello-iwamizawa-sister-cit/home	None Listed	None Listed
lwamizawa	2016	Canby	İOR	None- Dormant	None-Dormant	None- Dormant	None Dormant	None-Dormant
Kitami	! 2019	Elizabeth	! NJ	None- Dormant	None-Dormant	None- Dormant	None Dormant	None-Dormant
Memuro	2021	Tracy	CA	Sister City Association of Tracy	Via website input	http://www.tracysistercity.org/	None Listed	None Listed
Mombetsu	i 2021	Newport	İOR	i City gov page		https://www.newportoregon.gov/dept/adm/mombetsu.asp	None Listed	None Listed
Mombetsu	2014	Fairbanks	AK	Not managed at city level	None-Dormant	None- Dormant	None Dormant	None-Dormant
Muroran	2018	Knoxville	TN	unofficially managed by Knox Asian Festival		https://www.knoxasianfestival.com/	None Listed	None Listed
Nanae-cho	2019	Concord	MA	Concord Nanae Network	iconcordnanae@gmail.com	https://concordnanae.org/home/	None Listed	None Listed
Noboribetsu	NoneSeen	Saipan	Mariana	None- Dormant	None-Dormant	None- Dormant	None Dormant	None-Dormant
Obihiro	2016	Madison	WI	City Managed	madisonobihirosistercitiesinc@gmail.com	https://www.cityofmadison.com/sister-cities#Obihiro	None Listed	None Listed
Obihiro	2021	Seward	AK	City of Seward Sister City Program		https://www.cityofseward.us/government/city-council/international-relationships	None Listed	None Listed
Sapporo		Portland	OR	Portland Office of Government Relations; PSSCA (Portland-Sapporo Sister Cities Association	psscacontact@gmail.com	https://www.portland-sapporo.org/	None Listed	PSSCA
Saroma	None seen	Palmer	AK	City Managed		https://www.palmerak.org/sister-city-program	None Listed	Palmer Saroma Kai
Setana	i 2018	i Hanford	ica	None- Dormant	iNone-Dormant	None-Dormant	iNone-Dormant	None-Dormant
Shakotan	! 2015	Seaside	!OR	None- Dormant	None-Dormant	None- Dormant	None Dormant	None-Dormant
Shimukappu Villa	ge NoneSeen	Aspen	co	Japan America Society of Colorado		https://www.jascolorado.org/japan-colorado-sister-cities	None Listed	JapanColora do
Shinhidaka	2014	Lexington	KY	Lexington Sister Cities	ivia website input	https://lexingtonsistercities.org/shinhidaka%2C-japan	None Listed	None Listed
Takikawa	None Seen	Springfield	MA	None-Dormant	None-Dormant	http://www.masshokkaido.org/page-200060	None Dormant	None- Dormant
Teshio	2014	Homer	AK	None- dormant	None-Dormant	https://www.anchorage.us.emb-japan.go.jp/itpr_en/sister.html	None Dormant	None- Dormant
Shimizu	2019	Chelsea	MI	Chelsea-Shimizu Sister Cities Exchange Program	doakley@umich.edu	https://chelsea-shimizu.org/	None Listed	None Listed

Annex B: Works Cited

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