



第9回 国際PPPフォーラム

デトロイトの破たん 日本では？

行財政改革／まちづくり／公共施設マネジメント／PPP/PFIへの示唆

Detroit's Bankruptcy—Will it happen in Japan?

Implications to Administrative and financial reforms, urban development, public facility management and PPP/PFI

主催：東洋大学

後援：内閣府、総務省、国土交通省

2014年10月28日(火) 13:30-16:30

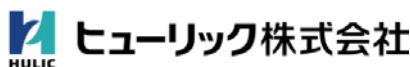
特別後援(五十音順)



子どもたちに誇れるしごとを。



想いをかたちに 未来へつなぐ



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デトロイトの破たん 日本では？

行財政改革／まちづくり／公共施設マネジメント／PPP/PFIへの示唆
(プログラム、登壇社者略歴)

1330 主催者挨拶 竹村牧男氏(東洋大学学長)

Dr. Makio Takemura

1975年東京大学人文科学研究科博士課程中退。三重大学助教授、筑波大学助教授、教授を経て2002年東洋大学文学部教授。共生思想研究センター・センター長、文学部長等を経て、2009年より学長。専門領域は仏教学、日本仏教。



1335 基調講演1 「U.S. Cities in Financial Crisis」

ロバート・ボブ氏(ロバート・ボブ・グループ代表)

Mr. Robert Bobb

カラマンズー市(ミシガン州)、オークランド市(カリフォルニア州)、ワシントンDC市等で30年以上の自治体経営経験を持つ。2009-2011年には、財政破たんの危機に瀕していたデトロイト市の教育局緊急ファイナンシャルマネジャーに知事から指名され、財政再建に尽力した。公共、民間への経営コンサルティング会社を経営。



1410 基調講演2 「『夕張予備軍』三浦市のPPPを活用した財政健全化への挑戦」

吉田英男氏(神奈川県三浦市長)

Mr. Hideo Yoshida

1979年国際商科大学(現東京国際大学)商学部卒業、横浜銀行入行。葉山支店長、県庁支店長などを経て、2005年より現職。現在3期目。2009年に「三浦市緊急緊縮財政宣言(脱・イエローカード)」を公表するなど、行財政改革に注力している。



1430 休憩 (10分間)

1450 講演 「CFMP:米国政府機関で進む包括的ファシリティマネジメント」

ゲイリー・ミラー氏(コンサルタント、東洋大学客員教授)

Mr. Gary Miller

ミラー・グローバルコンサルティング代表。米国の大手エンジニアリング会社において、主に下水道施設分野で200件以上のPPP案件に携わる。2005年に市の設立とともに市役所業務の包括民間委託をしたサンディスプリングス市の運営に民間の立場から携わった。そのほか、ゼロエミッション都市の開発など、施設管理、エネルギー管理にも詳しい。2013年より東洋大学客員教授。



1510 講演 「アメリカの経験から日本は何を学ぶのか」

根本祐二氏(東洋大学教授)

Prof. Yuji Nemoto

1978年東京大学経済学部卒、日本開発銀行(現・日本政策投資銀行)入行。地域開発部、米・ブルッキングス研究所客員研究員、設備投資研究所主任研究員、地域企画部長等を経て、06年より現職。東洋大学PPP研究センター長。近著に『朽ちるインフラ』(日本経済新聞社)がある。



1530 パネルディスカッション

パネリスト: ロバート・ボブ氏、吉田英男氏、ゲイリー・ミラー氏、根本祐二氏

モデレーター: サム田淵氏(東洋大学大学院教授)

Prof. Sam Tabuchi

1977年フロリダ州立大学院都市計画学修了。1980年フロリダ州知事室、州商務省に勤務し、ワシントンにUSTR特別補佐官として出向。フロリダ州商務省アジア課長等を経て、2003年からフロリダ州経済開発局日本代表。2006年より東洋大学大学院教授。2011年より、国連PPP専門家会議副議長。東洋大学アジアPPP研究所所長。



1630 閉会



U.S. Cities in Financial Crisis

Robert C. Bobb

- President & CEO of the Robert Bobb Group, LLC in Washington DC
- Governor appointed Emergency Financial Manager for Detroit Public Schools (2009 – 2011)
- President, Washington, D.C. School Board (2007 – 2009)
- Deputy Mayor, Homeland Security Advisor, and City Administrator for Washington, D.C. (2003 – 2006)
- City Manager, Oakland, California (1997 – 2003)
- City Manager, Richmond, Virginia (1986 – 1997)
- City Manager, Santa Ana, California (1984 – 1986)
- City Manager, Kalamazoo, Michigan (1976 – 1984)

Mid-Century Detroit

- Population near 2 Million
- American made cars have roughly 95% market share
- Strong, vibrant middle class driven by high wage factory jobs makes Detroit the wealthiest city in the US



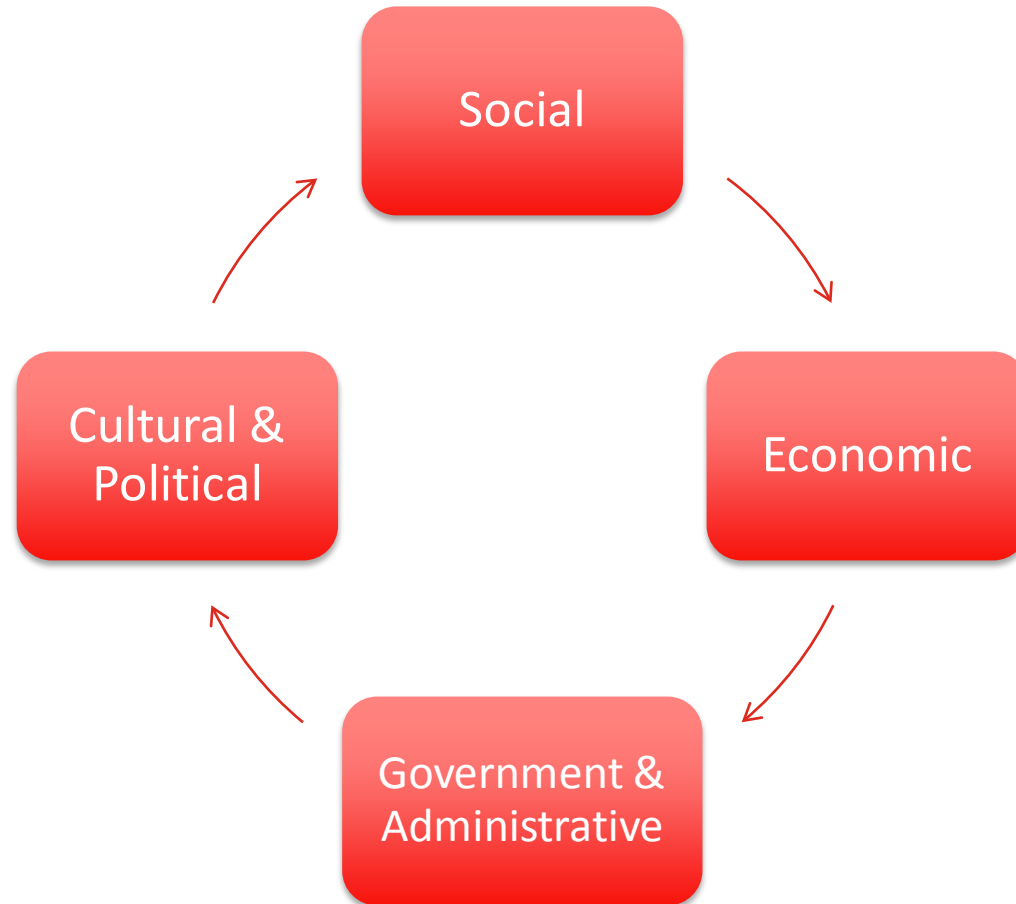
Detroit Today

- 700,000 residents
- 17.7% Unemployment rate (down from high of 28.9% in 2009)
- Median household income approximately \$27,000 (Median U.S. household income is \$53,000)
- Approximately 38% or residents live below poverty level
- Roughly 78,000 abandoned buildings
- With over \$18 billion in debt, the city filed for bankruptcy on July 18, 2013



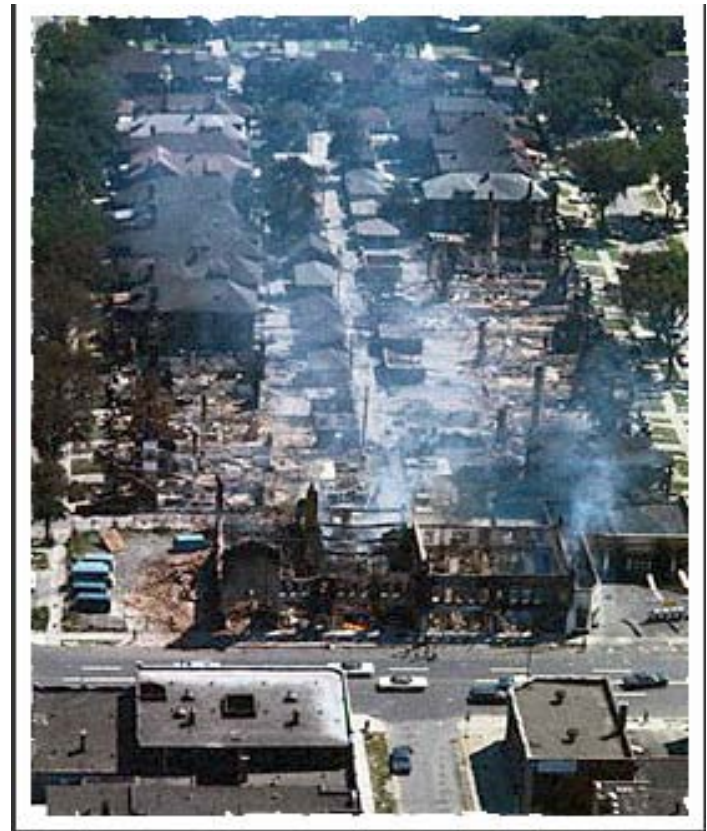
So What Happened?

