Tokyo
Sustainability
Action 2023

FutureTokyo

Contents

Message from Governor Koike Yuriko

To realize a sustainable future full of hope

The battle against COVID-19, which had devastating impacts on socioeconomic activities around the world, has reached a turning point, and society is starting to rebound. It is now time for us to not simply return to life before the pandemic, but to build an inclusive world where "people shine" and "no one is left behind" from the perspective of a "sustainable recovery" that ensures sustainable livelihoods for all.

In 2021, the Tokyo Metropolitan Government formulated Future Tokyo: Tokyo's Long Term Strategy, which sets forth our vision for the city in the 2040s and the strategies we will implement up to 2030 to achieve that vision. Based on this, in July that year, Tokyo Sustainability Action, which summarizes the actions we are taking and our thoughts concerning the SDGs, was released as a Voluntary Local Review (VLR).

We have continued to strengthen our policies since that time by taking the approach of agilely responding to the changing times and circumstances. Now in this year, which marks the midpoint of implementation of the SDGs agenda, those changes have been reflected in this Tokyo Sustainability Action 2023, which outlines the Tokyo Metropolitan Government's latest initiatives to achieve the SDGs.

Focusing on "sustainability" and "high technology," Tokyo will continue to inform the world about urban visions to be passed on to future generations under the banner of Sustainable High City Tech Tokyo, or "SusHi Tech Tokyo," which pursues solutions to universal urban challenges.

Humanity is now caught in a maelstrom of unprecedented complex crises such as climate crisis and the unstable international order. But these harsh circumstances present us with a game-changing moment. The players here are not "someone else." They are "we ourselves."

With the SDGs as our compass, let us each draw upon our knowledge and wisdom, and take actions to realize a sustainable future full of hope.

July 2023

Koike Yuriko
Governor of Tokyo

Executive Summary

About this publication

In July 2021, the Tokyo Metropolitan Government (TMG) announced **"Tokyo Sustainability Action,"** an international initiative called **the Voluntary Local Review (VLR)**, in which local governments voluntarily review their SDGs efforts and submit the results to the United Nations. Based on the "Future Tokyo: Tokyo's Long-Term Strategy" formulated by the TMG in March 2021, the "Tokyo Sustainability Action" outlines Tokyo's initiatives and approach toward the realization of the SDGs.

In February 2022, the "Future Tokyo: Tokyo's Long-Term Strategy Version Up 2022" was formulated with upgraded policies based on the achievements of the Tokyo 2020 Games and the changes and transformations brought about by COVID-19. In January 2023, we formulated the "Future Tokyo: Tokyo's Long-Term Strategy Version Up 2023" to proactively respond to the emergence of global issues where conventional wisdom is no longer applicable and to the rapid decline in birthrates.

This booklet is positioned as a **revised version** of "Tokyo Sustainability Action." It includes **policy upgrades** to the "Future Tokyo: Tokyo's Long-Term Strategy Version Up 2023," as well as **a summary of the progress** of the current policy goals. Through these revisions, the latest status of the SDGs is presented.

Crises and challenges facing Tokyo

Tokyo, the capital of Japan, is the center of various functions including politics, the economy, industry, education and culture. With a population of approximately 14.06 million people, it is one of the largest cities in the world, and the gross product of the metropolis is approximately 110 trillion yen (USD 1,034 billion), which is as large as the gross domestic product of a single country. On the other hand, in order for us to achieve sustainable development, we need to take numerous measures to transform society.

The world and Japan are in the midst of upheaval due to unprecedented crises such as infectious diseases, the climate crisis, and conflicts. The fight against **COVID-19** has had an enormous impact on the world, taking away not only people's lives but also the "normal everyday life" that we take for granted. On the other hand, the COVID-19 global pandemic is now **reaching a turning point** thanks to the power of humanity, including the development of vaccines.

In addition, **the protracted situation in Ukraine** has led to international competition for resources, and the world is undergoing **a structural shift** toward **decarbonization** and **energy security**. In addition, **COP27** has set **new targets for further reductions in greenhouse gas emissions**, and the world is **accelerating its shift toward decarbonization**. We need to **step up our efforts** with a strong sense of urgency that we are approaching a point of no return.

Furthermore, Tokyo and Japan face unique challenges, such as a **declining population**, the arrival of an "**ultra-aging society**," **the weakening of the Japanese economy,** and **the risk of earthquakes and volcanic eruptions**.

Despite these circumstances, we must ensure sustainability by boldly implementing new policies ahead of the rest of the world, while passing on a bright future to future

generations.

Making Tokyo a sustainable city through the Future Tokyo Strategy

Against this background, the TMG formulated Future Tokyo: Tokyo's Long-Term Strategy in March 2021. This strategy is people-centered, because it is people who generate Tokyo's growth, and it serves as a **compass that guides us to the realization of a sustainable Tokyo that strikes a balance between maturity and ongoing growth.** It is in line with the SDGs' core message of leaving no one behind and creating an inclusive society. All of the initiatives in the strategy have been refined from the perspective of the SDGs, and form **Tokyo's roadmap to realizing the SDGs**.

Future Tokyo: Tokyo's Long-Term Strategy, which centers on achieving a **sustainable recovery**, calls for a recovery from the COVID-19 crisis that is **not simply a return to life before COVID, but is a recovery that builds a resilient and sustainable society while working to overcome the climate crisis and realize sustainable lives**. Another pillar of its strategies is **structural reform**. Reforms that go deep down to the foundation of structural challenges facing Japanese society, such as the delay in digitalization, will be promoted.

Future Tokyo: Tokyo's Long-Term Strategy outlines our 20 visions for Tokyo in the 2040s, and is composed of 20+1 strategies and 122 projects to implement the strategies, which will be rolled out over the period up to 2030 to realize these visions.

Implementing policies from the perspective of the SDGs

Future Tokyo: Tokyo's Long-Term Strategy will tackle the challenges facing the Tokyo Government in an integrated manner from the perspectives of the economy, society, and the environment, which are the three dimensions of sustainable development. The strategies of Future Tokyo are also centered on drawing out the potential of people, who drive Tokyo's development, and allowing them to shine. Along with fully investing in our children who hold the future in their hands, we will strengthen safety nets to put a stop to the cycle of poverty and prevent new disparities from emerging. **By preparing an environment where everyone, from children to seniors, women, those with impairments, and foreign nationals, can be active, we will realize a society that "leaves no one behind."**

SDGs initiatives: From Tokyo to the world

Future Tokyo presents an **action plan** outlining the concrete schedule for projects up to fiscal 2023. By proceeding with projects according to this plan, we will raise Tokyo's sustainability.

In carrying out these measures, we will thoroughly implement the **PDCA** (Plan-Do-Check-Action) cycle to secure their effectiveness. During this process, we will also use BI and other digital tools to **update strategies and strengthen action plans in a flexible and agile manner to respond to changes in the age or situation**, and also make our initiatives more visible. These efforts will help enhance the quality of life of our citizens and realize a **sustainable Tokyo**.

Tokyo will not only take the initiative in pursuing the SDGs, but will also support the voluntary actions and collaborative efforts of municipalities, the citizens of Tokyo, companies, universities and various other parties in achieving the SDGs. **By expanding this circle of efforts from Tokyo to the rest of Japan and beyond to the world, the TMG will contribute to the achievement of the SDGs.**

Overview of Tokyo

Tokyo, the capital of Japan, is **the center of various functions including politics, the economy, industry, education and culture**. It is also the near center of Japan geographically. It is made up of 23 special wards, where the offices of government and private enterprises are located; the Tama area with its abundant nature as well as SMEs, universities and research institutions; and the Tokyo islands.

Tokyo is **one of the world's largest cities with a population of about 14.06 million,** 11 percent of Japan's total population. Its **gross metropolitan product is about 110 trillion yen (USD 1,034 billion), 20.4 percent of Japan's GDP.** The Tokyo Metropolitan Government's budget is about 16 trillion yen (USD 120 billion), the size of some countries' national budgets.

Tradition and innovation

Tokyo offers a remarkable experience with its blend of the past, present, and future. With a history of over 400 years, Tokyo is a juxtaposition of historical townscapes and traditional performances dating back to the Edo period, and sophisticated technology and modern pop culture such as manga and anime. Furthermore, Tokyo's diverse attractions, such as its numerous museums, theaters and other arts and cultural facilities, and its diverse food culture, continue to fascinate people around the world.
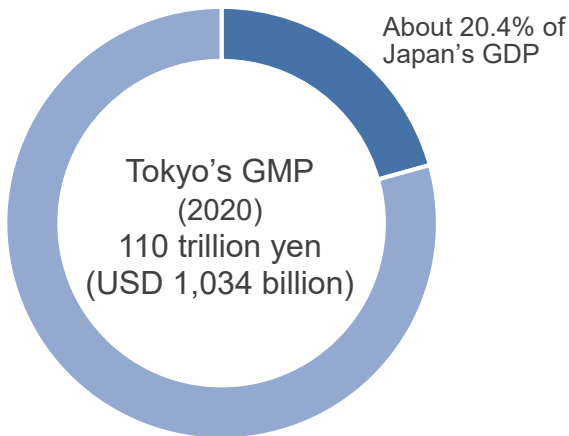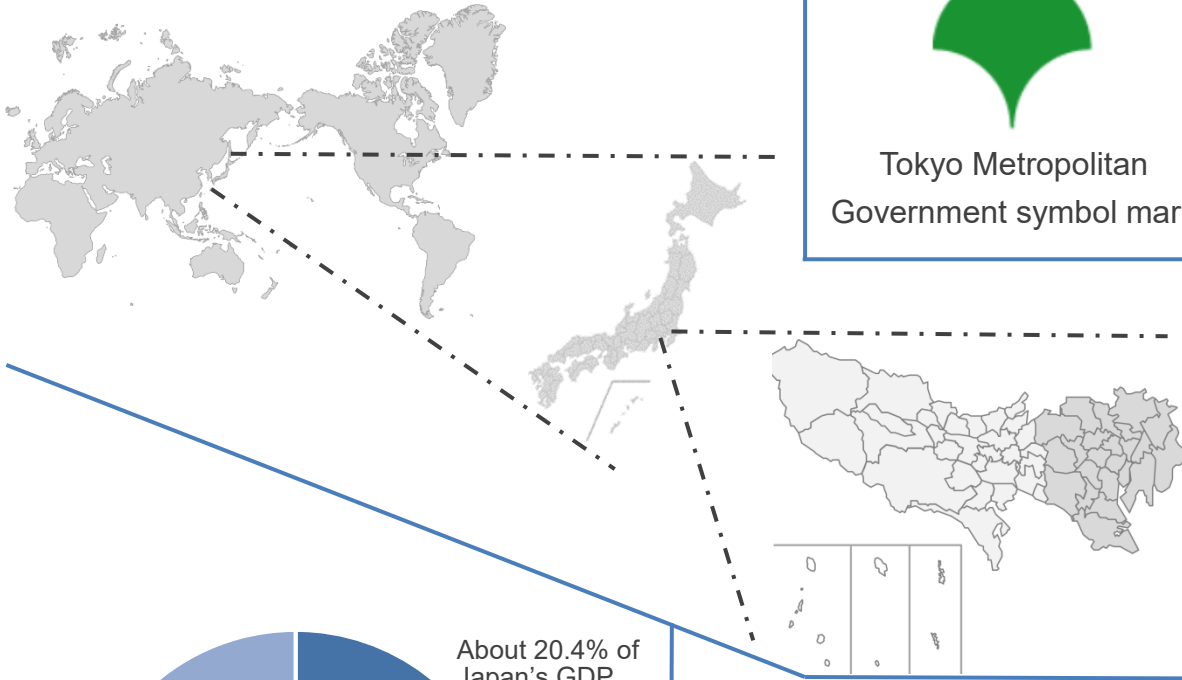
Hosting the Tokyo 2020 Games

The Olympic and Paralympic Games Tokyo 2020 were held from July to September 2021. Tokyo became the first city in the world to host the Summer Paralympic Games for the second time. We will continue to develop the various hardware and software legacies of the Games to create a "Future Tokyo" that is full of diversity and inclusiveness.

Location of Tokyo

Tokyo Metropolitan
Government symbol mark

About 20.4% of Japan's GDP

Tokyo's GMP
(2020)
110 trillion yen
(USD 1,034 billion)

Source: Bureau of General Affairs, TMG: "Annual Report on Tokyo Metropolitan Accounts (FY2020)"

Public enterprise accounts
1.8 trillion yen
(USD 13 billion)

General account
8 trillion yen
(USD 60 billion)

TMG total budget
(FY2023)
16 trillion yen
(USD 120 billion)
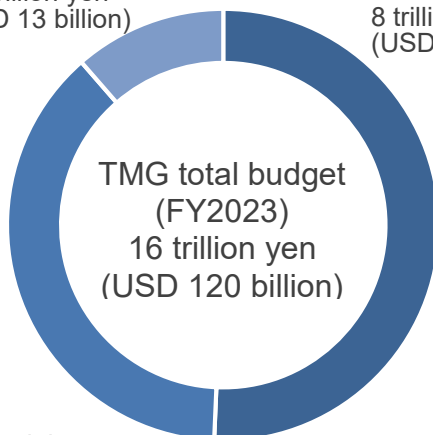
Special accounts
6.3 trillion yen
(USD 47 billion)

Source: Tokyo Metropolitan Government: "FY2023 Overview of the Tokyo Metropolitan Government Budget Proposal"

100 Age
95～99
90～94
85～89
80～84
75～79
70～74
65～69
60～64
55～59
50～54
45～49
40～44
35～39
30～34
25～29
20～24
15～19
10～14
5～9
0～4

Men   Women

2022

60 50 40 30 20 10 0 10 20 30 40 50 60

10,000 people
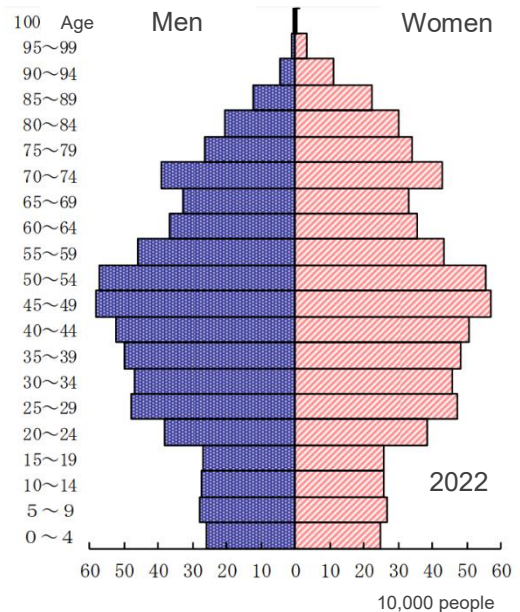
Source: Ministry of Internal Affairs and Communications: "National Census"

Tokyo's population (April 2023)

14,063,564

Men: 6,897,309
Women: 7,166,255

Source: Bureau of General Affairs, TMG: "(Estimated) Population of Tokyo Metropolis" (as of April 1, 2023)

Capture Changes and Transformations

A Whirlwind of Upheaval Strikes the World and Japan

COVID-19

The battle against COVID-19 is having devastating impacts and is not only taking human lives, but also taking away our everyday lives which we had perhaps taken for granted.