An Interrelated Cycle of Decline



Social Causes

- Beginning of 1960's: Detroit is bursting at the seams
 - Large population and high property values, coupled with increasing racial tensions begin the process of “White Flight” into suburbs
 - This means a significant loss of wealthy citizens
- 1967 Riots
 - 43 people are killed, over a thousand are injured, and over seven thousand are arrested. The chaos and \$50 million (approx \$354 million 2014 USD) in estimated property damage dramatically speed up movement of whites into suburbs, further decreasing population, property values, and tax revenues

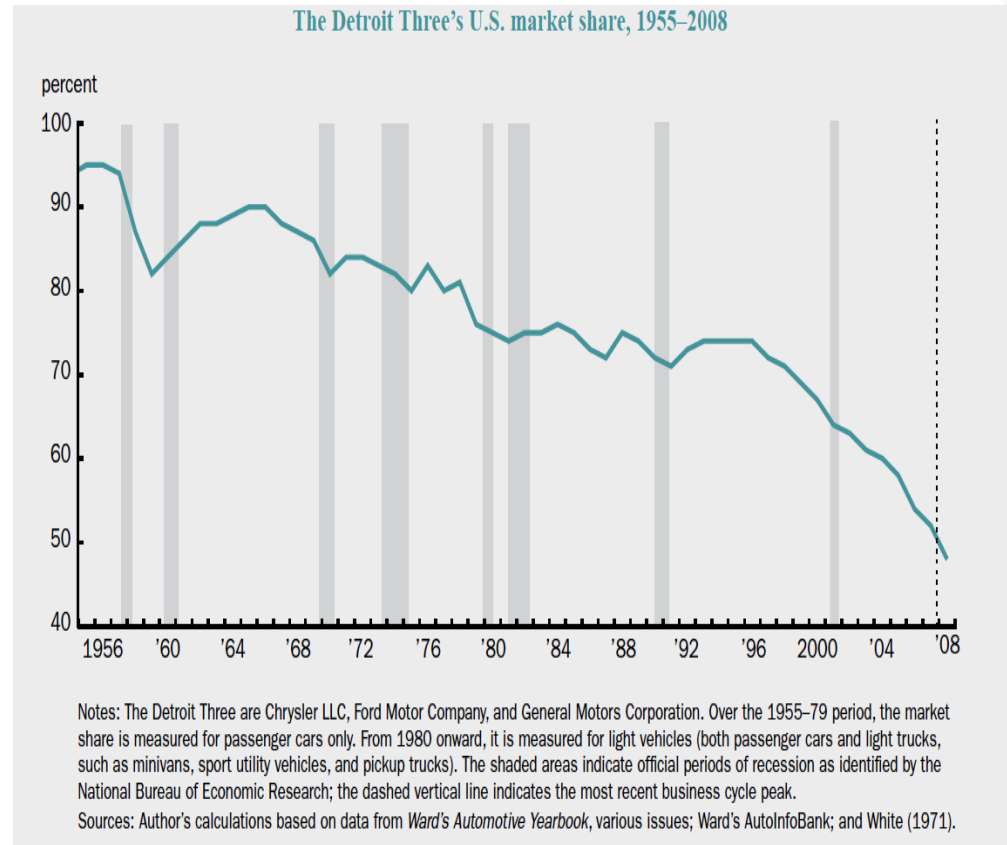


© BETTMANN/CORBIS

Aftermath of 1967 Riots

Economic Causes

- **Automobile Industry**
 - 1970's : Oil crises abruptly shift consumer demand toward fuel efficient cars that re primarily manufactured by foreign companies.
 - The influx of foreign cars continues to erode dominance of the “Big 3”
- **Wishful Thinking**
 - Rather than try and adapt to the decades of decreasing market share, there is no serious effort by government or industry leaders to diversify the city's economy



Government/Administrative Causes: 1960's – 1990's

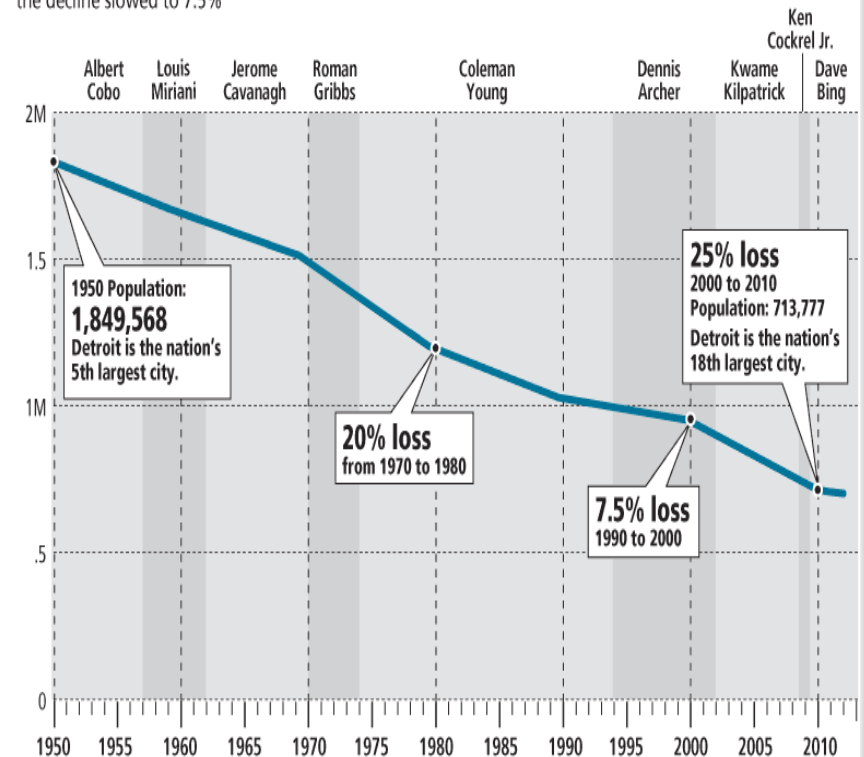
- Detroit's political leaders make up for shrinking population by relying on tax increases
 - 1% Income tax is introduced for residents, nonresidents, and businesses in 1962. The income tax was doubled to 2% in 1968 (today it is 2.5%, by far the highest in Michigan)
 - Utility tax is introduced in 1971
 - Initially the tax increases work and Mayor Coleman Young is able to balance the city's budget. S&P upgrades Detroit's bond rating, allowing City to borrow more money.
 - But the long-term effects of high taxes is that Detroit becomes an increasingly unattractive city to live and do business in

Government/Administrative Causes 2000 - today

- From 2000 – 2012 Detroit lost more than 25% of it's population yet the City workforce remained disproportionately large compared to other similar sized cities
- Borrowing to balance budgets: from 2000 - 2012 this practice doubled the city's debt

1970s, 2000s HAD HIGHEST RATE OF POPULATION DECLINE

By 2010, Detroit's population was down 61% from its peak of 1.8 million residents in the 1950 census. Detroit has two decades with more than 20% decline, and one hopeful decade of the 1990s during which the decline slowed to 7.5%



SOURCE: U.S. Census Bureau

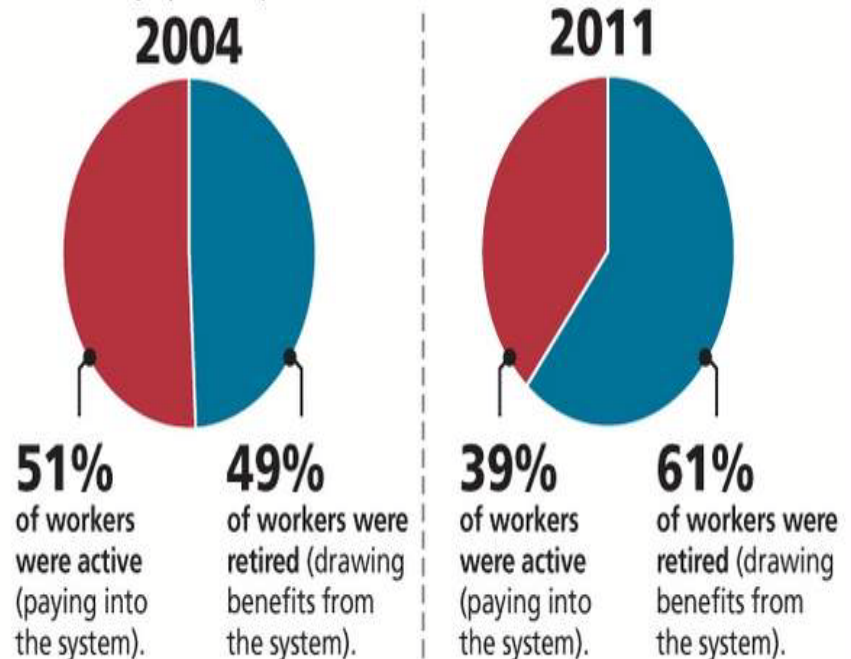
BRIAN TODD/DETROIT FREE PRESS

Government/Administrative Causes 2000 – today (continued)

- Because the city did not seriously downsize the government workforce as the population declined, there are now more retirees receiving benefits than there are active employees.
- This becomes particularly devastating when as benefit costs continually increase. Between 2000 – 2012 health care costs alone increased 46%

FEWER WORKERS, MORE RETIREES

Over time, the balance between active workers and retired workers has tipped. Here is a look at the make up of Detroit's general retirement system, one of two of the city's pension plans.

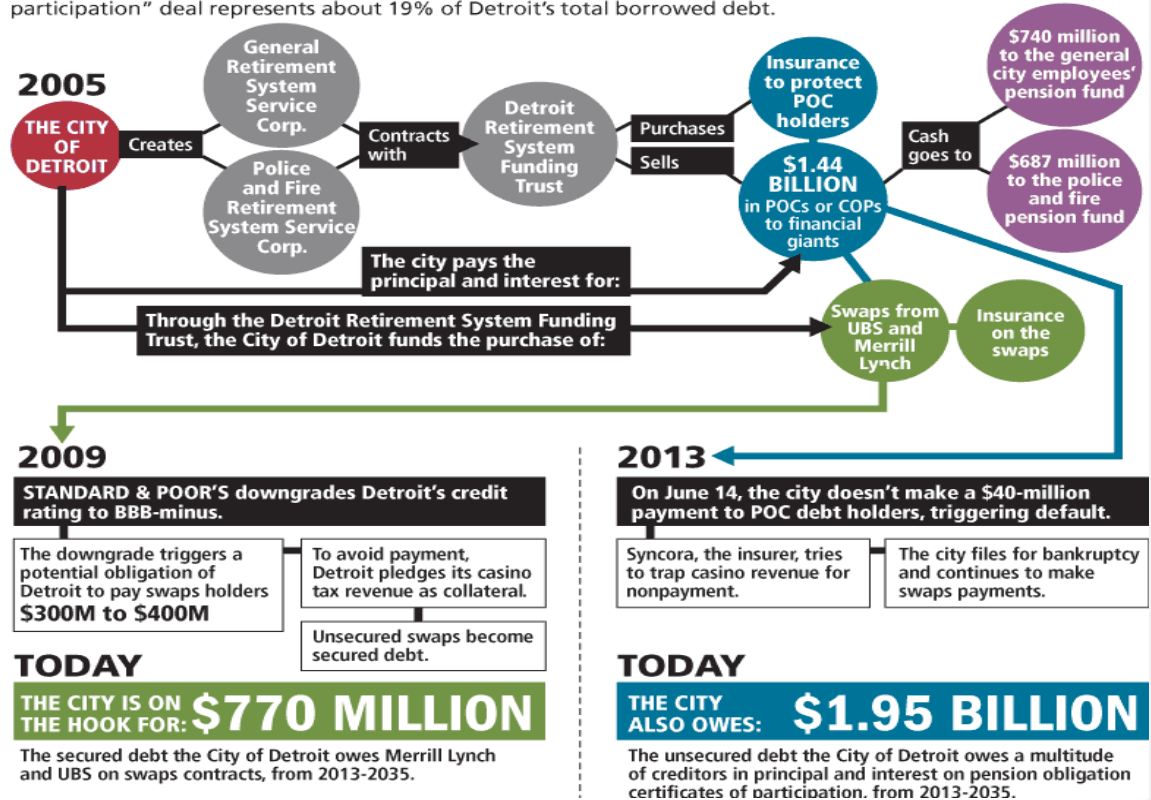


The Final Straw

- In 2005, Mayor Kwame Kilpatrick worked with Wall Street banks to create an extremely complicated deal to address Detroit's unfunded pensions
- In 2008, the global financial crisis causes S&P to downgrade Detroit's credit rating, triggering a dramatic increase in the city's debt

CRIPPLING DEBT FROM A COMPLEX DEAL

In 2005, the City of Detroit created separate legal entities in order to borrow \$1.44 billion to fund its pensions. The city secured steady interest rates by purchasing "swaps." But in 2009, a credit downgrade forced the city to renegotiate the deal, placing its casino tax revenue at risk. Today, the "pension obligation certificates of participation" deal represents about 19% of Detroit's total borrowed debt.



Cultural and Political Causes

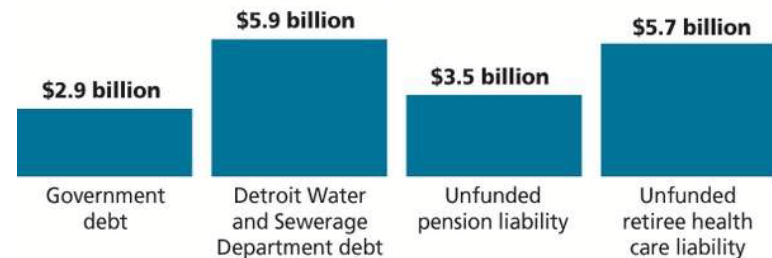
- Political
 - 1994 – 2000: U.S. economic boom stabilizes Detroit's decline
 - But rather than use this as a chance to right-size the government, Mayor Dennis Archer increases the number of city employees
 - Archer also negotiates a number of union contracts that include annual benefit increases
- Cultural: City never aligns policy priorities and resources with long-term needs for revival
 - City fails to invest in its own citizens, particularly in education
 - In Detroit School revenues are largely tied to property taxes. But unlike most other taxes, voters must approve property tax changes/renewals. Voters declined to increase property taxes multiple times over the past decades. In lieu of decreases in population and property values, less money was ultimately available for education.
 - Waste, fraud, and abuse, mismanagement, and apathy permeate all levels of government, taking a difficult situation and making it worse.

So Where is the City Today?

- The auto industry continues to decline, taking population and tax revenue with it. This leaves a population that is almost exclusively lower income or unemployed.
- Without revenues, the City government is increasingly incapable of providing services such as police and fire (which take an average of 58 minutes to respond to calls), education, sanitation, public works, utilities, and revenue collection (an estimated 32% of residents did not pay property taxes in 2011)

DEBT BREAKDOWN

How the city's debt and long-term obligations break down:



SOURCE: Emergency manager Kevyn Orr's 45-day report and proposal for creditors

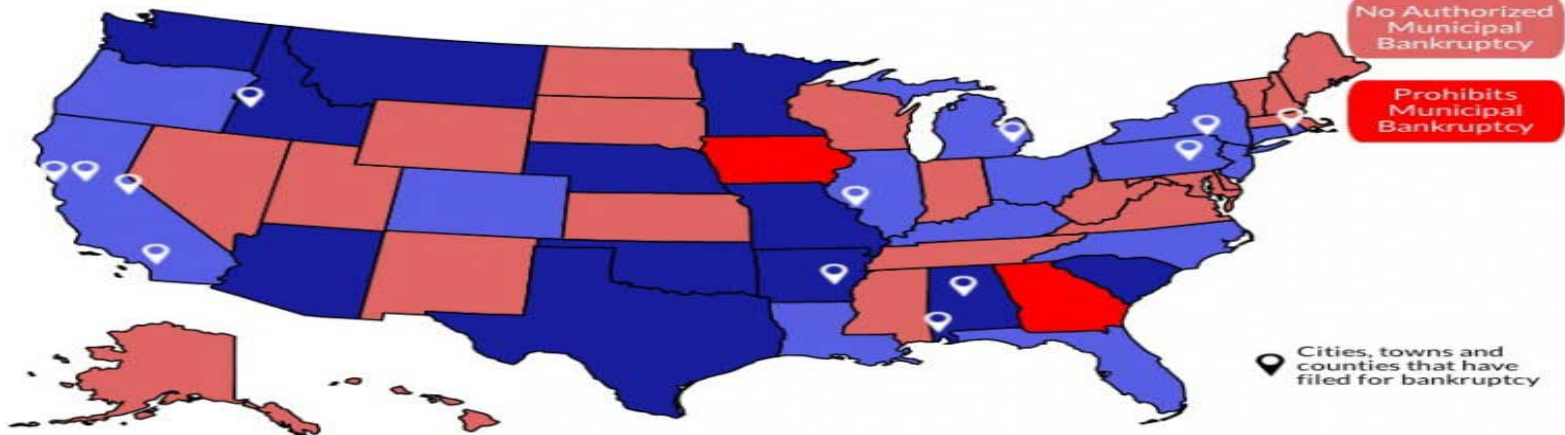
DAVID PIERCE/DETROIT FREE PRESS

But There is Still Hope

- The state appointed Emergency Financial Manager was able to make a lot of the difficult decisions elected officials would not
- New investment in the City
 - Dan Gilbert: significant real estate investments and relocating Quicken Loans to Detroit
 - Christopher Ilitch: building new \$650 Million hockey stadium
 - Blue Cross Blue Shield
 - Detroit Medical Center
- Rebuilding the city
 - Blight remediation
 - Fostering new public private partnerships

But Detroit is Not Alone

Which states allow municipal bankruptcy?



Which municipalities have filed for Chapter 9 bankruptcy since 2008?

1. Gould, Arkansas (April, 2008)*
2. Vallejo, California (May, 2008)
3. Westfall Township, Pennsylvania (April, 2009)
4. Washington Park, Illinois (July, 2009)*
5. Prichard, Alabama (Oct., 2009)
6. Central Falls, Rhode Island (Aug., 2011)
7. Boise County, Idaho (March, 2011)*
8. Harrisburg, Pennsylvania (Oct., 2011)*
9. Jefferson County, Alabama (Nov., 2011)
10. Stockton, California (June, 2012)
11. Mammoth Lakes, California (July, 2012)*
12. San Bernadino, California (August, 2012)
13. Detroit, Michigan (July, 2013)

*These cases were later dismissed

Sources: The Primer on Municipal Debt Adjustment, 2012
Municipalities in Peril: The ABI Guide to Chapter 9, Second Edition, 2012

City of Stockton, California

- Filed for Bankruptcy Protection in July, 2012
- During boom economy in the late 1990's the City was flush with revenue
 - The City Redevelopment Agency built a new minor league baseball stadium, hockey stadium, expanded the port area, and gave our massive increases to employees (especially police and fire)
 - When economy crashed in 2008 City revenues declined, the government could not provide basic services, and the City was left with large retiree obligations

City of Harrisburg, Pennsylvania

- Filed for bankruptcy in October 2011. Primary causes were:
 - Investing in incinerator and parking lots which were supposed to generate revenue for city, but ended up overburdening with debt
 - Decline in state revenues
 - Declining property values , coupled with the fact that Harrisburg is the capital of Pennsylvania (so a number of government buildings are tax exempt), led to significant revenue decreases
 - Paying off borrowed money by borrowing more money
 - Cultural problems: In the words of receiver David Unkovic: “Many in the capital have treated the law simply as an ‘object’ or a ‘hurdle’ to be manipulated as necessary to accomplish a political goal. I believe the disdain for the law is so embedded in Harrisburg’s political culture that it constitutes a very insidious form of corruption.”

Lessons Learned?

- Never assume that help is on the way: one of the primary reasons Detroit was able to continually borrow money despite a decreasingly bleak outlook was a steadfast belief that the State would never allow the City to go bankrupt. This belief proved to be unfounded.
- Don't wait: a number of problems that caused Detroit, Stockton, and Harrisburg to go bankrupt were well known yet nothing was done to avert disaster despite having, in some cases, decades of time to do so.
- Don't reinvent the wheel: financial gimmicks might buy you time but they inevitably make problems far worse when that time is up
- Must invest in human capital to prepare for future: You have to have an education system that can provide citizens with skills that match the needs of an evolving economy.



Questions?

『夕張予備軍』三浦市のPPP を活用した財政健全化への 挑戦

三浦市長 吉田英男

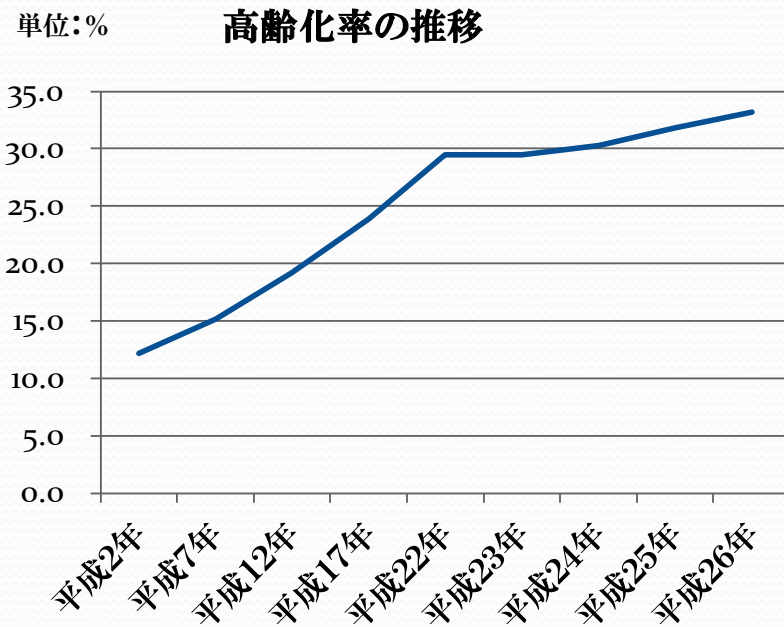
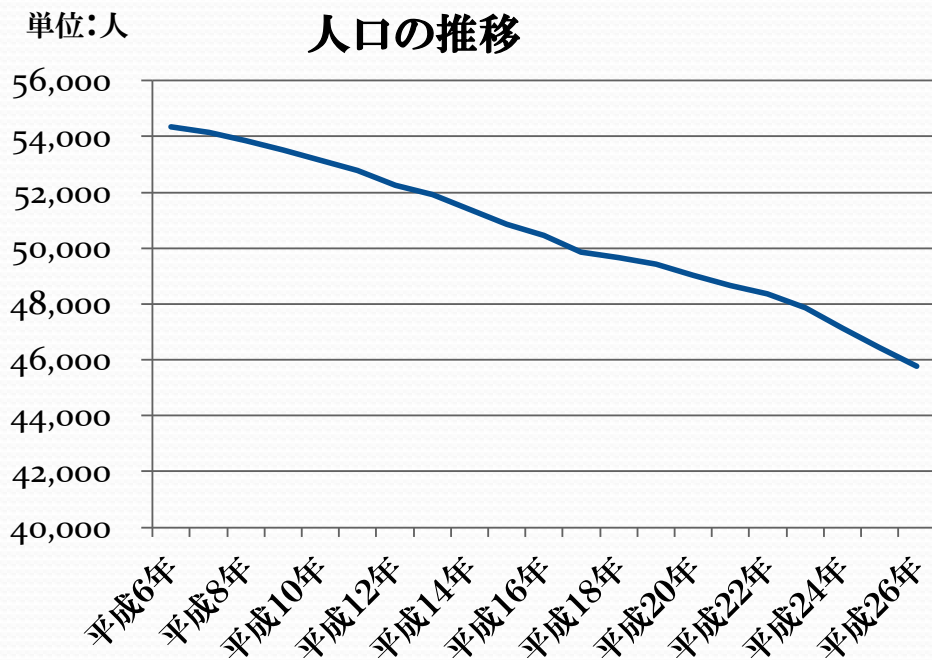
三浦市の位置