In addition, while countries around the world are rapidly accelerating their digital transformation, **Japan's digitalization is markedly delayed.** Japan is not only lagging behind in the world with its ranking of 29th out of 63 countries in the IMD's "World Digital Competitiveness Ranking 2022," but because of its low percentage of online administrative procedures, systems could not be fully utilized in measures related to COVID-19.

Meanwhile, however, with the spread of remote work, staggered commuting hours, and less crowded trains during the pandemic, our vision of the future has become a reality. Today, **the global COVID-19 pandemic** since 2019 is reaching a **turning point thanks to efforts by humanity**, including the development of vaccines.

We need to capture changes and transformations and to continue searching for ways for **sustainable urban development** such as realizing new ways to live and work and creating new value through shifting the urban structure from an overcrowded to a comfortable one.

■**Dependence on Russian energy in major countries (2020)**
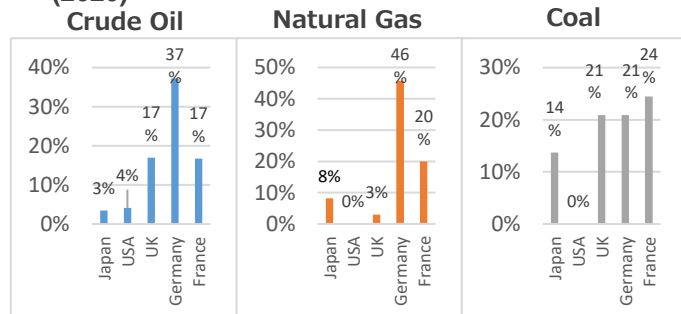
(Source) Agency for Natural Resources and Energy
Compiled from "The FY2021 Annual Report on Energy (Japan's Energy White Paper 2022)"

The Situation in Ukraine and the Climate Crisis

The protracted situation in Ukraine has led to international competition for resources, and the world is undergoing **a structural shift** toward **decarbonization** and **energy security**. Also, **with the climate crisis continuing, new targets for further reductions in greenhouse gas emissions** to achieve the "1.5°C target" **were set** in the Paris Agreement at **COP27, accelerating the global trend toward decarbonization**.

We must **accelerate our efforts with a strong sense of danger** that we are approaching the point of no return.

■**Temperature rise (simulated by IPCC)**

・Among several greenhouse gas emission scenarios, the one based on the Paris Agreement target is expected to result in an increase of 1.5 to 2°C by around 2050.
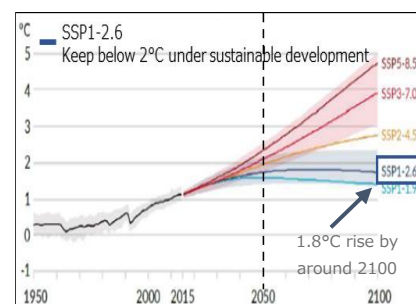
(Source) Compiled from "Report of Working Group I of IPCC Sixth Assessment Report" (IPCC, August 2021)

Challenges facing Japan and Tokyo

The advent of a shrinking population and an "ultra-aging society"

Due to the impact of COVID-19, Tokyo's population in 2021 began to decline for the first time in 26 years as people moved out of the city, foreign nationals returned to their home countries, and the number of births declined. Since spring 2022, however, the population has been gradually recovering due to the recovery in socio-economic activity and easing of immigration restrictions.

Tokyo's future population is expected to peak in 2030 (14.24 million), followed by a gradual decline. On the other hand, **the young population is expected to be about 23.2% smaller in 2065 than in 2020**, and **the working-age population is expected to be about 19.0% smaller**.
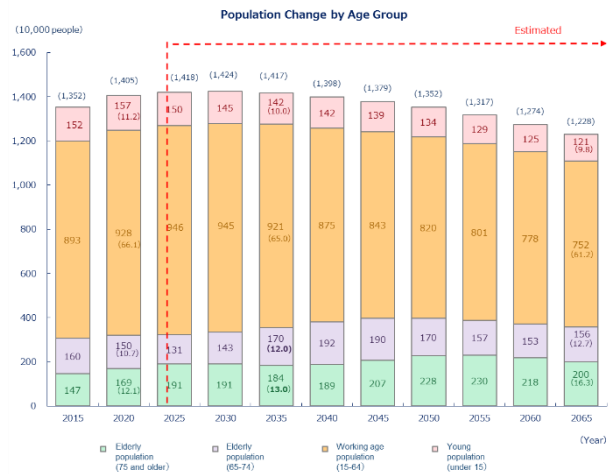
The declining birthrate and aging population have resulted in a long-term shortage of human resources and a loss of international competitiveness.

Population Change by Age Group

(Source) Compiled from "Unspecified Supplementary Results of the 2020 National Census" (Ministry of Internal Affairs and Communications).
Notes:
1. Figures after 2025 are estimates by the Bureau of Policy Planning, Tokyo Metropolitan Government.
2. Figures in parentheses at the top of the graph represent the total population. Figures in parentheses in the breakdown are the percentage of the total population.
3. Due to rounding, the total of the breakdown may not equal the total number.

Startups are small in both number and size compared to the world

Startups have driven change and growth around the world, creating innovations and solving various social issues. According to a survey conducted by the private sector, the United States has the largest number of startups in the world, approximately 120 times that of Japan. Startups in Tokyo and Japan are smaller in number and size compared to the world.
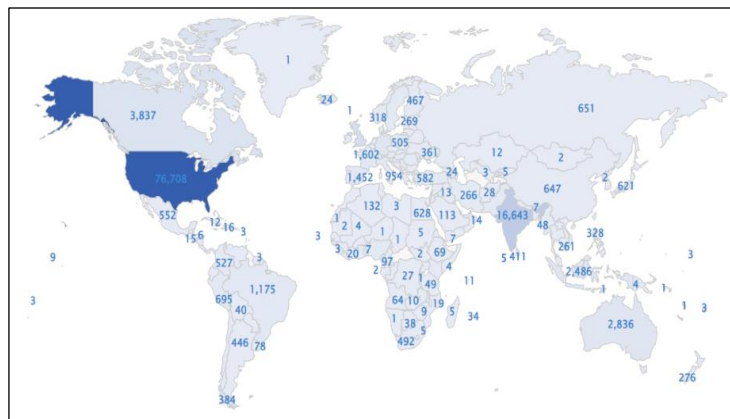
(Source) "Startup Ranking" website (https://www.startupranking.com/countries)

Tokyo threatened by complex natural disasters

It is estimated that there is **a 70% probability of an earthquake directly under the Tokyo metropolitan area occurring in the next 30 years**, which could cause up to 6,000 deaths and damage up to 194,000 buildings. We are also facing crises such as wind and flood damage, which are becoming more frequent and severe due to climate change, and volcanic eruptions that could directly lead to island-wide evacuations and paralysis of urban functions. The risk of complex disasters that cause extensive and prolonged damage is also increasing.

Realizing a Hope-Filled, Sustainable Tokyo

Formulation of "Future Tokyo: Tokyo's Long-Term Strategy"

The TMG formulated "Future Tokyo: Tokyo's Long-Term Strategy" in March 2021.

The strategy charts **the course for Tokyo to become a sustainable city that balances maturity and ongoing growth, placing a focus on the people** who are the driving force behind the city's growth. The plan was formulated in line with the SDGs principle of creating an inclusive society where "no one is left behind." All of the initiatives that make up the plan have been refined from an SDGs perspective to create **a roadmap for Tokyo to achieve the goals.**

「未来の東京」戦略
～渋沢・後藤の精神を受け継ぎ、新たな地平を切り拓く～

The front cover of Future Tokyo

Upgrading the "Future Tokyo: Tokyo's Long-Term Strategy"

The Strategy is based on the basic strategy of **"agile response to changes in the times and circumstances,"** and will be revised when better and more efficient methods are found as a result of progress in initiatives and changes in the social environment.

In February 2022, based on this basic strategy, we formulated the "Future Tokyo: Tokyo's Long-Term Strategy Version Up 2022," an upgraded version of the policy based on the results of the Tokyo 2020 Games and the changes and transformations brought about by COVID-19. In January 2023, we formulated the "Future Tokyo: Tokyo's Long-Term Strategy Version Up 2023" to proactively respond to the emergence of global issues where conventional wisdom is no longer applicable and to the rapid decline in birthrate.

Creating Tokyo's future

"Future Tokyo: Tokyo's Long-Term Strategy" sets forth the following three main directions.

> **Create a sustainable city filled with richness 50 and 100 years into the future.**
>   - Achieve a sustainable recovery from the COVID-19 pandemic.
>   - Advance urban development that provides both nature and convenience.
>   - Cultivate growth industries and new services through the "Green Shift."
>   - Achieve sustainable growth even as a shift in population takes place.
>   - Enhance Tokyo's attractions and continue to captivate the world.
> **Through swift digitalization, overcome Japan's delay and win the global competition.**
>   - Promote digital transformation to forge Tokyo's future.
>   - Take firm measures to achieve the digital transformation of government.

- Ensure that no one is left behind due to a digital divide.
- Accelerate change using the power of startups.
- Create Asia's strongest economic hub and financial city.
- Ensure that the impacts brought about by the COVID-19 pandemic contribute to major changes in the industrial structure.

➢ **Create new connections and pursue a new way of living that is safe and secure.**
- Create a society where diverse people connect both in real and virtual settings.
- Build an environment where everyone can live their best life.
- Set trends for workstyles and lifestyles from Tokyo.
- Establish new standards to ensure a safer and more secure way of life.
- Provide opportunities for a range of people to connect to generate innovation.

Our policy development stance
Sustainable recovery

The strategies set forth in Future Tokyo center on achieving a "sustainable recovery" from the pandemic. This means that **rather than returning to a pre-COVID society, as we work to respond to the climate crisis and to realize a sustainable way of life for people, we will build a resilient and sustainable society.** The following initiatives incorporate the sustainable recovery perspective.

➢ **Environment:** Accelerate climate action.
➢ **Learning:** Create an environment that allows people to continue learning under any circumstances through a hybrid of in-person and virtual learning.
➢ **Employment:** As types of employment diversify, build an environment that enables everyone to continue to work with peace of mind.
➢ **Connections:** Create opportunities and places for people to interact, even if interaction is not in-person, and create new connections.
➢ **City planning:** Through human-centered city planning, realize a comfortable city that is human-friendly and eco-friendly.
➢ **Arts and culture:** Create an environment that facilitates the continuation of activities that bring enjoyment and happiness to people, including the arts, culture, and sports.
➢ **Revitalization of local communities:** Promote rediscovery of local areas and revitalization of communities, including local production for local consumption and micro-tourism.

Structural reform

Structural reform is another core focus of Future Tokyo. The COVID-19 pandemic has had a major effect on the way we work and live, including greater use of telework. However, at the same time, it has **once again revealed structural challenges faced by Japanese society,** including Japan's slow progress with respect to digital transformation. To respond to the difficult circumstances Tokyo faces, we must work with a sense of urgency and shift gears to accelerate initiatives in areas such as digitalization, the mobility revolution, the move toward decarbonization, blending nature and urban functions, and establishing a global financial center.
Since we face these crises now, now is the time to promote reforms that go to the root of the issue.

Strategies and projects for 2030

Future Tokyo outlines our **20 visions** for Tokyo in the 2040s, and is made up of **20+1 strategies** and **122 projects** to implement the strategies, which **will be taken up to 2030** to realize these visions.
In addition, an overview of all of the visions, strategies and projects is provided in the appendix.
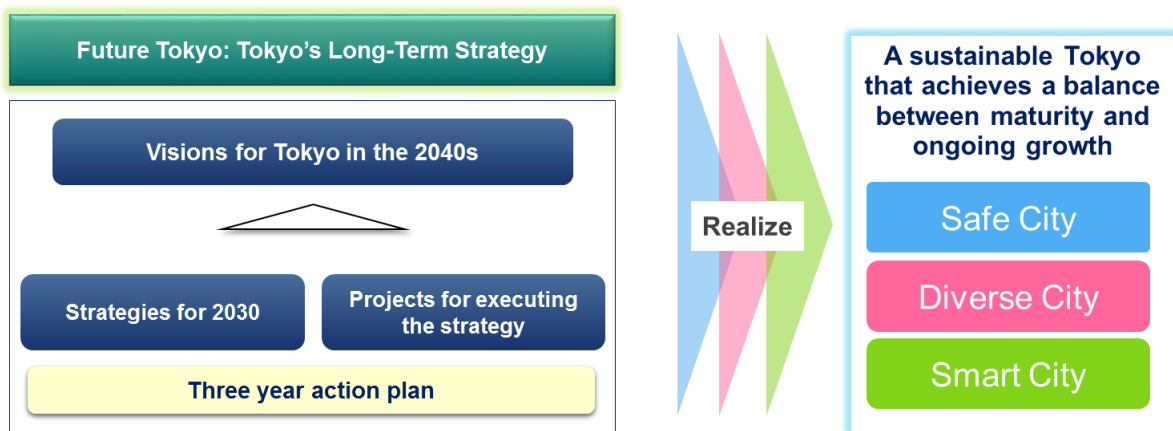
Reflect a broad range of voices of the people of Tokyo

In formulating the Future Tokyo strategy, we worked to reflect the views of a range of people by gathering opinions in various ways. Our main efforts are introduced below.

- **Exchange of opinions with experts**
  Exchanged opinions with experts in various fields in order to confirm the status of the "Future Tokyo" Strategy and to upgrade policies based on this strategy.

- **Opinion survey of Tokyo citizens**
  Conducted a survey to ascertain the items of interest and expectations of Tokyo citizens and changes in their awareness in order to reflect them in policy enhancements.

In the field of SDGs, there are many initiatives in developing countries that are more advanced. The TMG could take the lead in learning from developing countries, which would spread to the rest of the country.

Cosmo Takagi
Project Research Associate, Graduate School of Media and Governance, Keio University

- **"Future Tokyo" Strategy video and worksheet**
  We created a video explaining the "Future Tokyo Strategy" for elementary and junior high school students, using the SDGs as a starting point. We also created a worksheet for them to use in their school classes to imagine what Tokyo will look like in 2040, and to think about what they can do to create the Tokyo of the future.

  > Excerpts from worksheet responses
  ■How do you think Tokyo will have developed by 2030?
  ・I think Tokyo will have flying cars. Also, I think AI will have developed.
  ・I think there will be more buildings that are resistant to disasters, and machines that are useful for daily life will be popular.
  ・Machinery will be developed and people will not work so much.

  Consideration:
  Many respondents predicted the development of technology. On the other hand, they also have mixed fears that society will become bland due to mechanization.