三浦市作成

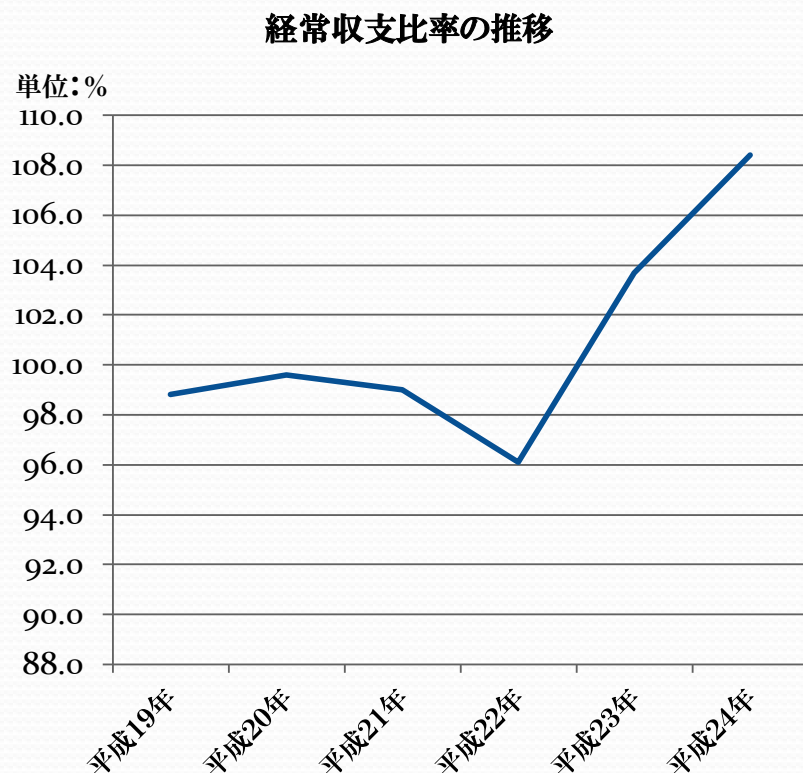
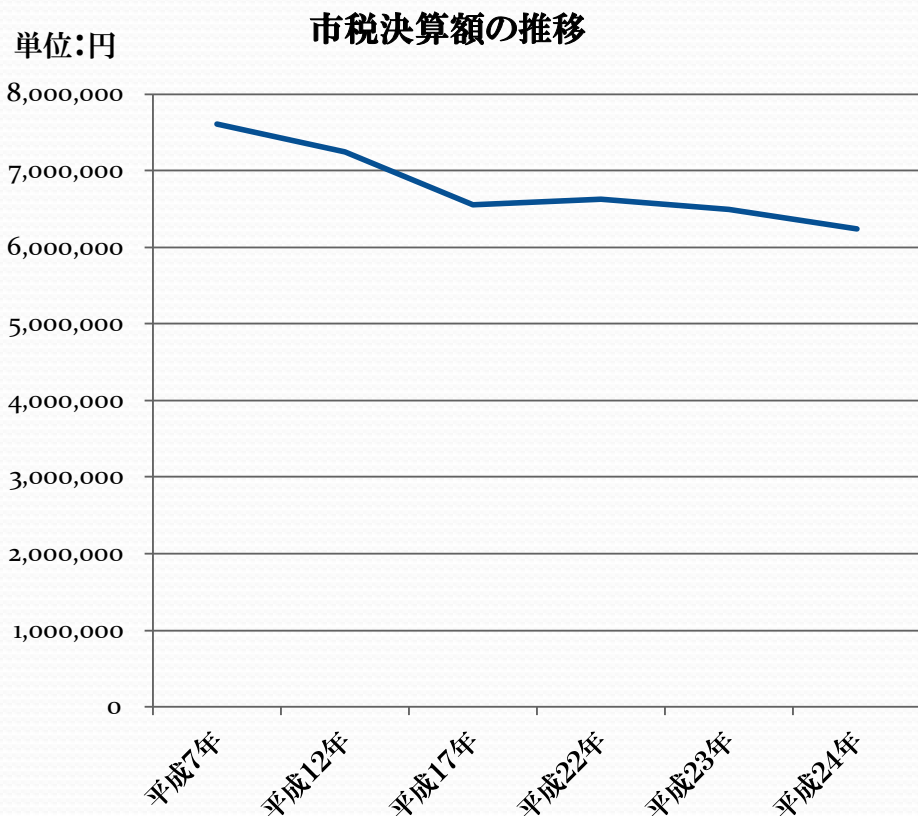
三浦市の課題（人口減少と高齢化）

- 人口の減少 平成26年にはピーク時に比べて約15%の人口が減少。
- 高齢化率も進行し、平成24年にはついに30%。



三浦市の課題（市税の減少・経常収支比率の悪化）

- 右肩下がりの市税と右肩上がりの経常収支比率



三浦市の最大の課題

- 二町谷地区水産物流通加工業務団地の分譲による市債償還財源の確保と三崎漁港・三浦市の活性化



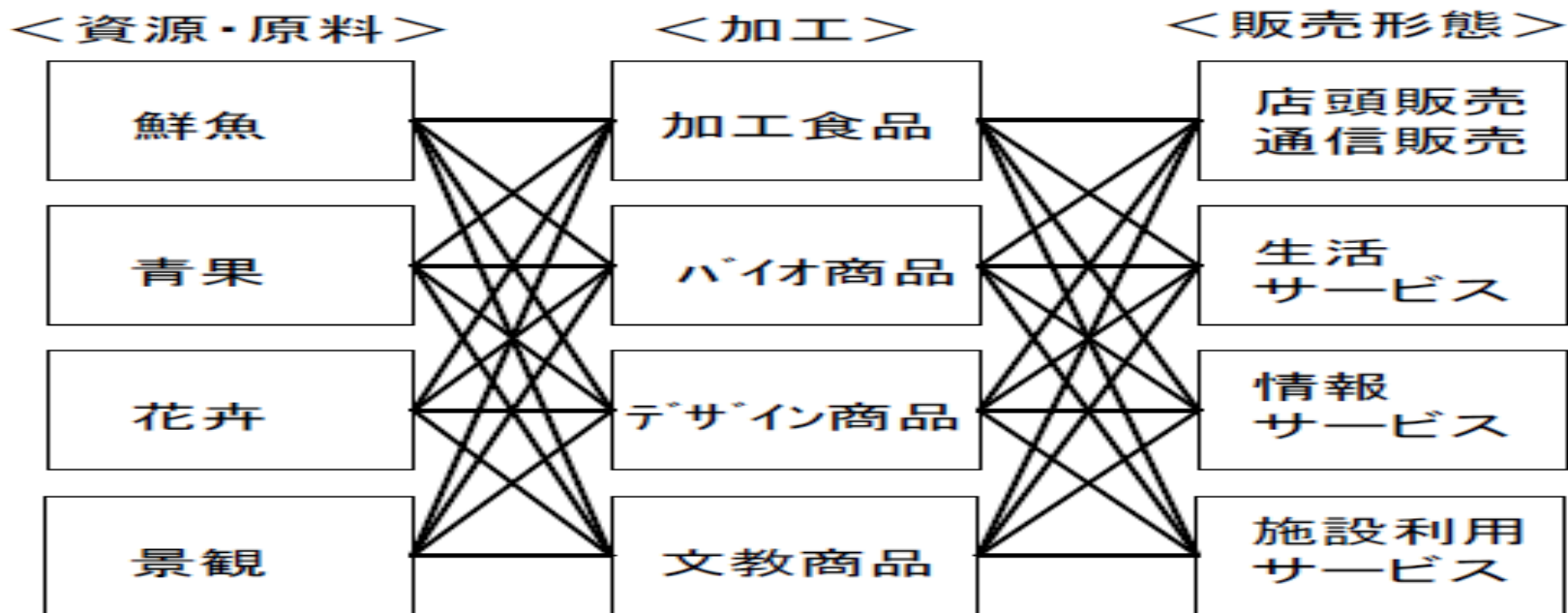
課題を解消するために

- 外部有識者能力を活用
- 「三浦市におけるPPP可能性の提案」
- 提案の内容は、大きく分けて2つ。
- 市役所業務のアウトソーシング化の促進と三浦市の強みを生かした企業誘致
- PPPは、官民連携により、自治体財政を健全化し、地域経済を活性化し、市民サービスをよりよくするための手法
- 課題の解消にPPPの活用が不可欠

東洋大学からの提案と三浦市の取組み

- 東洋大学からは、大きく分けて2つの提案を受けた
- 一つはアウトソーシングの促進、もう一つは企業誘致
- 東洋大学からの提案を反映した政策の展開
- 三浦市の目指している6次経済と整合