  ■Which of the seven "Future Tokyo" strategies in the video is most important to you?
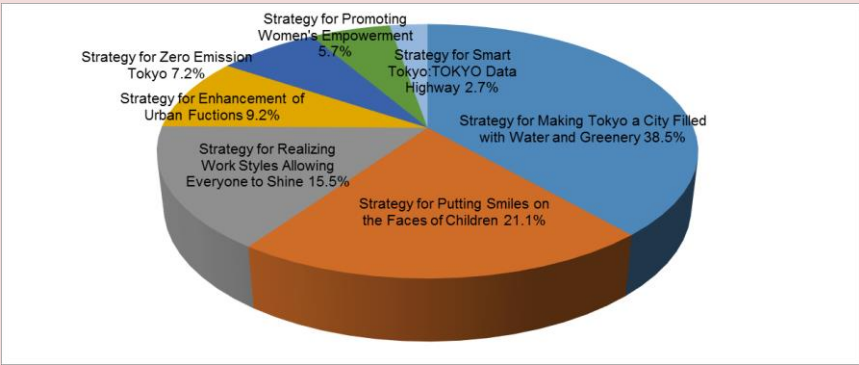
  Consideration:
  This shows interest in environmental issues and a livable city. On the other hand, few children cited "promotion of women's empowerment." As for gender issues, it may be difficult to realize until they start working, suggesting the importance of learning about a symbiotic society.

  ■ "If I were to come back in a time machine in 2030, I would advise my current self on what I should do now to make Tokyo a better place!
  ・Do what I can now, such as separating trash and helping out at home.
  ・Try to avoid emitting carbon dioxide as much as possible.
  ・Participate in volunteer activities.

  Consideration:
  Many of the responses are related to environmental issues that they have many opportunities to learn about at school and that could have an impact on them in the future. By presenting familiar and concrete action options, we consider it is possible to expand their interest to a wider variety of fields.

Implementing Policies from the Perspective of the SDGs

Integrating the three dimensions of the SDGs

A distinguishing feature of the SDGs is the **integration of the three dimensions of sustainable development: economic, social and environmental**. There has been a tendency to individually address economic, social and environmental issues, but this calls for a holistic engagement that goes beyond those categories.

As an easy-to-understand model that facilitates understanding of this feature of the SDGs, there is the Stockholm Resilience Centre's **"wedding cake model."**

This model groups the SDGs, with the exclusion of Goal 17 (Partnerships for the Goals), into the three layers of biosphere, society, and economy, to depict the economy operating on top of society, which exists on top of the

Azote Images for
Stockholm Resilience Centre

biosphere (environment), to intuitively show that it will be difficult to achieve the SDGs if we lack any of these dimensions.

Future Tokyo: Tokyo's Long-Term Strategy clarifies the association between its 122 projects and each goal, and **addresses the challenges facing the Tokyo government through integrated efforts from the perspective of the t**hree **economic, social and environmental dimensions of the SDGs.**

Realization of a society where "no one is left behind"

One of the most important principles of the SDGs is that "**no one is left behind.**" For us to live in this age of uncertainty, it is essential that we build an environment that allows the personality and potential of each individual to be drawn out to the fullest and where they can themselves choose their lives based on their own hopes and volition. To that end, **nothing is more crucial than protecting and raising "people," who are the source of Tokyo's vitality.**

Through Future Tokyo, **we will prepare an environment where everyone, from children to seniors, women, those with impairments, and foreign nationals, can play an active role.** This includes fully investing in children, who hold the future in their hands, to cultivate people who can take a place on the global stage; having all of society support parenting so that children can be happy and thrive; building an environment that allows people to continue learning and taking on challenges regardless of their age; and strengthening safety nets to put a stop to the cycle of poverty and prevent new disparities from emerging.

In addition, through a real and virtual mixture, we will build connections that befit the new age. With "connect," such as connecting people or connecting to the future, as our key word, **we will make Tokyo a city that cares for people, is full of diversity and is inclusive, and where people shine**. In this way, we will **realize a society where "no one is left behind."**
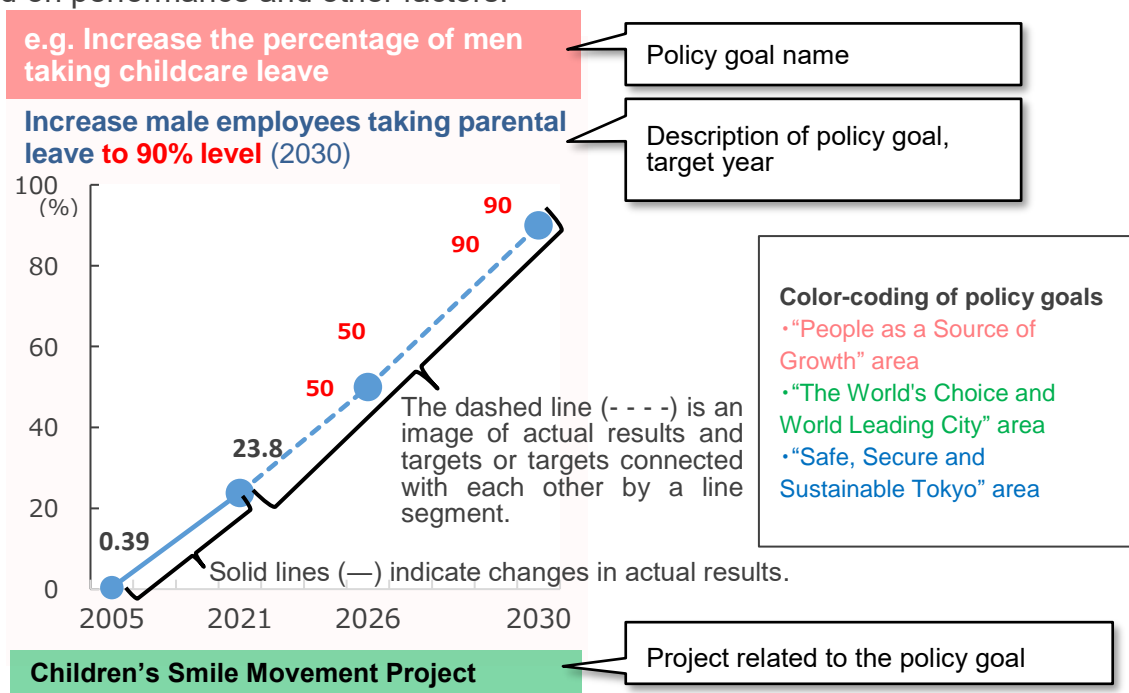
Introduction of key projects

All initiatives in Future Tokyo: Tokyo's Long-Term Strategy have been refined from the perspective of the SDGs, with integration of the three dimensions and promotion of measures to leave no one behind. The following pages present some of the key strategies and projects.

- ➢ Initiatives taken mainly from the dimension of **economy**
  - ● Strategy for "Smart Tokyo: Tokyo Data Highway"
  - ● Strategy for "Start-up City Tokyo"
  - ● Strategy for a Tokyo with Earning Potential and Innovation

- ➢ Initiatives taken mainly from the dimension of **society**
  - ● Strategy for Putting Smiles on the Faces of Children
  - ● Strategy for Supporting Children's Development and Growth
  - ● Strategy for Realizing Work Styles Allowing Everyone to Shine
  - ● Strategy for Diversity and an Inclusive Society
  - ● Strategy for Promoting Women's Empowerment
  - ● Strategy for Realizing a Choju (Longevity) Society
  - ● Strategy for Valuing "Dwellings" and "Community"
  - ● Strategy for Developing a Safe and Secure City
  - ● Strategy for Enhancing Urban Functions
  - ● Strategy for Tokyo as a City of Culture and Entertainment
  - ● Strategy for Sports Field Tokyo
  - ● Strategy for Olympic and Paralympic Legacy

- ➢ Initiatives taken mainly from the dimension of the **environment**
  - ● Strategy for Making Tokyo a City Filled with Water and Greenery
  - ● Strategy for Zero Emission Tokyo
  - ● Strategy for Promoting the Tama Area and the Islands

- ➢ Promotion of initiatives through **reform of the TMG itself**
  - ● Strategy for Structural Reform of the TMG

- ➢ Key initiatives to promote **partnerships**
  - ● Strategy for All-Japan Partnership

How to view progress on policy goals

This "VLR" summarizes the most recent performance against the policy goals and targets for each strategy, and also includes graphs showing the interim targets set based on performance and other factors.

e.g. Increase the percentage of men taking childcare leave — Policy goal name

Increase male employees taking parental leave to 90% level (2030) — Description of policy goal, target year

Color-coding of policy goals
・"People as a Source of Growth" area
・"The World's Choice and World Leading City" area
・"Safe, Secure and Sustainable Tokyo" area

The dashed line (- - - -) is an image of actual results and targets or targets connected with each other by a line segment.

Solid lines (—) indicate changes in actual results.

Children's Smile Movement Project — Project related to the policy goal

Strategy
Smart Tokyo: Tokyo Data Highway

Vision for the 2040s

Vision

✓ Full use of digital technology for a sustainable and smart city
✓ Online completion of administrative procedures

The COVID-19 pandemic exposed the **delay in Tokyo's digital transformation**. Taking this as an opportunity to boost our digital transformation, we will strongly advance the **realization of a "connected Tokyo" where anyone can be connected anytime and anywhere**, the creation of a system for **data sharing and utilization**, and **digitalization of the government**.

Policy goals for 2030

➢ **Share of cashless payment transactions**
● 43.4% (2021) → 60% (2026) → 80% (2030)

➢ **Digitization status of administrative procedures (online application, etc.)**
● 21% (FY2021) → 70% (FY2023) → 100% (2030)

➢ **Share of cashless tax payments**
● 44.6% (FY2021) → 55% (FY2025) → 70% (2030)

Progress on policy goals

Share of cashless payment transactions

Share of cashless payment transactions
80% (2030)

- 21.6% (2014)
- 43.4% (2021)
- **60%** (2026)
- **80%** (2030)

TOKYO Data Highway Project

Early realization project for social implementation using data

Digital Twin Realization Project
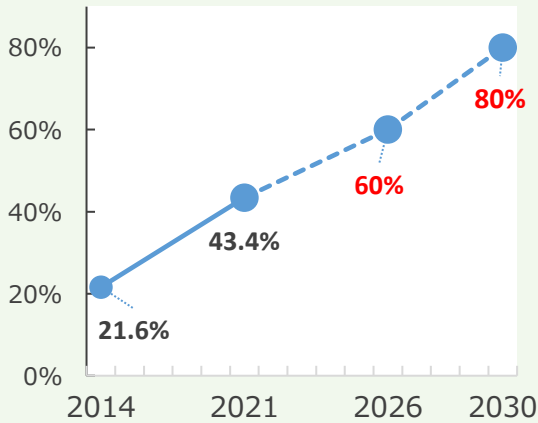
Digitization status of administrative procedures (Online application, etc.)

Digitization status of administrative procedures (online application, etc.)
100% can be processed (2030)

- 21% (2021)
- 70% (2023)
- **100%** (2026)

TMG Digital Government Project

Share of cashless tax payments

Share of cashless tax payments
70% (2030)

- 40% (2019)
- 42.4% (2020)
- 44.6% (2021)
- **55.0%** (2025)
- **70.0%** (2030)

TMG Digital Government Project
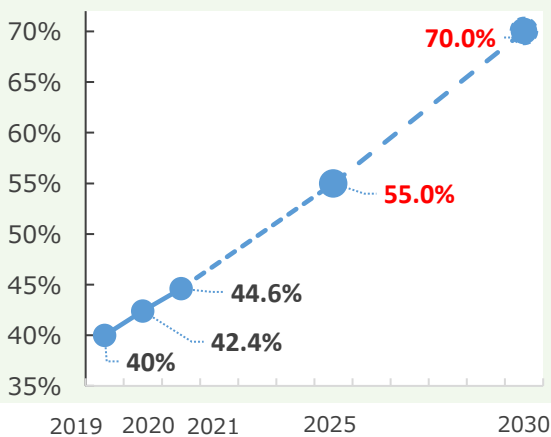
Strategy 10 Smart Tokyo: Tokyo Data Highway

Main Projects for Executing the Strategy

TOKYO Data Highway Project

■Project Overview
○ Promote the installation of 5G base stations by telecommunications carriers and strengthening cooperation with Tokyo's municipalities, etc. to realize "Connected Tokyo" as soon as possible.
○ In the "Smart Tokyo" implementation areas, focus on urban implementation of cross-sectoral services utilizing 5G and advanced technologies, and horizontally spread the results to municipalities of Tokyo to realize a Tokyo version of Society 5.0, "Smart Tokyo."

■Major Initiatives
Promptly realizing a "connected Tokyo"
➢ Promote the installation of 5G base stations in cooperation with various entities such as wards, municipalities, and businesses.

Developing "Smart Tokyo" pre-implementation areas
➢ Establish a model that takes advantage of the regional characteristics of each of the five prior implementation areas, and expand the model to other areas in Tokyo.

Project for Speedy Social Implementation of Data-based Services

■Project Overview
○ Strongly promote demonstration projects in various areas and realize cross-disciplinary services by linking data.
○ Foster professionals with advanced AI skills who can identify and solve fundamental problems.

■Major Initiatives
Implementing smart services
➢ Promote initiatives in various areas that utilize data, such as support for demonstration tests of automated driving mobile services using 5G and the use of digital technology in government building security.

Project for Creating a Digital Twin Environment

■Project Overview

○ Realize a digital twin through the fusion of cyber and physical space by building a public-private partnership data platform that enables the aggregation and coordination of various data and promoting the development and deployment of new services using the data.

■Major Initiatives

3D digital mapping of cities

➢ Acquire point cloud data in the entire urban area of special wards and construct a 3D urban model in the entire area of Tokyo.
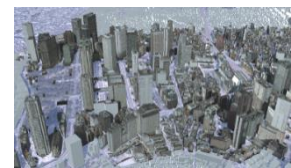
Establishing a public-private collaborative data platform

➢ Launch "TDPF" (Tokyo Data Platform) as a platform for data linkage and distribution.

Strategy

Start-up City Tokyo

Vision for the 2040s

Vision
- ✓ Form a startup ecosystem.
- ✓ Many unicorn companies that will take the world by storm are born.

Start-ups grasp the latest needs of the age and create numerous new products and services, thereby transforming people's lives and business activities. By **forming an innovation ecosystem**, **creating a new model that enables start-ups to solve social challenges**, and generating sustainable growth, we will **transform Tokyo into one of the world's greatest start-up cities**.

Policy goals for 2030

- ➢ **Startup Ecosystem Rankings: Top 5 in the world**
- ● 12th (2022) → 8th (2026) → Top 5 (2030)

- ➢ **Global × 10 (Number of unicorns from Tokyo: 10 times in 5 years until 2027)**
- ● Average 1.5 companies/year (2013–2022) → 15 companies/year

- ➢ **Expansion of Base of Operations × 10 (Number of start-ups in Tokyo: 10 times in 5 years until FY2027)**
- ● Number of TOKYO STARTUP GATEWAY participants:
  Approx. 1,000 (FY2021) → 10,000
- ● Companies supported by TMG programs:
  Approx. 170 (FY2021) → 1,700
- ● Number of university-launched ventures:
  Increase of approx. 190 (FY2021) → Increase of 1,900
- ● Number of new startups: Average 600 (2013–2022 results) → 6,000

- ➢ **Public-Private Collaboration × 10 (Number of collaborative practices in Tokyo: 10 times in 5 years until FY2027)**
- ● 9 cases (FY2022) → 100 cases per year

Progress on policy goals

Start-up ecosystem ranking

Top 5 in the world (2030)

Startup Genome, Inc. in the U.S. "Global Startup Ecosystem Ranking"

(Rank)

- Top 5
- 9th
- 8th
- 12th
- 15th

2020 2021 2022   2026   2030
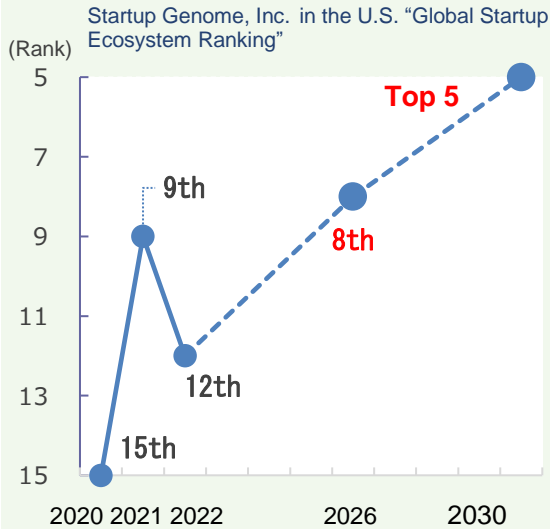
Startup-Friendly Tokyo Project

Strategic PR for the world

Number of unicorns from Tokyo

15 companies/year (2027)

(Number)

(Average/year 2013–2022)

1. 5

15

2022   2027
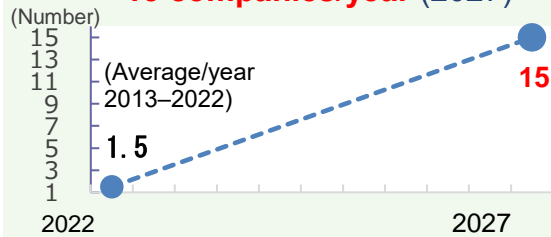
Startup-Friendly Tokyo Project

Number of collaborative practices in Tokyo

100 cases per year (2027)

(Cases)

(As of Dec. 2022)

9

100

2022   2027
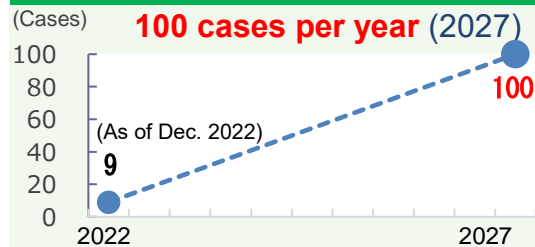
Startup-Friendly Tokyo Project

Number of start-ups in Tokyo

Number of TOKYO STARTUP GATEWAY participants **10,000** (2027)

(People)

Approx. 1,000

10, 000

2021   2027

Number of university-launched ventures **1,900** (2027)

(Companies)

Approx. 190

1, 900

2021   2027

Companies supported by TMG programs **1,700** (2027)

(Companies)

Approx. 170

1, 700

2021   2027
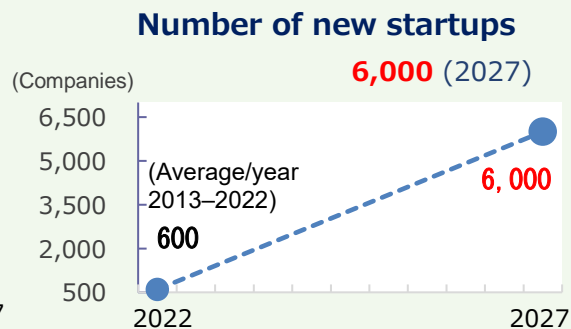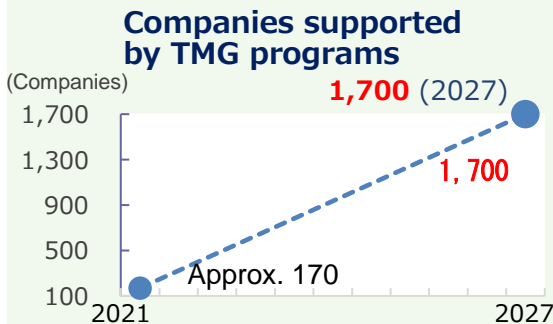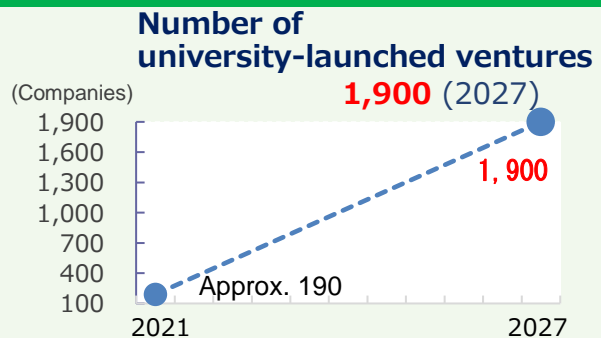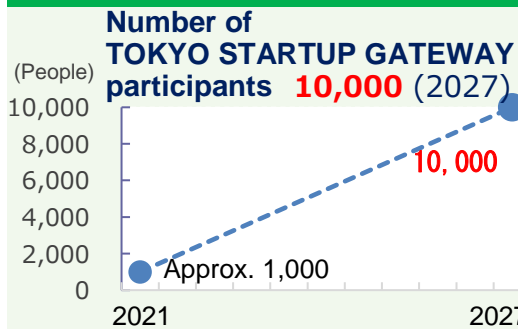
Startup-Friendly Tokyo Project

Project to create a soil where people can flap their wings toward their dreams

Number of new startups **6,000** (2027)

(Companies)

(Average/year 2013–2022)

600

6, 000

2022   2027

"One-team" support from all stakeholders

Strategic PR for the world

Strategy 11 Start-up City Tokyo

Main Projects for Executing the Strategy

Project for Making Tokyo the World's Most Startup-Friendly City

■Project Overview

○ Realize "Tokyo, the world's most startup-friendly city" by creating a place for innovation, creating mechanisms to attract investment, conducting public procurement, and re-designing regulations and rules.

■Major Initiatives

Creating a "place" for innovation

➤ Promote the establishment of "Tokyo Innovation Base," a major base where various startup-related organizations gather.

Making bold investments for "challenges" and "scaling up"

➤ Attract overseas VCs and accelerators and provide comprehensive support to help young people start their own businesses.

Expanding public procurement as the first customer

➤ Organize pitch events aimed at solving Tokyo's issues and support demonstrations at TMG's sites.

"Redesigning" regulations and rules

➤ Promote deregulation and rulemaking that are tailored to the needs of startups.

Project to Create a Place Where Everyone Can Achieve Their Dreams

■Project Overview

○ Promote initiatives to foster entrepreneurship and a global mindset, and create environments in which challengers can flourish.

■Major Initiatives

Cultivating entrepreneurship

➤ Implement entrepreneurship education programs and create opportunities for students and youths to interact with startups.

Fostering a global mindset

➤ Develop a hands-on English learning environment (TOKYO GLOBAL GATEWAY) and provide a platform for English education.

"One-Team" Support from All Stakeholders

■Project Overview
○ Provide integrated startup support with all parties involved through collaboration with universities and daily interactions with startups.

■Major Initiatives
Strengthening university partnerships
➢ Support university-launched startups and researchers with excellent research seeds.

Forming one team and interacting on a daily basis
➢ Set up a team at a private startup exchange center, to address various concerns through daily interaction.

Strategic PR for the World

■Project Overview
○ Strategically communicate to the world by holding global events and promoting all-Japan initiatives.

■Major Initiatives
Providing startup information to the world
➢ Build a common startup database and provide it domestically and internationally.

Example of La French Tech's website

Organizing global events
➢ Organize "City-Tech. Tokyo," an event for realizing a sustainable society.

Strategy

A Tokyo with Earning Potential and Innovation

Vision for the 2040s

Vision

✓ Evolving into the most open, strong economic and financial city in the world.

✓ Concentration of global companies and high-level human resources from around the world in Tokyo.

Capitalizing on social stability and international trust, we will create the environment needed to **transform Tokyo into the world's most business-friendly city** where people, goods, money, and information gather from around the globe. By **utilizing cutting-edge technology** and **realizing organic cooperation between various entities supporting Tokyo's economy**, we will increase industrial productivity and added value and **create new business and innovation**.

Policy goals for 2030

➢ **Global City Power Index (Economy Function): 1st**
● Ranking of Economy Function in Global City Power Index published by The Institute for Urban Strategies at the Mori Memorial Foundation
5th (2022) → 3rd (2026) → 1st (2030)

➢ **Improving the percentage of SMEs in Tokyo whose performance is growing**
● Percentage of SMEs in Tokyo with positive year-on-year sales: 55% or more
44.1% (FY2021) → 50% (FY2026) → 55% or more (FY2030)

➢ **Increasing output per farm household**
● 5.08 million yen (FY2020) → 6.9 million yen (FY2026) → 8 million yen (FY2030)

➢ **Increasing the number of international students accepted at Tokyo Metropolitan University**
● 587 (2021) → 882 (2026) → 1,000 (2030)

Progress on policy goals

Global City Power Index

Global City Power Index (Economy Function): 1st (2030)

(Rank)

4th 4th
5th
3rd
1st

2020 2021 2022 2026 2030

(Ranking of Economy Function in Global City Power Index published by The Institute for Urban Strategies at the Mori Memorial Foundation)
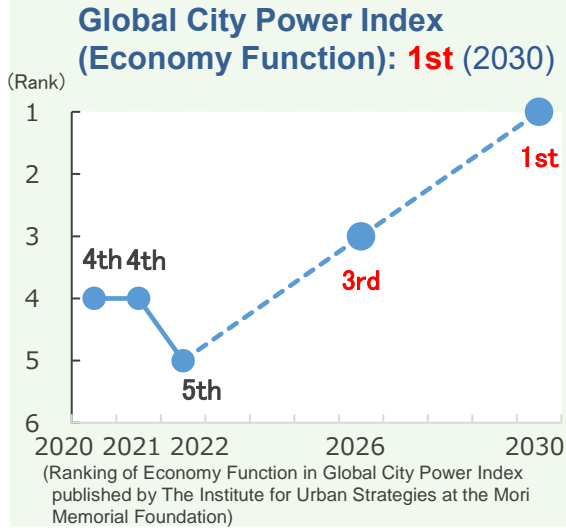
Formation of an International Business Hub to Beat the Global Competition

Improving the percentage of SMEs in Tokyo whose performance is growing

Percentage of SMEs in Tokyo with positive year-on-year sales: 55% or more (FY2030)

60%
55% or more
50%
44.1%
40%
33%
30%
27.4%
20%
2019 2020 2021 2026 2030
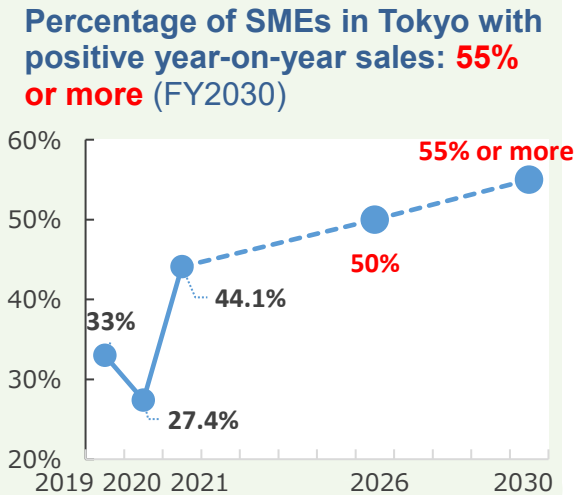
Open Innovation Creation Project

Project for Revitalizing SMEs and Local Industry for the Next Generation

Project for Enhancing Recognition of Tokyo's Brands

Tama Innovation Park Plan

Increasing output per farm household

Output per farm household 8 million yen (FY2030)

(Million yen)
9
8
8.00
7
6.90
6
5
5.08
4.90
4
4.34
3
2
1
0
2018 2019 2020 2026 2030
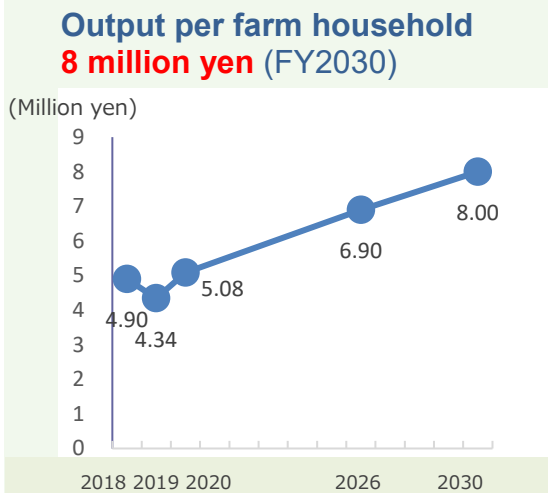
Tokyo Smart Agriculture, Forestry, and Fishery Project

Increasing the number of international students accepted at Tokyo Metropolitan University

Number of students 1,000 (2030)

1,200
(Students)
1,000
1,000
800
882
661
600
605 587
400
2019 2020 2021 2026 2030

Tokyo Metropolitan University Rebirth Project

Strategy 12　A Tokyo with Earning Potential and Innovation
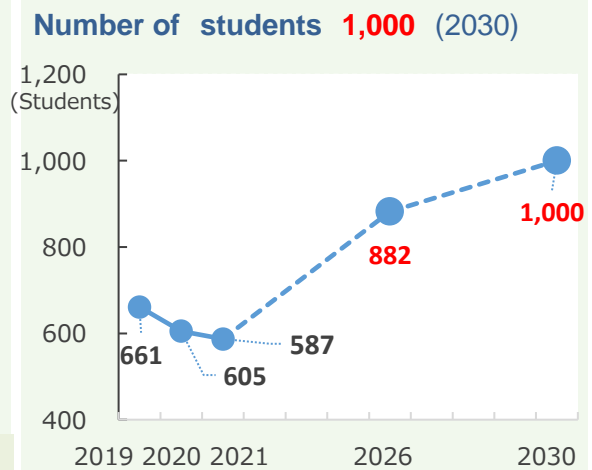
Main Projects for Executing the Strategy

Project to Realize "Global Financial City: Tokyo"

■ Project Overview
○ Establish Tokyo as an "International Financial City," a financial hub for the world and Asia, by developing strategic initiatives that leverage Tokyo's strengths.
○ Accelerate our efforts to seize opportunities presented by the rapidly changing international financial situation, and solidify our position as a world-class international financial city.

■ Major Initiatives
Promoting sustainable finance
➢ Promote the creation of funds and the issuance of ESG bonds to achieve decarbonization.
Digitizing finance
➢ Support the growth of fintech companies and promote the use of blockchain.
Gathering diverse financial players
➢ Disseminate information to raise the level of financial literacy and strengthen the development of international financial human resources.

SDGs債

TOKYO FINANCIAL AWARD

Open Innovation Creation Project

■ Project Overview
○ Provide SMEs, local industries, and start-ups with high technological capabilities with opportunities to collaborate with a variety of entities including large corporations, universities, research institutions, and local governments to create innovation and achieve industrial growth in Tokyo.