【1次×2次×3次の多様な組み合わせ】

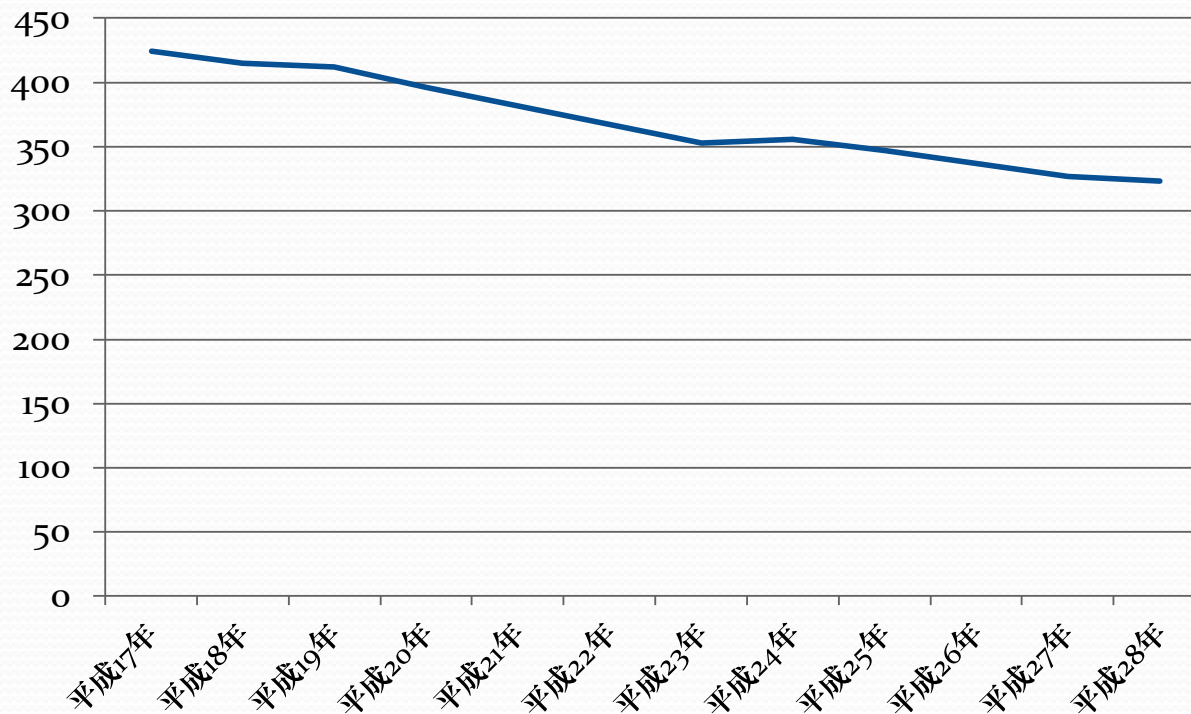


アウトソーシングの促進

- 歳出削減のためのアウトソーシングの促進
- 三浦市でもアウトソーシングにより年間約1億円の削減効果
- 右肩下がりの市税に対応するために職員数も右肩下がりに

単位：人

三浦市職員数の推移



アウトソーシング促進のための業務分類調査

- 業務効率化等により職員数を減少させてきたが、地方分権など業務は増加しており、削減にも限界がある
- さらなるアウトソーシングが必要
- アウトソーシングの究極的成功例サンディスプリングス市
- 最小の経費で最大の効果
- 日本の法制度の中でアウトソーシングを推進

業務分類調査の内容

- 正規職員が担い続ける必要がある業務を抽出
- 抽出に基づき、アウトソーシングの形態を決める
- ポイントは、アウトソーシングを進める際に職員数計画と符号させること

区分	No	A 高度な判断を要する専門性があり、定型化の不可能な業務	No	B 判断を要する専門性があるが、定型化が可能な業務	No	C 判断を要さないか要しても軽易な判断で足りる定型業務
業務の性質	A-1	企画・立案等業務で政策形成への関与度が高い	B-1	民間の知見を活用することで効率化が期待できる	C-1	非常勤職員で実施可能な業務
	A-2	公権力の行使等、法令・条例等により職員が行わなければならない実施義務がある	B-2	ある時期に年間業務の大半が集中するような繁忙期がある		
	A-3	政治的色彩の強い情報など、重要度が極めて高い情報を取扱う	B-3	その他		
	A-4	業務の専門性を行政として継承し続ける必要性が高い業務				
	A-5	その他				
実施主体	行政が引き続き行う(正規職員が行わなければならない。)		委託事業者/非常勤職員		非常勤職員を基本とする	
※非常勤職員には、再任用職員を含む。						

三浦市の強みを生かした企業誘致

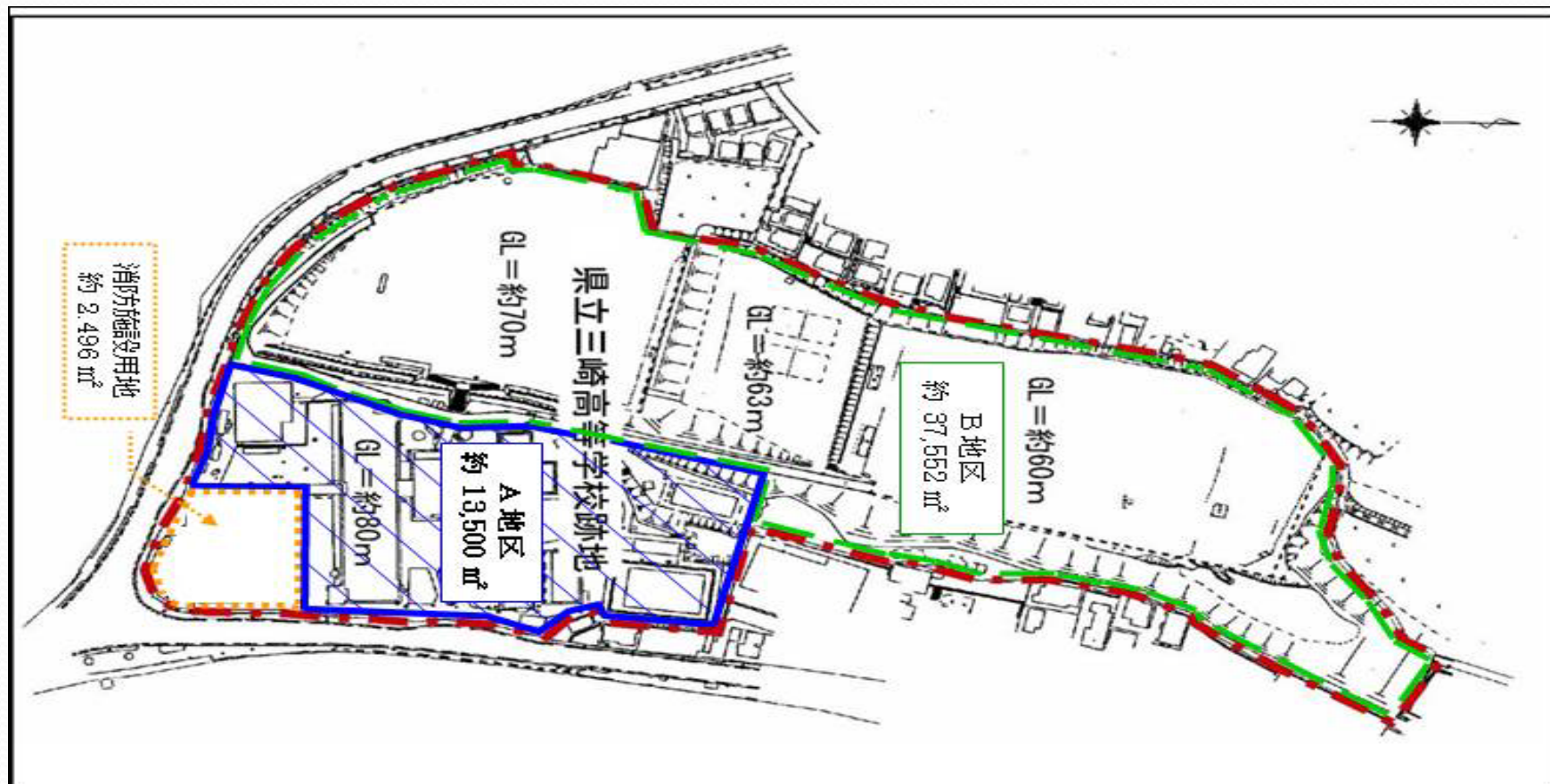
- 二町谷埋立地・三崎高校跡地・三崎中学校跡地の3つが、三浦市が企業誘致により活用を考えている資産
- この3つの資産を速やかに、有効に、活用するために今年4月市長室を設置
- 企業誘致活動のなかでの気付き
- PPP／PFIに関する三浦市の窓口機能も追加
- 新しい資産活用や3つの資産との有機的な連携の可能性

三崎高校跡地



活用効率に優れない敷地

- PPPを活用して市費を投入しない事業スキーム
- 活用効率が悪い土地活用が今後の課題



三崎中学校跡地



三浦市作成

市役所を含む公共施設が集中している地区

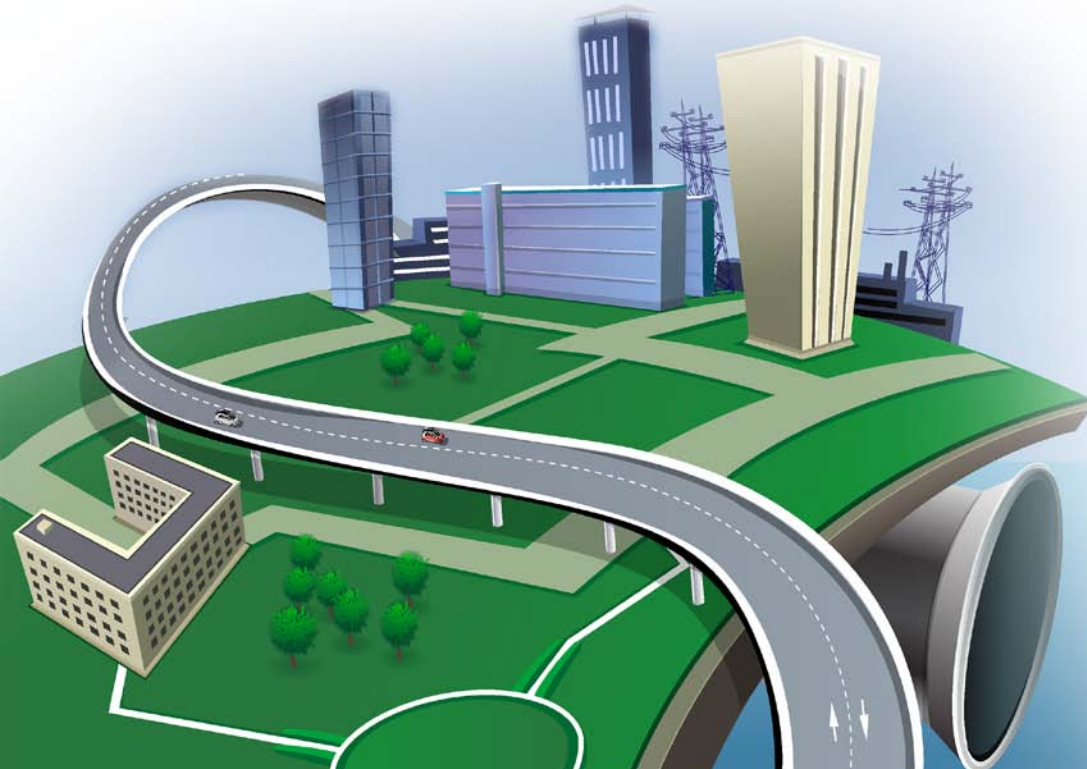


最後に

- 三浦市は財政が厳しい状況にあるが故に公民連携を活用して事業を進めていくという意識は高い市であると考えている。
- 東洋大学との連携も財政が厳しいからこそ生まれたもの
- 財政が厳しい市だからこそ知恵を絞れる機会があり、民間の知恵を活用できる
- これからも様々な挑戦を
- 三浦市のPPP活用にご注目ください。

Comprehensive Facilities Management Planning

Solutions for America's Crumbling Infrastructure



America's Infrastructure Report Card

2013

REPORT
CARD

★ for ★ america's
★ INFRASTRUCTURE

March 2013

State of America's Infrastructure

Each category was evaluated on the basis of capacity, condition, funding, future need, operation and maintenance, public safety and resilience.