■ Major Initiatives
Creating innovations to achieve zero emissions, etc.
➢ Support startups and others to develop technology in collaboration with large companies, etc.
Creating innovations utilizing local resources, etc.
➢ Support the development of new products and services utilizing local resources, etc.

Project for Revitalizing SMEs and Local Industry for the Next Generation

■ Project Overview

○ Raise Tokyo's industrial strength by providing comprehensive support for the creation of new business models in the post-COVID-19 era and for various management issues faced by SMEs, such as business succession, risk management, financing, overseas expansion, and securing human resources.

○ Realize local economic growth through the revitalization of shopping areas and manufacturing industries, which are the core of local industry.

■ Major Initiative

Promoting business transformation into growth industry sectors

➢ Provide expert directional advice and technological development support for SMEs to shift their business to growing industry sectors.

Boosting overseas expansion

➢ Provide support for exhibiting at international and online trade shows.

Project for Creating the Best Gourmet City in the World

■ Project Overview

○ Strategically refine the appeal of Tokyo's diverse food offerings to make Tokyo shine as the "world's kitchen" and become the world's top gastronomic city.

■ Major Initiatives

TOKYO GOURMET FESTIVAL

➢ Hold events in spring and fall to enjoy Tokyo's diverse food and Tokyo-grown food products.

Tokyo-grown foods

➢ Promote the spread of Tokyo's original foods and expand the production and distribution of Tokyo-grown agricultural and livestock products.

Promoting the attractiveness of the Toyosu Market, etc.

➢ Promote the attractiveness of food and create a bustling atmosphere at the Senkyaku Banrai Facility and other facilities in the Toyosu Market.

Tokyo Smart Agriculture, Forestry, and Fishery Project

■ Project Overview

○ Improve the earning power of Tokyo's agriculture, forestry, and fisheries industries by increasing productivity through the use of cutting-edge technologies.

■ Major Initiatives

Tokyo smart agriculture

➢ Promote the development of agri-tech in an R&D platform consisting of private companies, research institutes, and producers.

Smarter forestry

➢ Operate a cloud system that centralizes forest resource information and other information from aerial laser measurements and efficiently manages forest information.

Tokyo smart fishery

➢ Develop and operate a system to predict fishing sea conditions with high accuracy in order to improve the efficiency and safety of fishing operations.

Project for Passing on Tokyo's Forests to Future Generations

■ Project Overview

○ Foster momentum for forest development, promote appropriate forest maintenance and timber utilization in cooperation with the rest of Japan, and enhance the industrial strength of the forestry industry by adding value to Tama timber, etc. Realize a sustainable forest cycle that will last 100 years.

■ Major Initiatives

Training foresters

➢ Provide training to acquire professional knowledge and skills in logging and removal at Tokyo Training Forest.

Expanding the use of wood

➢ In addition to supporting the conversion of medium- and large-scale buildings to wooden structures, operate "MOCTION," a base for displaying wooden products and other products from around Japan, to promote the appeal of domestic timber.

Tama Innovation Park Plan

■ Project Overview

○ Establish Tama as one of the world's leading areas of innovation through the concentration of universities, research institutes, specialized human resources, major high-tech companies, and SMEs with high technological capabilities in the Tama region, and the active integration of cutting-edge industries and start-ups from Japan and abroad.

■ Major Initiatives

Forming an innovation ecosystem

➢ Support projects that work to solve regional issues in Tama. Promote the creation of innovation through collaboration among companies using the Tokyo Tama Mirai Messe, a center for industrial exchange.

Revitalizing manufacturing

➢ Provide support for matching with manufacturing companies, as well as the development and formation of manufacturing networks.

Tokyo Metropolitan University Rebirth Project

■ Project Overview

○ Evolve Tokyo Metropolitan University into a university that nurtures and produces highly skilled human resources and creates new knowledge to solve global issues.

■ Major Initiatives

Realizing Nobel Prize-class research

➢ Invite top researchers to promote high-level research with global impact.

Developing a global standard educational environment

➢ Provide an environment for sending students abroad and accepting international students.

Developing recurrent education

➢ Provide a curriculum for seniors over 50 years old for up to 4 years of study, offering a wide range of subjects such as history, psychology, civil engineering, nutrition, etc.

Strategy

Putting Smiles on the Faces of Children

Vision for the 2040s

Vision

✓ Waiting lists for childcare are a thing of the past.

✓ The birth rate has reached 2.07, the highest level among developed countries.

When children smile, those around them naturally smile as well. We will examine the situation from the perspective of children. And, by **advancing the development of local communities with a comfortable atmosphere for children, where responsibilities shouldered by families related to childbirth and parenting are supported by society as a whole**, and by working to **change the mindset of society**, we aim to create a society filled with people who feel the joy of raising a child.

Policy goals for 2030

➢ **Raise the percentage of men who take parental leave**
● 23.8% (2021) → 50% (2026) → 90% level (2030)

➢ **Eliminate waiting lists for child day care and maintain this situation**
● 300 children (2022) → Eliminate early and maintain the situation

➢ **Eliminate waiting lists for after-school care early on and maintain this situation**
● 3,465 children (2022) → Eliminate early and maintain the situation

➢ **Halve the gap in time related to housework and childcare between men and women**
● 5 h 20 min (2021) → 3 h 30 min (2026) → 2 h 30 min (2030)

Progress on policy goals

Increase the percentage of men taking childcare leave

Increase male employees taking parental leave to 90% level (2030)

(%)

- 2005: 0.39
- 2021: 23.8
- 2026: 50
- 2030: 90
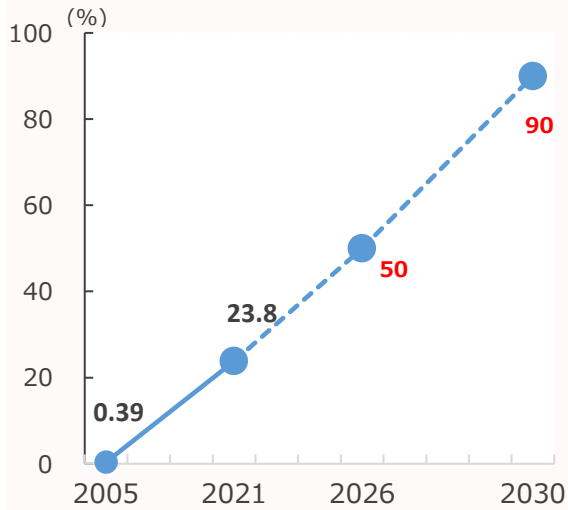
Children's Smile Movement Project

Eliminate nursery school waiting lists and maintain it that way

Eliminate nursery school waiting lists in Tokyo as soon as possible and maintain it that way

(People)

- 2016: 8,466
- 2022: 300
- 2026: 0
- 2030: 0
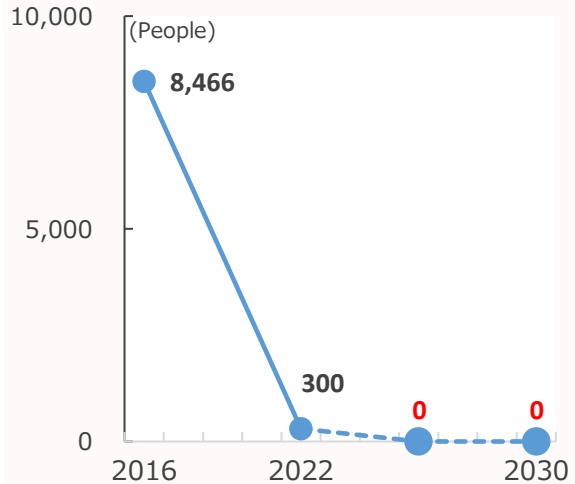
Pregnancy, Childbirth, and Child Rearing Full Support Project

Eliminate waiting lists for after-school care early on and maintain this situation

Eliminate waiting lists for after-school care early on and maintain this situation

(No. of children)

- 2016: 3,417
- 2022: 3,465
- 2026: 0
- 2030: 0
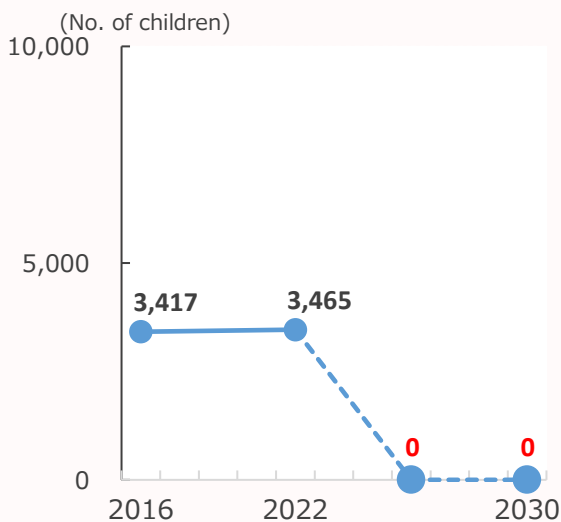
Pregnancy, Childbirth, and Child Rearing Full Support Project

Halve the gap in time related to housework and childcare between men and women

Halve the gap in time related to housework and childcare between men and women to 2 h 30 min (FY2030)

(hour)

- 2019: 5h1min
- 2021: 5h20min
- 2026: 3h30min
- 2030: 2h30min
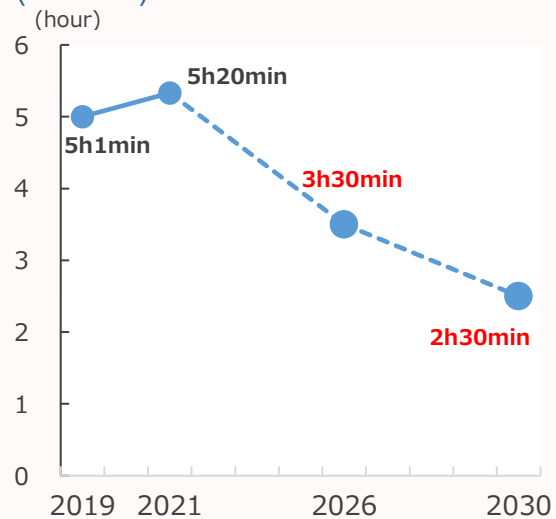
Housework and Childcare Burden Reduction Project

Main Projects for Executing the Strategy

Pregnancy, Childbirth, and Child Rearing Full Support Project

■Project Overview

○ Provide seamless support for each stage of pregnancy, childbirth, and child rearing to realize a society in which the child-rearing generation can have and raise children with peace of mind and experience the joys of child rearing.

○ From the perspective of leaving no one behind, strengthen support for children and parents in difficult circumstances and promote the development of an environment where both children and parents can spend each day with a smile.

■Major Initiatives

Seamless support

➢ Support the efforts of municipalities to understand the situation of all child-rearing families from the pregnancy stage and provide continuous support.

➢ Provide interviews for all pregnant women by a professional; consultation support by experienced childcare professionals; postnatal housework and childcare support, etc.

Reducing the burden of pregnancy, childbirth, and childcare

➢ Provide egg freezing and support for testing and treatment related to infertility.

➢ Provide benefits to children aged 0-18, free childcare for the second and subsequent children aged 0–2, reduced tuition burden, and subsidies for medical expenses.

Expanding childcare services and secure after-school places

➢ Expand childcare services based on the pillars of "promoting the development of childcare centers and other facilities, securing and retaining human resources, and enhancing user support."

➢ Support the creation of various places for children to stay by municipalities, including the establishment of school-age clubs.

Strengthening the functions of counseling agencies, especially for children and families in need of support

➢ Prevent child abuse by strengthening and coordinating the functions of Child and Family Support Centers and Child Guidance Centers.

➢ Improve support for single-parent families and measures to combat child poverty, and improve the social foster care system.

Children's Smile Movement Project

■Project Overview

○ Promote the Children's Smile Movement, an action to bring smiles to children's faces, in cooperation with all actors in society, with the aim of creating a "Children First" society.

■Major Initiatives

Initiatives to interact with children and support children in society as a whole

➢ Promote initiatives that bring smiles to children's faces and raise awareness of parental leave by collaborating with diverse entities, each with their own strengths.

➢ Strengthen interactive communication and information dissemination with children, the future leaders of our society.

Leading Projects with Cross-Organizational Promotion Teams

■Project Overview

○ Work across policy areas on child policy, on themes that are difficult to deal with within existing frameworks.

■Major Initiatives

"Growth of the child" in infancy

➢ Enhance early childhood education and care, and provide opportunities for all children to engage with diverse others.

Creating connections for childcare

➢ Develop a consultation environment through outreach-type support, continuous support from the pregnancy stage, SNS, etc.

Promoting "play" that leads to children's smiles

➢ Create children's playgrounds and enhance opportunities for children to experience "play."

Creating an environment that protects children from accidents

➢ Raise awareness of accident prevention measures from the child's perspective, build a database of accident information, and create a safe environment for children.

Supporting young carers

➢ Strengthen the linkage between "early understanding" and "consultation support," practice multi-agency collaboration, and provide multifaceted support based on the actual situation.

Supporting non-native Japanese-speaking children

➢ Enhance Japanese language education and guidance, strengthen the counseling system to attend to concerns, and create places where children can gather and interact.

Youth health care

➢ Utilize learning opportunities to consolidate knowledge, educate the public on health care information, and strengthen the functions of the counseling and support system.

"Growth of the child" in the school age group

➢ Conduct interviews with children attending free schools, etc. and support groups, and investigate advanced cases in Japan and abroad.

Project for Alleviating the Burden of Housework and Parenting

■Project Overview

○ Provide multifaceted support to reduce the burden of housework and childcare so that both men and women can balance work and family life.

■Major Initiatives

Promoting men's participation in housework and childcare

➢ Promote the Mind Change Project for male participation in housework and childcare, provide incentives to companies that promote parental leave, and raise awareness among managers and others regarding male parental leave.

Establishing flexible work styles and telework

➢ Promote flexible work styles, including telework, and reduce the burden of housework and childcare through the dispatch of housework and childcare supporters, etc.

Strategy

Supporting Children's Development and Growth

| 1 NO POVERTY | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 10 REDUCED INEQUALITIES | 11 SUSTAINABLE CITIES AND COMMUNITIES | 17 PARTNERSHIPS FOR THE GOALS |

Vision for the 2040s

Vision

✓ New "Tokyo Model of Education"

✓ Inclusive education has been achieved

We will move away from passive forms of learning that revolve around knowledge acquisition toward a style of education that focuses on each child's personality and nurtures independence, initiative, and problem-solving skills. We will support children who challenge themselves in other countries or in society, and provide meticulous support to each child regarding bullying, truancy, and other issues.