Aviation	D	Rail	C+
Bridges	C+	Roads	D
Dams	D	Schools	D
Drinking Water	D	Solid Waste	B-
Energy	D+	Transit	D
Hazardous Waste	D	Wastewater	D
Inland Waterways	D-		
Levees	D-		
Ports	C		
Public Parks & Recreation	C-		

A = Exceptional
B = Good
C = Mediocre
D = Poor
F = Failing

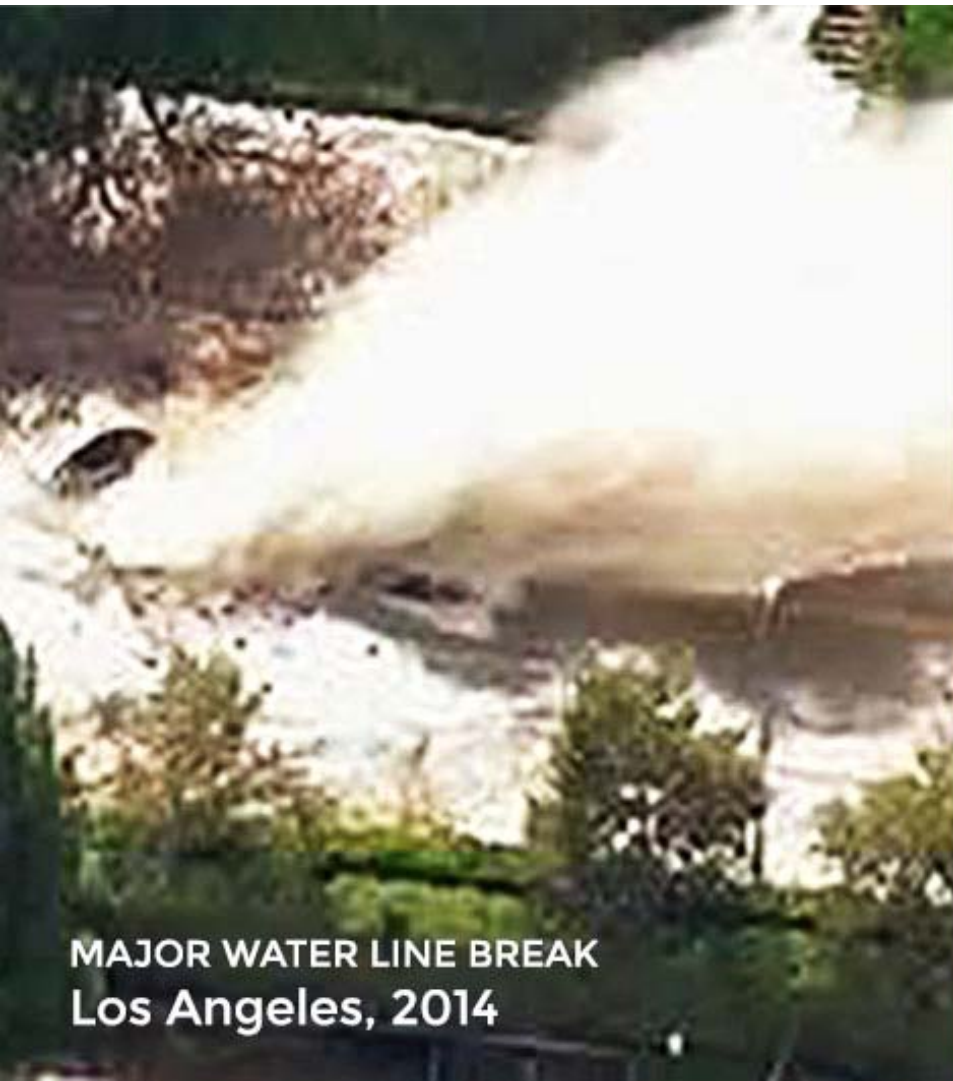
Methodology >

D+

Cumulative Infrastructure Needs by System Based on Current Trends Extended to 2020

(Dollars in \$2010 billions)

Infrastructure Systems	Total Needs	Estimated Funding	Funding Gap
Surface Transportation ¹	\$1,723	\$877	\$846
Water/Wastewater Infrastructure ¹	\$126	\$42	\$84
Electricity ¹	\$736	\$629	\$107
Airports ^{1,2}	\$134	\$95	\$39
Inland Waterways & Marine Ports ¹	\$30	\$14	\$16
Dams ³	\$21	\$6	\$15
Hazardous & Solid Waste ⁴	\$56	\$10	\$46
Levees ⁵	\$80	\$8	\$72
Public Parks & Recreation ⁶	\$238	\$134	\$104
Rail ⁷	\$100	\$89	\$11
Schools ⁸	\$391	\$120	\$271
TOTALS	\$3,635	\$2,024	\$1,611
Yearly Investment Needed	\$454	\$253	\$201



MAJOR WATER LINE BREAK
Los Angeles, 2014



COLLAPSED BRIDGE
Mt. Vernon, Washington, 2013

CFMP Strategy for U.S. Government

Overview

Issues

- Asset condition practices inconsistent
- Lack of reliable and quantifiable baseline information
- Limited forecasting for renewals/capital replacement

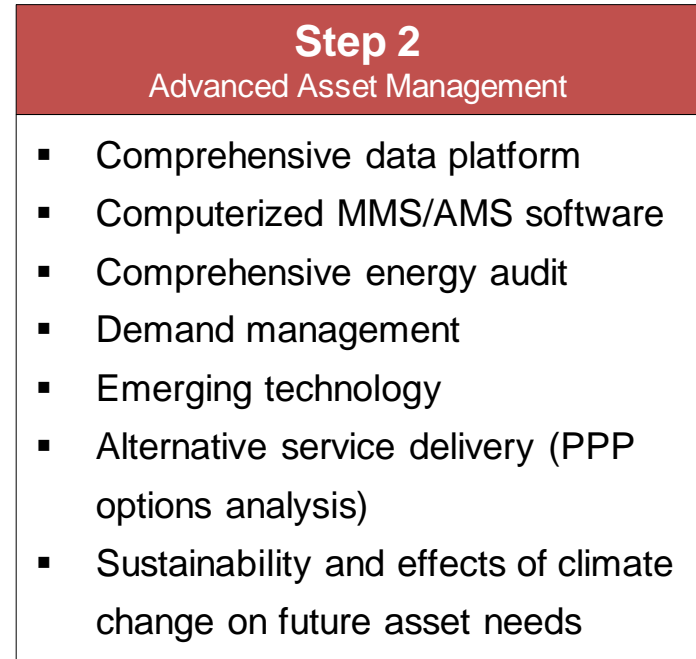
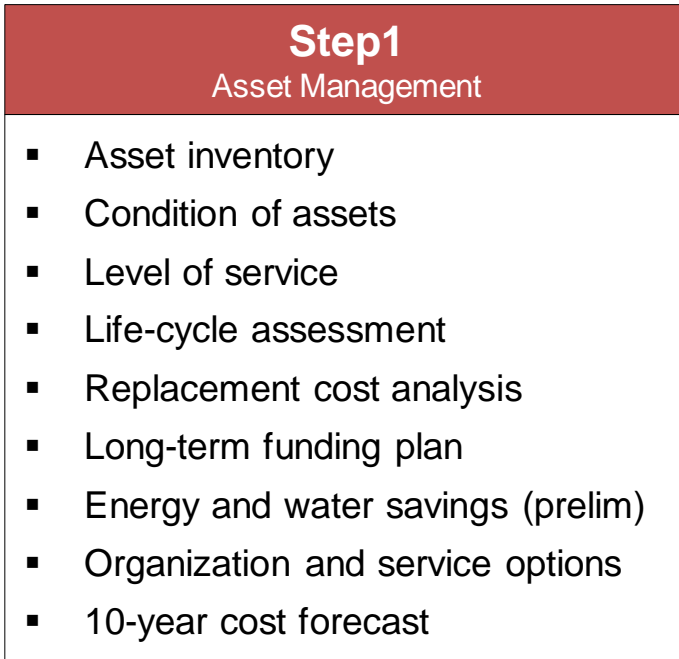
Solutions

- Establish minimum asset management standards
- Develop and implement a comprehensive facilities management planning (CFMP) system
- Create a blueprint based on global “best practices”
- Provide minimum 10-year cost forecasting tool with evaluation of assets



CFMP for U.S. Military

Two-Step Process



Basic
6-18 months

Advanced
24-48 months



Expected Timeframe

Components of an Asset Inventory

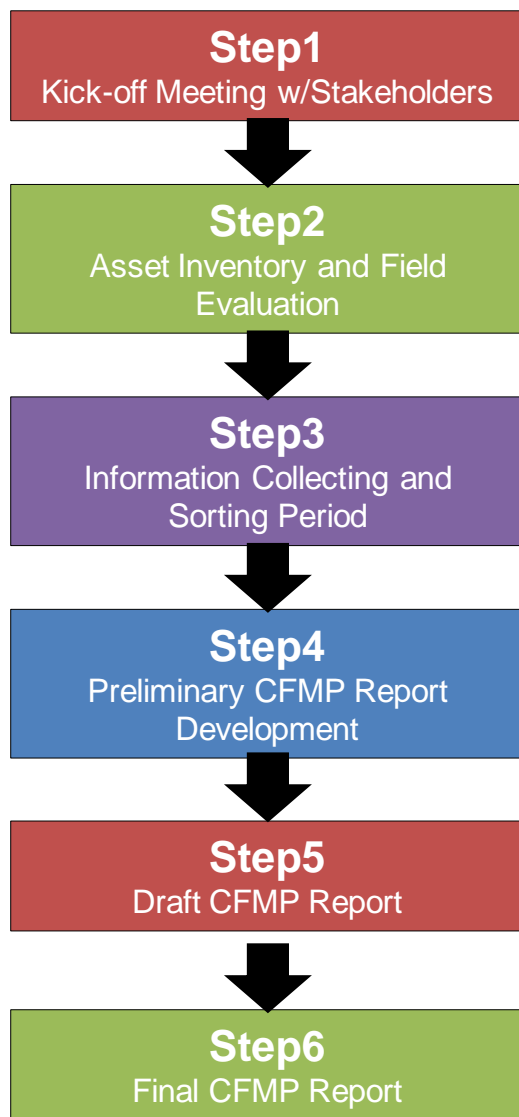
What are the components of an asset inventory?

- Basic asset information
- Condition assessment and rating system
- Estimation of useful life
- Replacement cost value
- Other important information to creating the “data file system”

What Approach are we proposing to use?

- Assets grouped by 8 modules
- Condition rating system of 1 to 5
- Complete summary listing of all assets in total – and by module breakdown
- CFMP Phase 1 report provides inventory, condition rating, replacement value forecast, and overall assessment of local government’s assets

CFMP for U.S. Cities and Government Facilities



Phase 1 Steps to Implementing CFMP

Meet with stakeholders to discuss program and planned approach.
Provide guidebook and information checklist (1 day)

Conduct field evaluation of assets; inventory; assess condition and asset values and replacement needs. (7-60 days)

Evaluation Team continues to collect asset information. Consultant begins sorting/organizing (14 days)

Consultant develops preliminary CFMP report (60 days)

Meet with stakeholders and discuss preliminary results (1/2 day)

Final Phase 1 CFMP report completed. Include road map for CFMP phase 2 (30 days)

Phase 2 Asset Management Approach

Field Evaluation of Assets - Modules

Module 1 Buildings	Includes government buildings, offices, and structures
Module 2 Roads	Sealed, unsealed pavements, pavements surfaces
Module 3 Bridges	Bridges for vehicles, pedestrians, railways
Module 4 Drainage	Curb & channel, urban sumps & catch-basins for storm water
Module 5 Parks, Landscaping, Street Furniture	Parks, recreation facilities, outdoor equipment
Module 6 Services	Water treatment & distribution, wastewater collection & treatment, & solid waste disposal
Module 7 Identify Energy & Water Savings Opportunities	Preliminary identification of energy savings
Module 8 Preliminary Organization & Service Options Review	Preliminary assessment of organization & service delivery options

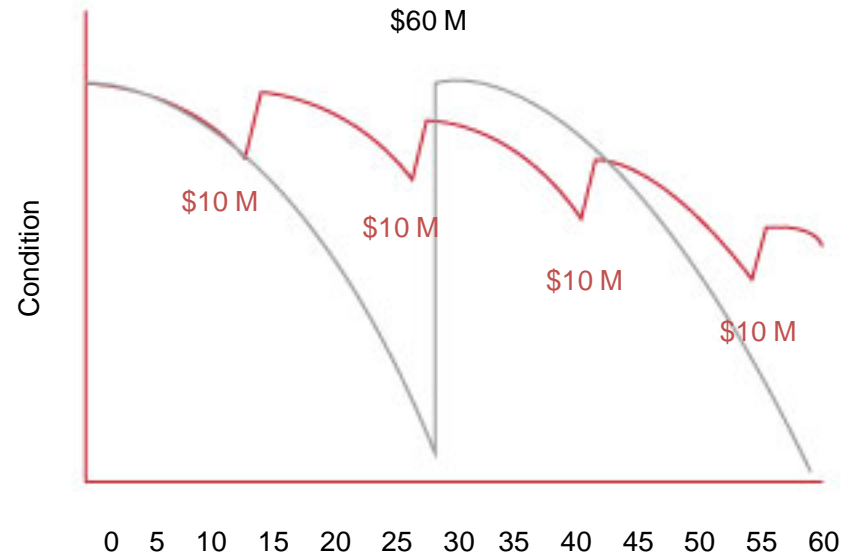
Asset Condition Assessment

Specific Rating Criteria

Specific Rating Criteria	Criteria	Condition
1	A new, near new or rehabilitated asset	Excellent
2	An asset that has been well maintained with slight condition decline since construction	Good
3	An asset in fair overall condition with some deterioration and service ability loss	Fair
4	An asset in poor overall condition with severe deterioration and limited service ability	Poor
5	An asset that has failed and is no longer serviceable	Unacceptable

Benefits of Asset Management

- Prolong asset life and aid in rehabilitation and replacement decisions
- Meet public demands for sustainability and safety
- Financial accountability and budgeting
- User rates based on sound operational and financial planning
- Budget focused on sustained and reliable performance
- Meeting service expectations and regulatory requirements
- Improved response to emergencies
- Improved security and safety of assets



Why is asset management so important?

Examples Forms



Example CFMP Report Information

Water Division

Distribution Water Main – 57 km
Water Storage Reservoirs – 2
Elevated Water Tanks – 1
Fire Hydrants – 316
Valves – 592
Pumping Stations – 2

Roadways

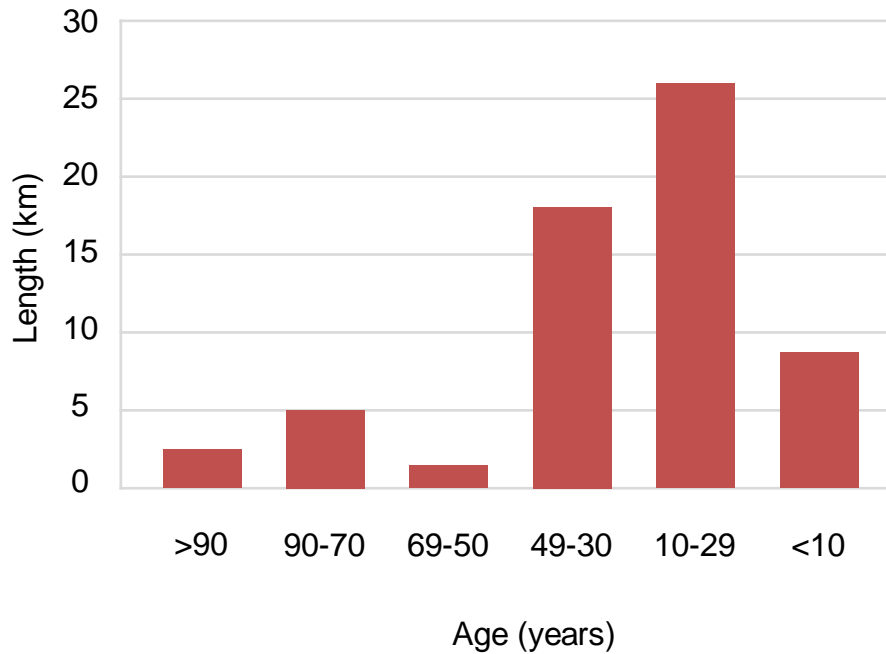
Asphalt – 72.47 km
Gravel – 9.52 km
Surface Treated – 11.43 km
Sidewalk – 20 km
Sanitary Sewer – 60 km
Storm Sewer – 15 km
Catch Basins – 400
Street Lights LED – 340
High Pressure Sodium – 481

Wastewater Division

Pumping Stations – 5
Sewage Treatment Plants – 2
Sewage Outfall – 2

Example CFMP Report Information

Age Distribution of Existing Water Network

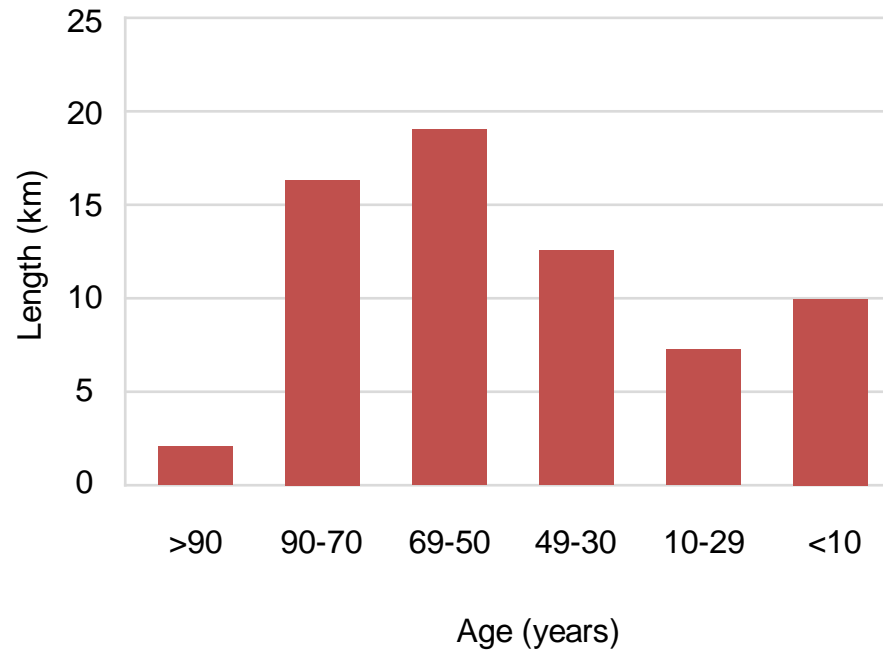


Road Network Condition



Example CFMP Report Information

Sanitary Sewer Age



Example CFMP Report Information

Sample Building Report

	Classification Module	Description	Expected life	Installed date	Renewal date	Current condition DCR	RSL
CIMU (s)	Buildings	Plain Reinforced	Non-renewable	2001	-----	C	-----
	Buildings	Precast concrete panel	Non-renewable	2001	-----	C	-----
	Buildings	Solid brick	Non-renewable	2001	-----	B	-----
	Buildings	Single-ply membrane roofing	20 Years	2001	2021	B	12
	Buildings	Metal doors (4doors)	30 Years	2001	2031	B	22
	Buildings	Electrical distribution (400 AMP)	25 Years	2001	2026	C	17
	Buildings	Incandesent lighting	25 Years	2001	2026	C	17
	Buildings	VCT	8 Years	2001	2009	C	2

Classification (Performance characteristics)	Current condition rating (Performance characteristics)	Life expectancy (Performance characteristics)	Actual installation (Performance characteristics)	Calculated next replacement (Performance characteristics)	Remaining Service Life (Performance characteristics)
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Example CFMP Report Information

Asset Replacement Value = **\$1.5 Billion**



Road System:

- Inventory
- Road Length: 385 km
 - Bridges: 38
- Replacement cost:
\$517 M

Storm System:

- Inventory
- Road Length: 385 km
 - Bridges: 38
- Replacement cost:
\$310M

Water System:

- Inventory
- Road Length: 385 km
 - Bridges: 38
- Replacement cost:
\$373m

Sanitary System:

- Inventory
- Road Length: 385 km
 - Bridges: 38
- Replacement cost:
\$300M

Summary Remarks

- ✓ CFMP itself is not a guarantee for success of LGUs
- ✓ It will establish a fundamental baseline for infrastructure management and spending
- ✓ Developed nations now focusing on more proactive investment and management of infrastructure
- ✓ Japan can be a leader and a model for the rest of the world!