Policy goals for 2030

➢ **Improve the academic performance of children and students**
● Elementary School   90.0% (2021) → Exceed the national average on all questions in two or more subjects (2026) → 100% (2030)
● Junior High School   90.0% (2021) → Exceed the national average on all questions in two or more subjects (2026) → 100% (2030)

➢ **Increase the percentage of students entering science universities**
● 33% (FY2021) → 36% (FY2026) → 40% (FY2030)

➢ **Increase the number of overseas students**
● 40 (2021) → 7,860 (2021–2026) → 13,500 (2021–2030)

➢ **Improve English language skills of junior high and high school students**
● Junior high school students: English Language Proficiency Test Level 3
  54.4% (2021) → 63.0% (2026) → 80.0% (2030)
● High school students: English Language Proficiency Test Quasi Level 2
  50.0% (2021) → 60.0% (2026) → 80.0% (2030)

Progress on policy goals

Improve the academic performance of children and students

Exceed the national average in all subjects and all questions of the National Assessment of Academic Progress (2030)

Elementary School

- 86.0% (2017)
- 91.7% (2018)
- 85.7% (2019)
- 90.0% (2021)
- 93.3% (2022)
- **100%** (2030)

Junior High School

- 84.8% (2017)
- 72.9% (2018)
- 95.7% (2019)
- 90.0% (2021)
- 85.7% (2022)
- **100%** (2030)
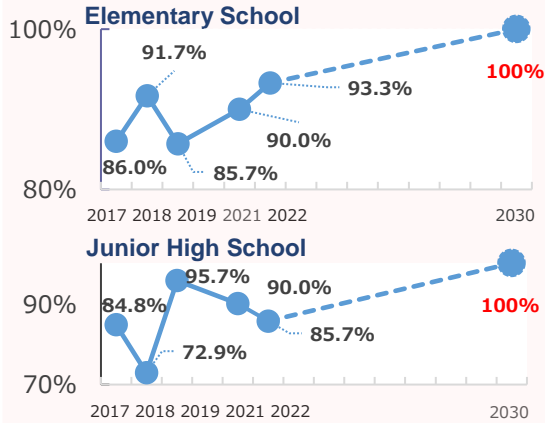
Project to promote a new "New Tokyo Model of Education"

Project for Human Resource Development in the Society 5.0 Era

"GLOBAL Student" Project

Increase the percentage of students entering science universities

Increase the percentage of students entering university science departments* from metropolitan high schools 40% (FY2030)

- 31.6% (2019)
- 32.3% (2020)
- 33.0% (2021)
- **36.0%** (2026)
- **40.0%** (2030)

＊Science, Engineering, Agriculture, Health, Home Economics, etc.
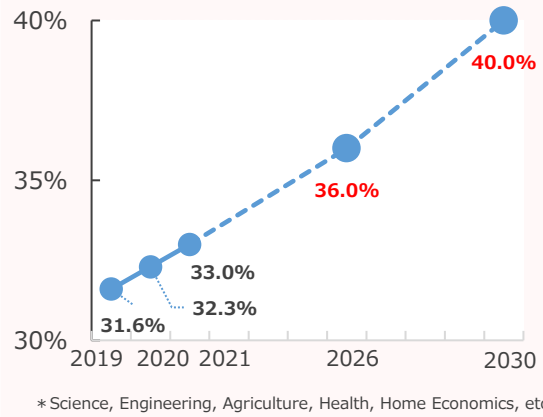
Project for Human Resource Development in the Society 5.0 Era

Increase the number of overseas students

Number of overseas students supported by TMG: 13,500 in total (2021–2030)

- 40 (2021)
- 7,860 (2026)
- **13,500** (2030)
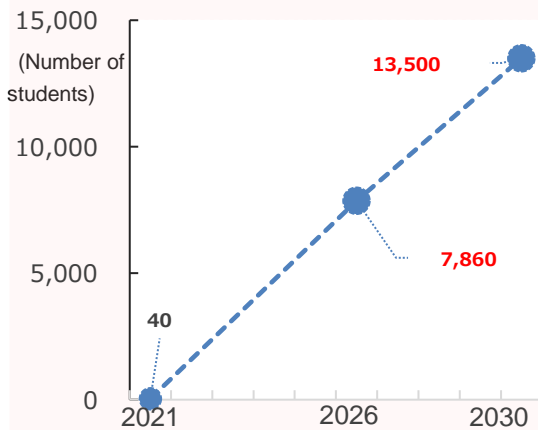
"GLOBAL Student" Project

Improve English language skills of junior high and high school students

Junior high school students: English Language Proficiency Test Level 3 80% (2030)

- 51.6% (2019)
- 53.6% (2020)
- 54.4% (2021)
- **63.0%** (2026)
- **80.0%** (2030)
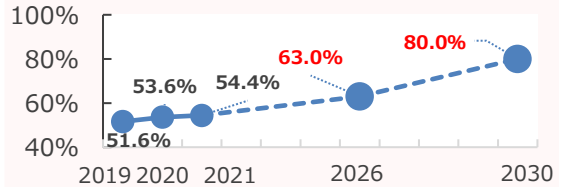
High school students: English Language Proficiency Test Quasi Level 2 80% (2030)

- 46.7% (2019)
- 50.4% (2020)
- 50.0% (2021)
- **60.0%** (2026)
- **80.0%** (2030)
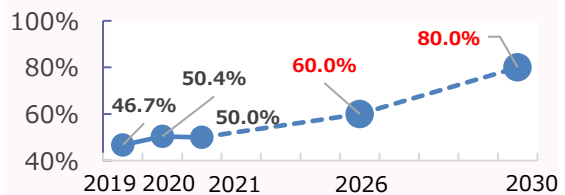
"GLOBAL Student" Project

Main Projects for Executing the Strategy

Project for Promoting a "New Tokyo-style Educational Model"

■Project Overview
○ Develop a new "Tokyo-style education model" that addresses the individuality and abilities of children and supports their growth throughout society.

■Major Initiatives
Shifting to "learning" that values the child's perspective
➢ Digitalize education to transform the way we learn, teach, and work, and actively utilize outside human resources to improve the qualifications of teachers.

Learning to develop each individual's personality and abilities to the fullest
➢ Foster an entrepreneurial spirit among children and youth by promoting high school and university cooperative education programs that respond to children's ambitions and develop their abilities.

Promoting attentive education that leaves no one behind
➢ Promote inclusive education and develop and deploy kindergarten-elementary school collaboration programs.

Project for Human Resource Development in the Era of Society 5.0

■Project Overview
○ Foster the ability to live independently in the Society 5.0 era and cultivate human resources to lead manufacturing that utilizes AI, IoT, etc.

■Major Initiatives
Developing enhanced science and math education, STEAM education, etc.
➢ Establish the first "Science and Mathematics Department" in a metropolitan high school (FY2022) and promote STEAM education.

Developing AI experts
➢ Develop expert personnel and promote AI literacy education.

Global Student Project

■Project Overview
○ Through study with overseas children and hands-on experience abroad, nurture human resources with advanced language skills and a rich international outlook who will be active globally.

■Major Initiatives

Improving English Proficiency
➢ Provide a platform for English education by developing a hands-on English learning (TOKYO GLOBAL GATEWAY) environment.

Fostering a rich international sense
➢ Establish schools with an international orientation, promote international exchange, and support study abroad.

Project for Schools and Society to Support Children

■Project Overview
○ Create diverse learning opportunities and provide detailed support for each child.

■Major Initiatives

Providing attentive support for each child
➢ Create diverse learning opportunities by enhancing support systems, such as expanding the establishment of school counselors and assigning school social workers.

Ensuring diverse learning opportunities
➢ Allocate specialized teachers to deal with non-attendance and support staff for guidance in a separate room in the school.

Supporting foreign students
➢ Establish an online platform and utilize it for Japanese language instruction, etc.

Strategy

Realizing Work Styles Allowing Everyone to Shine

Vision for the 2040s

Vision

✓ Telework is common, coming to the office once a week
✓ Diverse lifestyles such as "living in two areas"
✓ Working and living in any preferred industry or work style

Framing population decline as a chance to **radically transform how people work**, we will spread work styles fit for the new era that **enable high productivity as well as a life-work balance**. We will transform our society into one where **each and every person can draw on his or her unique traits and skills** to thrive, and where **anyone who wishes to work can become a working member of society**.

Policy goals for 2030

➤ **Percentage of companies in Tokyo utilizing telework**
   *Companies in Tokyo with 30 or more employees
● 65.7% (FY2021) → 73.7% (FY2026) → 80% (FY2030)

➤ **Enhance female employment rate***
● 71.3% (2012) → 77.7% (2017) → 82.0% (2027)

➤ **Enhance elderly people's employment rate***
● 53.4% (2012) → 58.3% (2017) → 61.0% (2027)

➤ **Increase the number of persons with disabilities employed**
● Increase by 16,983.5 (FY2021–2022) → Increase by 24,000 (FY2026) → Increase by 40,000 (FY2021–2030)

* "Employment rate" is based on the Basic Survey of Employment Structure, Statistics Bureau, Ministry of Internal Affairs and Communications.

Progress on policy goals

Percentage of companies in Tokyo utilizing telework
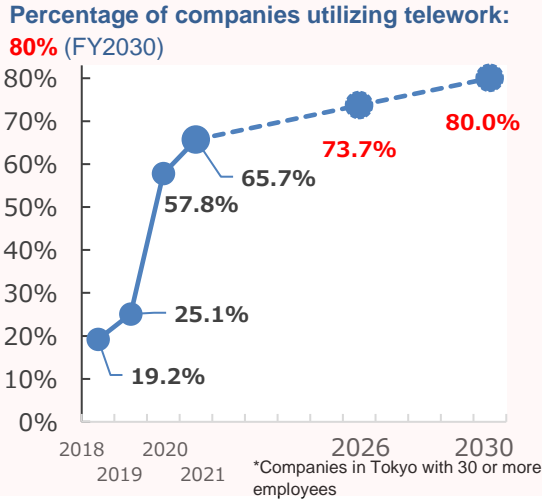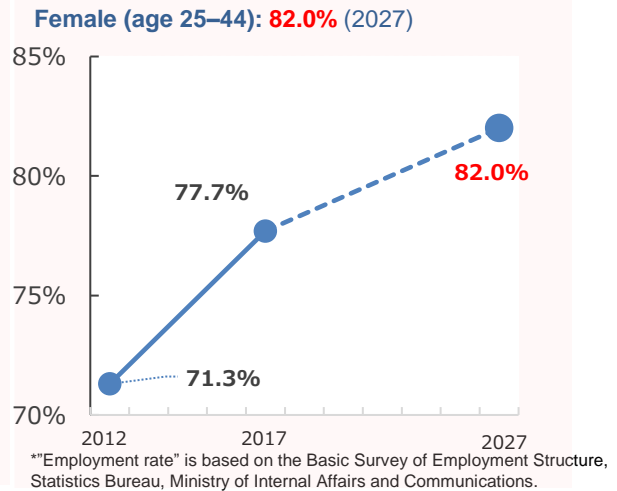
Percentage of companies utilizing telework: 80% (FY2030)

- 19.2%
- 25.1%
- 57.8%
- 65.7%
- **73.7%**
- **80.0%**

2018 2019 2020 2021 2026 2030

*Companies in Tokyo with 30 or more employees

Project to support new ways of working in a new era

Enhance female employment rate

Female (age 25–44): 82.0% (2027)

- 71.3%
- 77.7%
- **82.0%**

2012 2017 2027

*"Employment rate" is based on the Basic Survey of Employment Structure, Statistics Bureau, Ministry of Internal Affairs and Communications.

Project to support new ways of working in a new era

Enhance elderly people's employment rate
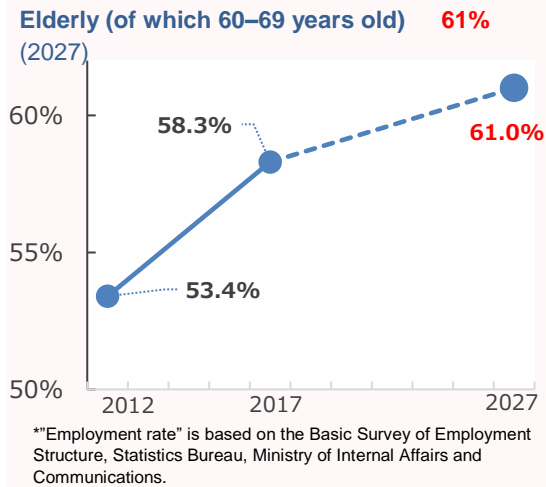
Elderly (of which 60–69 years old) 61% (2027)

- 53.4%
- 58.3%
- **61.0%**

2012 2017 2027

*"Employment rate" is based on the Basic Survey of Employment Structure, Statistics Bureau, Ministry of Internal Affairs and Communications.

Project to support new ways of working in a new era

Increase the number of persons with disabilities employed

Increase persons with disabilities employed by 40,000 (FY2021–FY2030)

- 211,492.0
- 219,531.5
- 228,475.5
- **235,492.0**
- **251,492.0**

2020 2021 2022 2026 2030

*Results from 2020 to 2022 are based on the "Employment Status of Persons with Disabilities" by the Tokyo Labor Bureau
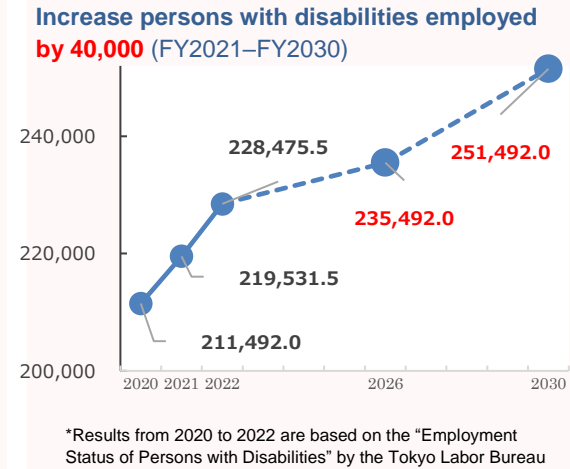
Project for Building a Society Where Motivated People Shine

Social Firm Support Project from Tokyo

Main Projects for Executing the Strategy

Project for Supporting Work Styles that Fit the New Era

■**Project Overview**

○ Realize flexible work styles that are not restricted by time, place, etc., such as telecommuting and satellite office work through teleworking, which made great strides during the COVID-19 pandemic.

○ Create an environment in which diverse human resources can work according to their own wishes.

■**Major Initiatives**

Promoting telework

➢ Strengthen accompanying support for implementation and assist in resolving issues to make teleworking take root.

Balancing family and work

➢ Support companies that promote parental leave and companies that work to improve employee engagement and raise wages.

Providing an environment in which the elderly can thrive

➢ Create employment opportunities through short-term employment, and hold job consultations and job interviews.

Supporting the acceptance of overseas human resources

➢ Implement foreign human resources recruitment and retention courses and matching events through the "Tokyo Foreign Talent Recruitment Navi Center."

Project for Creating a Society Where Motivated People Shine

■**Project Overview**

○ Provide support tailored to each situation through employment assistance and job training, and enhance the safety net so that anyone who is willing to work can play an active role as a leader in society.

■**Major Initiatives**

Providing assistance for displaced workers

➢ Provide online job training and employment assistance, such as e-learning.

Supporting the securing of employment

➢ Assist companies in hiring permanent employees or converting from non-permanent to permanent employment.

Helping to increase young people's motivation for employment

➢ Provide vocational training for young people and support for students through internships.

Lifelong Career Development Project

■Project Overview

○　Implement education for working adults appropriate for the new era, so that a wide range of people, from the working age to the elderly, can constantly update their skills and knowledge.

■Major Initiatives

Tokyo Recurrent Navi

➢ Establish a platform with educational content and other information that will help working adults and others to relearn, improve their careers, and change careers.

Social Firm Support Project from Tokyo

■Project Overview

○　Based on the concept of social inclusion, support the creation and business activities of social firms, a new framework to enable people with employment difficulties to work.

■Major Initiatives

Creating social firms and supporting their activities

➢ Provide one-stop support from the stage of considering establishment to autonomous operation, and disseminate information to increase awareness of social firms.

Strategy
Diversity and an Inclusive Society

Vision for the 2040s

Vision
- ✓ A true diversity city, filled with diversity
- ✓ The world's most comfortable city for people from abroad to live in
- ✓ Barrier-free environment with high quality in terms of both software and hardware
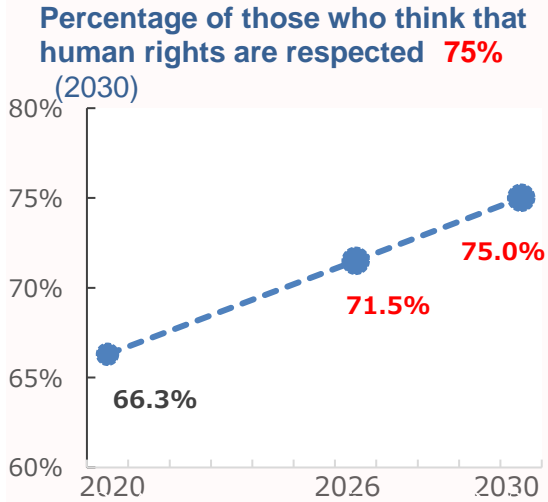
By **promoting inclusive exchange** in which people with diverse backgrounds and values **respect their differences**, **deepening mutual understanding between Japanese people and foreign residents, who are growing in number**, and **creating universal design communities** where everyone can live safely and comfortably, we will build a diversity-rich city that can **drive innovation for creating new value**.

Policy goals for 2030

- ➢ **Spread the philosophy of respect for human rights**
- ● Percentage of those who think that human rights are respected
  66.3% (2020) → 71.5% (2026) → 5.0% (2030)

- ➢ **Increase the number of people with disabilities employed**
- ● 211,492 (2020) → 235,492 (2026) → 251,492 (2030)

- ➢ **Promote interaction with people from abroad**
- ● Percentage of those who have been involved with people from abroad
  51.0% (2018) → 67.0% (2026) → 75.0% (2030)

- ➢ **Improve understanding toward people from abroad**
- ● Percentage of those who think that it is normal for people from abroad to live nearby
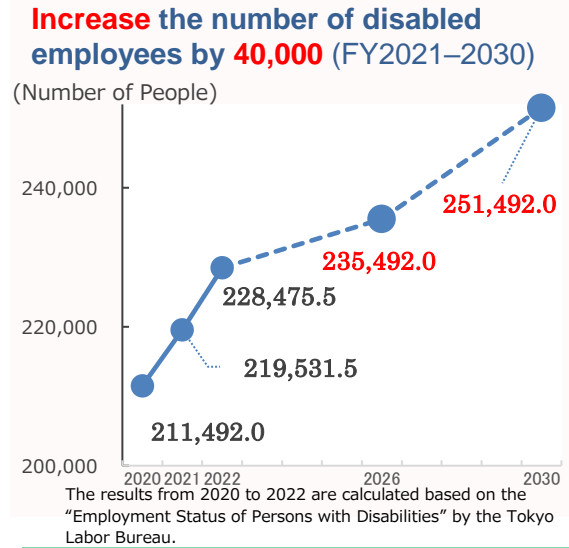 61.6% (2020) → 73.0% (2026) → 80.0% (2030)

Progress on policy goals

Spread the philosophy of respect for human rights

Percentage of those who think that human rights are respected 75% (2030)

- 66.3%
- 71.5%
- 75.0%

Inclusive City Tokyo Project

Increase the number of people with disabilities employed

Increase the number of disabled employees by 40,000 (FY2021–2030)

(Number of People)

- 211,492.0
- 219,531.5
- 228,475.5
- 235,492.0
- 251,492.0

The results from 2020 to 2022 are calculated based on the "Employment Status of Persons with Disabilities" by the Tokyo Labor Bureau.

Project to protect the safety of the lives and expand the working styles of people with disabilities

Promote interaction with people from abroad
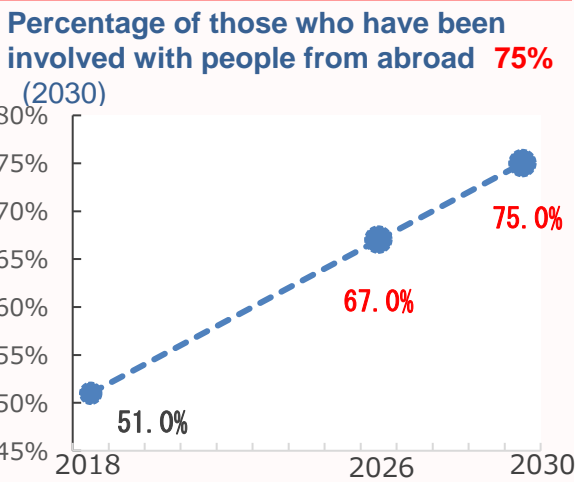
Percentage of those who have been involved with people from abroad 75% (2030)

- 51. 0%
- 67. 0%
- 75. 0%

Project to create a city where Japanese and people from abroad can live together in harmony

Improve understanding toward people from abroad

Percentage of those who think that it is normal for people from abroad to live nearby 80% (2030)

- 61.6%
- 73.0%
- 80.0%
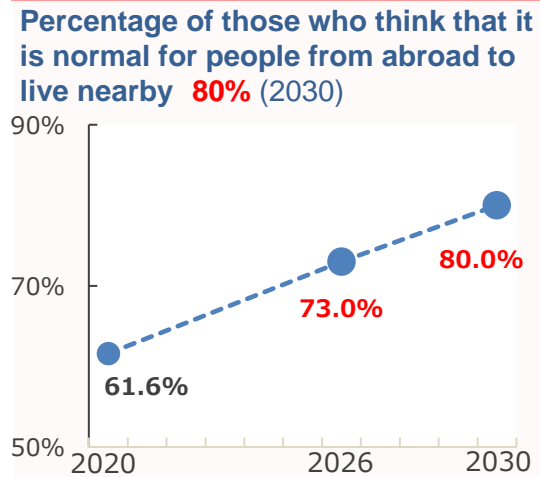
Project to create a city where Japanese and people from abroad can live together in harmony

Main Projects for Executing the Strategy

Inclusive City Tokyo Project

■Project Overview

○ In order to realize "Inclusive City Tokyo," a symbiotic society where everyone working and living in Tokyo can interact and support each other, we will promote the creation of an environment where diverse people can support each other in various situations, and realize a society where each person recognizes and respects each other.

■Major Initiatives

Promoting measures to increase diversity and inclusion

➢ Develop various learning programs, etc. at the TMG's human rights awareness centers to foster "people" who will lead the way to an "inclusive" society.

➢ Promote the spread and utilization of the Tokyo Partnership Affidavit System (operational since November 2022), which certifies that sexual minority partner relationships have been notified.

Project for Creating a City Where People Get Along Regardless of Nationality

■Project Overview

○ Develop multicultural conviviality measures in cooperation with municipalities, town councils and neighborhood associations in order to realize a city where residents from abroad and Japanese residents in Tokyo can deepen mutual understanding and live comfortably together.

■Major Initiatives

Establishing a system to provide information and consultation support for residents from abroad

➢ Provide information for residents from abroad through the multicultural portal site, consultation services for daily life and specialized consultation at the Tokyo Metropolitan Government's Multilingual Consultation Navi, and interpretation support through remote interpretation.

Spreading awareness of "easy-to-understand Japanese"

➢ Spread awareness of "easy-to-understand Japanese" using videos and leaflets, and train "easy-to-understand Japanese" leaders who will lead the use of "easy-to-understand Japanese" by various entities.

Supporting children whose native language is not Japanese

➢ Support municipalities to appoint "Multicultural Kids Coordinators" to attend to the problems of non-native Japanese speaking children and their guardians, and connect them to appropriate support and information.

Project for Creating Universal Design Communities

■Project Overview

○ With regard to the barrier-free city planning, both in terms of hardware and software, that has been promoted in preparation for the Tokyo 2020 Games, from the perspective of developing it as a legacy for the city, we will strongly support the efforts of municipalities, and develop universal design community development in various areas in Tokyo.

○ Promote information barrier-free and mental barrier-free environments to create a safe and comfortable living environment for everyone in various communities.

■Major Initiatives

Expanding universal design community development throughout the metropolitan area

➢ Provide strong support to municipalities to develop barrier-free communities by integrating hardware and software.

Project for Ensuring Stability and Expanding Work Opportunities for People with Disabilities

■Project Overview

○ Realize a truly symbiotic society by promoting understanding of people with disabilities, creating an environment where they can live safely in the community, and expanding work opportunities for people with disabilities.

■Major Initiatives

Promoting understanding of people with disabilities

➢ Conduct public relations to further promote the use of help marks and help cards to increase the awareness of others toward people in need of assistance and care.

➢ Enhance sign language awareness by holding sign language events and printing and distributing booklets.

Establishing a safe and secure living environment

Accelerate the development of facilities for people with disabilities to live in the community.

➢ Provide remote sign language services and telephone proxy assistance for visitors to the office.

Supporting employment

➢ Create work opportunities for people with severe disabilities through the use of remotely operated alter-ego robots and other devices.

➢ Conduct surveys of companies in Tokyo to ascertain and analyze the actual status of employment of persons with disabilities, and to investigate advanced case studies.

Strategy
Promoting Women's Empowerment

Vision for the 2040s

Vision

- ✓ Women can choose how they wish to live.
- ✓ Half of all politicians and company presidents are women.
- ✓ The gender gap in employment rate and wages has been eliminated.

Along with **providing detailed support for women tailored to each life stage**, we will work to **transform social awareness and behavior to enable both men and women to achieve a balance between a career and family**, rather than having to choose one or the other. We will **advance the participation of women in various types of decision-making** to realize a city that is pleasant for everyone to live in.

Policy goals for 2030

➢ **Increase in the percentage of respondents who think "women can play an active role"**
- 66.9% (2020) → 72% (2026) → 75% (2030)

➢ **Increase the percentage of women in employment**
- 57.9% (2021) → 62% (2026) → 65% (2030)

➢ **Increase the rate of male employees taking childcare leave**
- 23.8% (2021) → 50% (2026) → 90% level (2030)

➢ **Halve the gap between men and women in time related to housework and childcare**
- 5 h 20 min (2021) → 3 h 30 min (2026) → 2 h 30 min (2030)

Progress on policy goals

Increase the percentage of respondents who think "women can play an active role"

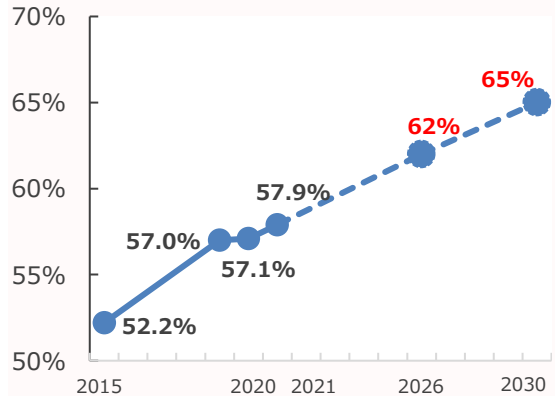**Increase the percentage of people who think Tokyo is a city where women can play an active role to 75% (2030)**

66.9% (2020)
72% (2026)
75% (2030)
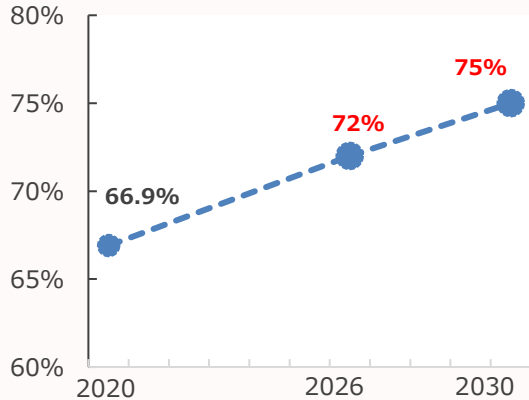
Project to support women's way of life and work according to their wishes

Education for life planning, etc.

Increase the percentage of women in employment

Increase the female employment rate to 65% (2030)

52.2% (2015)
57.0%
57.1%
57.9%
62% (2026)
65% (2030)

Project to support women's way of life and work according to their wishes

Increase the rate of male employees taking parental leave

Increase the rate of male employees taking parental leave to the 90% level (2030)

0.39% (2005)
23.8% (2021)
50.0% (2026)
90.0% (2030)
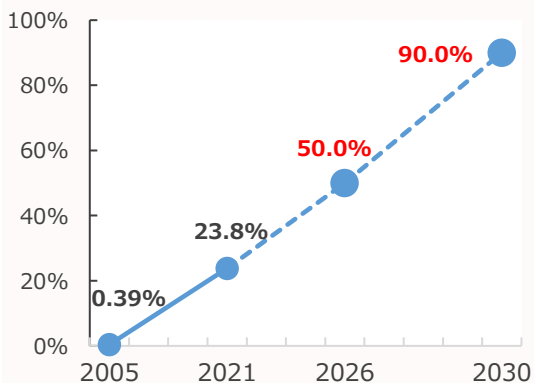
Project to change society's mindset toward women's empowerment

Halve the gap between men and women in time related to housework and childcare

Halve the gap in time related to housework and childcare between men and women to 2 h 30 min (FY2030)

5h1min (2019)
5h20min (2021)
3h30min (2026)
2h30min (2030)
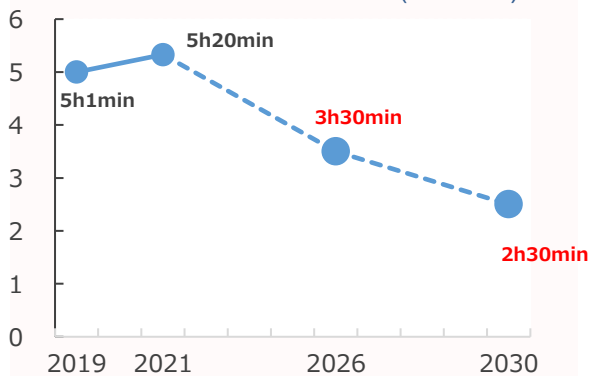
Project to change society's mindset toward women's empowerment

Housework and Childcare Burden Reduction Project

Main Projects for Executing the Strategy

Project for Supporting Women to Lead their Lifestyles and Work Styles They Want

■Project Overview
○ Provide detailed support for women in various fields according to their life stages so that they can choose how to live and work according to their own wishes and shine in their own way.

■Major Initiatives

Promoting women's empowerment in the workplace
➢ Provide support to companies that work to create a comfortable work environment, support skill development and employment opportunities that meet the needs of women, promote the activities of women business owners, etc., and work to improve the wellness of working women.