第9回国際PPPフォーラム プレゼン資料

2014. 10. 28

根本祐二 東洋大学

Presentation

9th International PPP Forum

Yuji Nemoto

TOYO University

Oct.28 , 2014

本日の論点 Today's Issues

- 1 自治体の財政破たん
 - 2 自治体のアセットマネジメント
-
- 1 Bankruptcy of local governments
 - 2 Asset Management of local governments

地方財政制度

Local-public-finance system

	米国 U.S	日本 Japan
自治体の設立 Establishment of local governments	自治体の存在しない地域 もある Some areas don't belong to local governments (unincorporated areas)	すべての地域はいずれか の自治体に所属する Every area belongs to local government automatically.
自治体の資金調 達 Financing of local governments	基本的には自治体の自己 責任 Basically, it is the self- responsibility of the local government.	地方交付税、地方債により 国が支援 The Central Government supports by local allocation tax and local bonds
自治体の資産 Asset of local governments	比較的少ない comparatively small	比較的多い comparatively large

自治体の破綻制度

Bankruptcy System of local governments

	米国 U.S	日本 Japan
法制 legal system	連邦破産法9章 Federal Bankruptcy Law Chapter 9	地方公共団体の財政の健全化に関する法律 The law about the improvement in the health of the finances of local authorities
破たん条項 bankruptcy Clause	あり Yes	なし、早期健全化 No early improvement is required
公共サービスの 継続 continuation of a public service	可能、ただし削減 possible, but shall be reduced	可能、ただし削減 possible, but shall be reduced
債務調整 debt adjustment	可能かつ必要 possible and necessary	不可能 impossible

日本の自治体の破綻事例

Example of bankruptcy of the local government in Japan

北海道夕張市

- ・石炭産業が雇用、インフラ(住宅、上下水道など)の多くを提供していた。
- ・石油、輸入炭との競争に敗れ、民間企業が撤退した。
- ・市がインフラを引き継ぐとともに、雇用維持のためにレジャー施設を整備。過大投資。
- ・巨額の負債を返済できない状態に陥り、法に基づく計画を策定。公共施設の大幅な削減。

Yubari-city, Hokkaido

- Majority of population was hired by coal industry, which supplied infrastructures (housing, water and sewage, etc.).
- Energy sources shifted to oil and import charcoal, and mining companies withdrew.
- City succeeded all the infrastructures, and also invested to leisure facilities to maintain employment. **Excessive investment.**
- The city fall into the state that cannot pay back a large amount of debt, and formulated the plan based on the law. Drastic reduction of public facilities.

自治体のアセットの状況

The situation of the assets of the local governments

1 老朽化

1970年代に整備した道路、トンネル、橋、水道、下水道、学校、公営住宅などが一斉に老朽化し危険な状態になっている。

2 不十分な公会計制度

固定資産台帳がない。つまり、個別の資産のデータが不明のためマネジメントができない。

← アセットに関する認識及び政策の欠如が背景にある

→ 現在ある公共施設、土木インフラを更新するためには、30%以上の予算が不足している。(根本試算)

1 Deterioration

Roads, tunnels, bridges, water services, sewers, schools, public housing, etc. were built in 1970s have become obsolete all at once and are in a dangerous condition.

2 Insufficient Public-sector Accounting System

Many municipalities do not have fixed asset ledger.

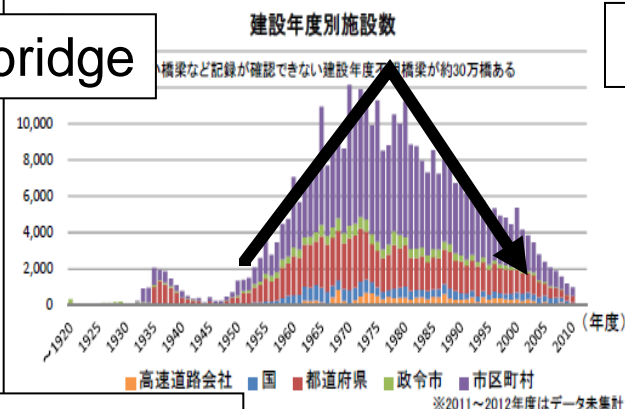
Since the data of individual property is insufficient, management is impossible.

← The recognition and the lack of a policy about public assets serve as a backdrop.

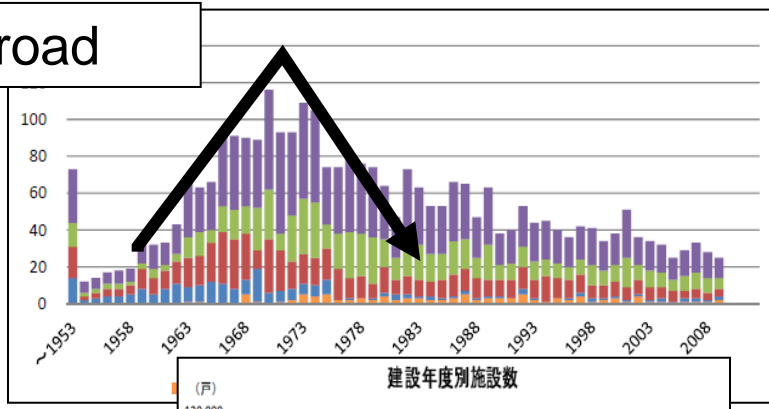
→ A budget of more than 30% is short to renew the current public facilities and infrastructure. (Nemoto's calculation)

ピラミッド型の公共投資 Pyramid shape public investment trend

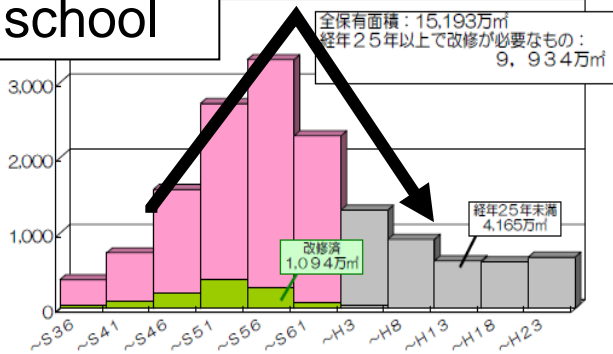
bridge



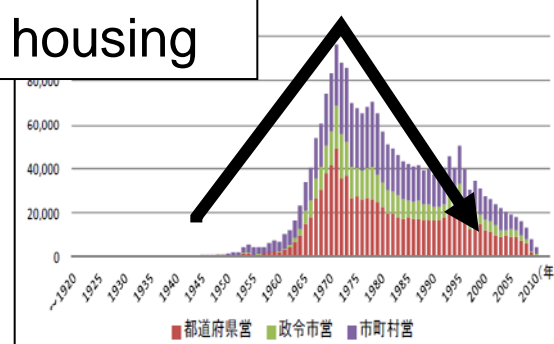
road



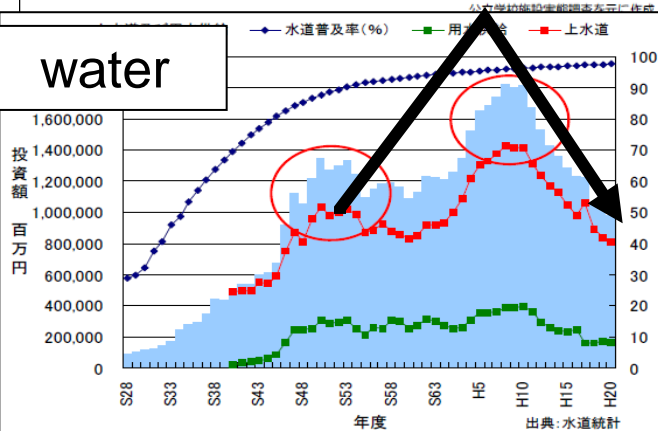
school



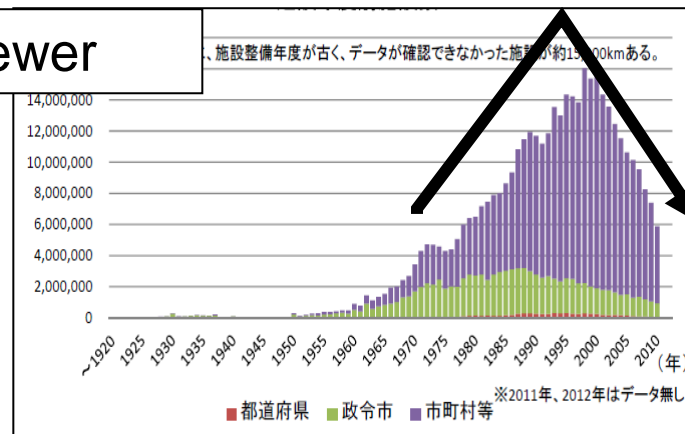
public housing



water



sewer



老朽化による事故の例

accidents by deterioration

2012.11.25
輪島市上野台中
体育館天井崩落
gymnasium
ceiling collapse



2013.10.15 東京
都港区区道崩落
road cave-in



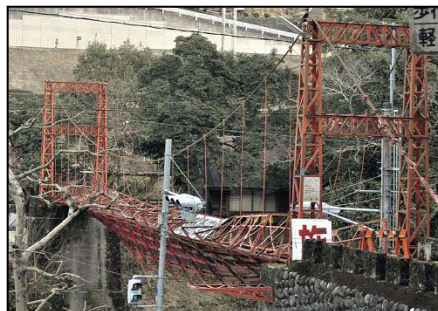
2012.12.2 笹
子トンネル天
井板崩落
tunnel ceiling
board collapse



2014.8.5
大分市道陥没
Road cave-in



2013.2.10 浜松
市第一弁天橋ワ
イヤー破断
bridge wire
fracture



2014.9.3
京都市水道管
破裂
water pipe
burst



アセットマネジメント政策の転換 Change of Asset Management Policy

2014年から、すべての自治体に公共施設等総合管理計画の策定が求められるようになった。=日本初の公的資産に関するマネジメント計画

Every local government were asked to formulate its comprehensive asset management plan from 2014.
= The first comprehensive asset management plan in Japan

1) 公共施設、インフラのすべてを対象にすること。

1) Be aimed at public facilities and all civil infrastructures.

2) 10年以上の長期計画にすること。

2) Use the long-range plan for ten years or more.

3) 廃止を含めて、予算不足を解消するための方法を記載すること。

3) Indicate the method for relieving a budgetary deficit, including abolition.

具体的なノウハウを探しているところ。

We are looking for concrete know-how.

公共施設の対策 The measures against a public facility

廃止 abolition

公共サービスとしては必要だが公共施設は不必要

It is necessary as a public service, but the public facility is unnecessary.

公共施設としては必要だが独立施設である必要はない

It is necessary as a public facility, but it is not necessary to be independent facility

民間譲渡 privatization

・保育所、高齢者福祉施設、公営住宅など
A nursery school, elderly-people welfare facilities, public housing . etc.

市民移管 transfer to citizens

・集会所など meeting place. etc.

配達、IT delivery, information technology

・移動図書館、遠隔医療など
mobile library, telemedicine . etc.

自治体間連携 cooperation among governments

・ホール、総合運動施設等
Theater, comprehensive athletic plant

多機能化 Multi-functionalization

・学校、庁舎等に機能を移転
A function is transferred to a school, a government building, etc.

公的不動産活用
Public real estate

PFI/指定管理者
PFI, outsourcing

包括維持管理
Comprehensive facility management

エネルギー管理
Energy management

市民負担見直し
Raise a citizen burden

土木インフラの対策 The measures against a infrastructure