Supporting women with various concerns and anxieties
➢ Establish a website where women can consult on their problems via the Internet, develop a counseling system for spousal violence at Tokyo Women's Plaza, etc., and promote a project to eradicate molestation.

Project for Changing Society's Mindset toward Female Participation

■Project Overview
○ In order to create a society where women's success is a matter of course, we will break down stereotypes and strategically develop initiatives to enable women to be active according to their own wishes.
○ The TMG will take the lead in implementing initiatives for women's advancement, leading the national government, municipalities, private companies, etc.

■Major Initiatives

Building momentum for women's empowerment
➢ Disseminate good examples of women's activities, including the Tokyo Metropolitan Women's Activity Promotion Award; develop a powerful movement in collaboration with all actors in society; address "unconscious bias" based on gender at school, at home, etc.; and create momentum for women in management positions, etc. at companies.

Taking the initiative at the TMG
➢ Implement initiatives in the TMG, including promotion of childcare for male employees and career development support for female employees.

Project for Alleviating the Burden of Housework and Parenting

■Project Overview
○ Provide multifaceted support to reduce the burden of housework and childcare so that both men and women can balance work and family life.

■Major Initiatives
Promoting men's involvement in housework and childcare
➢ Implement mindset change projects for men's participation in housework and childcare, incentives for companies that promote childcare, and awareness-raising for managers and others regarding childcare by men.
Reducing the burden of housework and childcare
➢ Promote flexible work styles, including telework, and reduce the burden of housework and childcare through the dispatch of housework and childcare supporters.

Education for Exploring Different Life Plans

■Project Overview
○ Create opportunities for the younger generation to form a proactive view of family and work without being bound by stereotyped gender roles.

■Major Initiatives
Forming a proactive view of family and work
➢ Conduct educational activities for the younger generation, such as e-learning for designing careers.

Strategy
Realization of a Chōju (Longevity) Society

Vision for the 2040s

Vision
- ✓ Chōju has entered the global lexicon.
- ✓ The average lifespan and healthy lifespan are both over 90 years old.
- ✓ Measures to prevent dementia have spread.

In the age of the 100-year life, we will substantially change the concept of "senior citizens" and, along with developing communities where people can lead healthy and fulfilling lives, we will build an environment where **each individual can actively participate in the community and society as they desire**.

Moreover, by **advancing measures for dementia in terms of both living with and preventing this disease**, we will realize a world-leading, long-life society.

Policy goals for 2030

➢ **Develop a long-term care service infrastructure**
- Special nursing homes for the elderly
  For 52,060 persons (FY2021) → 64,000 persons (FY2030)
- Long-term care health care facilities for the elderly
  For 22,059 persons (FY2021) → 30,000 persons (FY2030)
- Group homes for the elderly with dementia
  For 11,973 persons (FY2021) → 20,000 persons (FY2030)

➢ **Extend healthy life expectancy**
- 83.09 years old for men and 86.21 years old for women (2020)
  → extended (2030)
  *Healthy life expectancy at 65 years old (care level 2 or higher)

➢ **Socially active elderly**
- Percentage of elderly who engage in social activities (employment, learning, community activities, etc.)
  60.5% (2020) → 70% (2026) → 75% (2030)

➢ **Promote the activities of dementia supporters**
- Mechanism for dementia supporters to be active in the community
  10 municipalities (FY2021) → Establish in all municipalities (2025)

Progress on policy goals

Develop a long-term care service

Develop facilities to support the lives of the elderly (FY2030)

Special nursing homes for the elderly

70,000
60,000 — 50,506 51,357 52,060
50,000
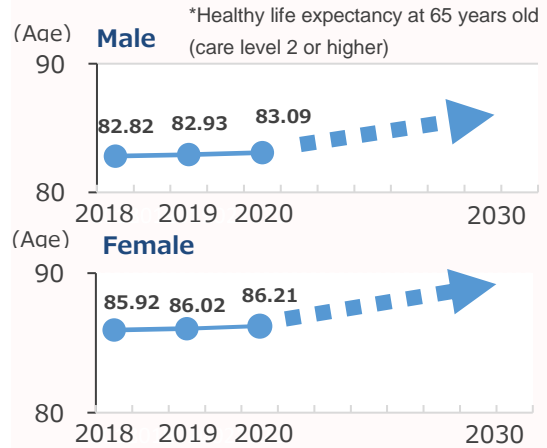64,000
2019 2020 2021   2030

Long-term care health care facilities for the elderly

30,000 — 21,885 22,059
21,829
20,000
30,000
2019 2020 2021   2030

Group homes for the elderly with dementia

20,000 — 11,727 11,973
11,369
10,000
20,000
2019 2020 2021   2030
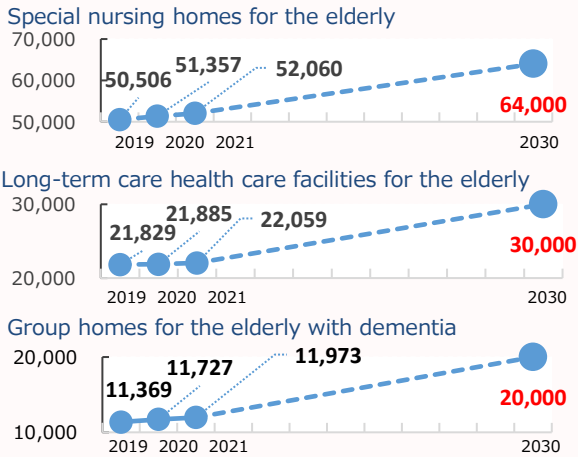
The "Chōju" Project: Living Your Own Way

Extend healthy life expectancy

Extend healthy life expectancy of Tokyo residents, both men and women (2030)

（Age） **Male** *Healthy life expectancy at 65 years old (care level 2 or higher)
90
82.82 82.93 83.09
80
2018 2019 2020   2030

（Age） **Female**
90
85.92 86.02 86.21
80
2018 2019 2020   2030

The "Chōju" Project: Living Your Own Way

Project to Shine a Brighter Senior Life

Percentage of elderly who engage in social activities

Increase the percentage of elderly who engage in social activities (employment, learning, community activities, etc.) to 75% (2030)

90%
70%
61.7%
60.5%
70%
75%
50%
2015 2020 2026 2030
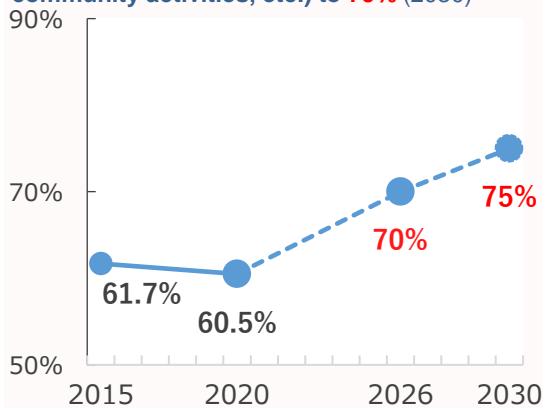
Project to Shine a Brighter Senior Life

Promote the activities of dementia supporters

Create a mechanism for dementia supporters to work in the community in all municipalities (2025)

60
50
40
62
30
20
10 4 10
0
2020 2021   2025
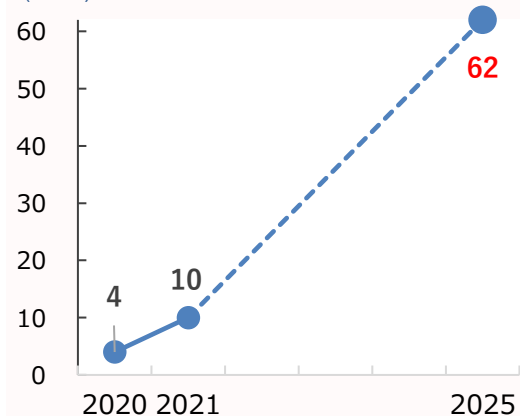
Project to Promote Coexistence with and Prevention of Dementia

Main Projects for Executing the Strategy

Project for "Chōju" Tokyo where you can age in comfort

■**Project Overview**

○ TMG strongly supports the efforts of municipalities to improve the quality of life in order to realize communities where everyone, including the elderly, can live in good spirits and in their own way.

■**Major Initiatives**

Providing support for pioneering and cross-sectoral efforts by municipalities

➢ Provide support for pioneering and cross-sectoral efforts by municipalities to improve the quality of life of the elderly.

Utilizing digital technology

➢ Promote task-sharing of nursing care work using nursing care robots, etc., and DX of peripheral tasks such as cleaning and meal delivery.

➢ Distribute smartwatches to the elderly and collect pulse and other data for application development to promote health among the elderly.

Securing caregivers

➢ Promote employment in the nursing care industry using private-sector expertise and provide assistance in acquiring qualifications to those who wish to work in the industry.

Developing a long-term care service infrastructure

➢ Promote the development of infrastructure for long-term care services to support the lives of the elderly.

Project for Supporting People with Mobility Impairments

■**Project Overview**

○ Provide support for people with mobility difficulties to shop safely in the community, such as home delivery services and mobile vending in shopping arcades.

○ Promote the formation of an efficient public transportation network in the region.

○ Develop initiatives to ensure safe, free and comfortable movement around stations, such as the installation of platform doors and elevators.

■**Major Initiatives**

Conducting a mobile vending service

➢ Provide a mobile vending service in metropolitan housing complexes to enhance support for vulnerable shoppers who have difficulty in moving from place to place.

Enhancing and strengthening regional public transportation

➢ Provide technical and financial support to municipalities for their proactive efforts and initiatives that contribute to solving regional issues.

Providing barrier-free measures at railroad stations

➢ Promote the enhancement of barrier-free routes and the installation of platform doors to improve the transportation environment and make it easy for everyone to get around.

Project for Making Elderly Life Fulfilling

■Project Overview

○　In the era of 100-year life expectancy, develop various forms of support to enable people to work, study, enjoy hobbies and community activities, and implement initiatives to maintain good health.

■Major Initiatives

Taking countermeasures against the Digital Divide

➢　Establish familiar counseling opportunities such as smartphone classes for the elderly and periodic consultation meetings.

➢　Develop human resources to solve problems related to smartphones as "TOKYO Smartphone Supporters."

Supporting social involvement

➢　Match seniors and pre-seniors with social participation activities.

Maintaining health

➢　Support local efforts to prevent frailty and the need for nursing care.

Project for Living with and Promoting the Prevention of Dementia

■Project Overview

○　Promote initiatives to create communities where people can live with dignity and enrich their lives even if they have dementia, and promote new dementia prevention initiatives using AI, etc., utilizing big data accumulated by the Tokyo Metropolitan Geriatric Hospital and Institute of Gerontology.

■Major Initiatives

Using big data to prevent dementia

➢　Develop a dementia research platform "TOKYO Healthy Longevity DB," etc.

Coexisting with dementia

➢　Conduct training for coordinators responsible for setting up and supporting the operation of Team Orange, which supports people with dementia.

Strategy

Valuing "Dwellings" and "Community"

Vision for the 2040s

Vision

- ✓ There are places where people can share their troubles.
- ✓ Local communities are vibrant.
- ✓ Everyone has a place to live.

As society grays and single households increase, in order to allow people to maintain connections and support each other, we will not only implement new housing strategies from the perspective of placing importance on dwellings and the community, but also strongly advance initiatives to create places where people can feel they belong, which take on various forms through a mixture of real and virtual settings, and to strengthen safety nets and revitalize local communities.

Policy goals for 2030

➤ **Maintain and improve the living environment**
- Percentage of condominiums that have reported their management status among condominiums requiring notification
  83.2% (FY2021) → 92.5% (FY2026) → 100% (FY2030)

➤ **Create places where people can feel they belong throughout Tokyo**
  *Including Tokyo Minna de Salon
- 566 places (2021) → 800 places (2026) → 1000 places (2030)

➤ **Create places where people can feel they belong by using metropolitan housing**
- Establish "Tokyo Minna de Salon"
  5 places (FY2021) → 70 places (FY2026) → 100 places (FY2030)

➤ **Increase volunteer actor rates**
- Volunteer actor rates
  16.4% (2021) → 27.5% (2026) → 40% or more (2030)

Progress on policy goals
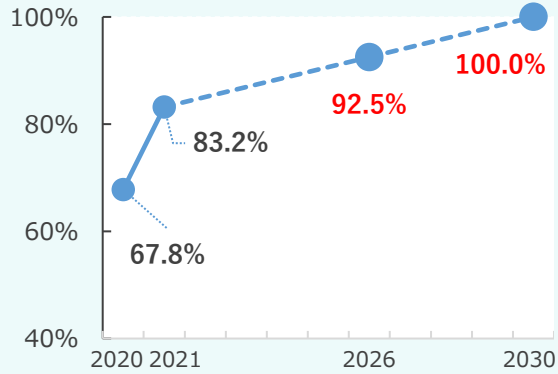
Maintain and improve the living environment

Percentage of condominiums that have reported their management status among condominiums requiring notification 100% (FY2030)

100.0%
92.5%
83.2%
67.8%

2020 2021 2026 2030

Housing and lifestyle enhancement projects that focus on people and communities

Create places where people can feel they belong throughout Tokyo *Including Tokyo Minna de Salon

Create 1,000 places* throughout Tokyo
*Including Tokyo Minna de Salon (2030)

(Places)
1000
800
566
466 (Reference value)

2020 2021 2026 2030
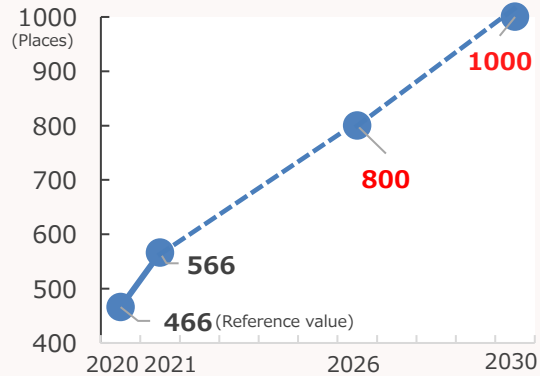
Project to create "our place" for everyone

Create places where people can feel they belong by using metropolitan housing

Establish "Tokyo Minna de Salon" 1000 places (FY2030)

(Places)
100
70
5

2021 2026 2030
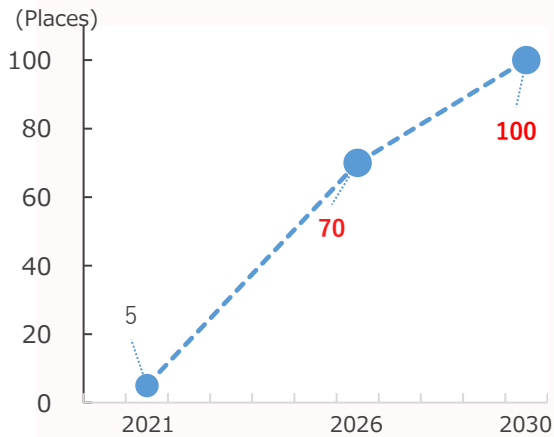
Project to create "our place" for everyone

Increase volunteer actor rates

Volunteer actor rates 40% or more (FY2030)

40.0%
27.5%
27.5%
16.4%

2018 2021 2026 2030
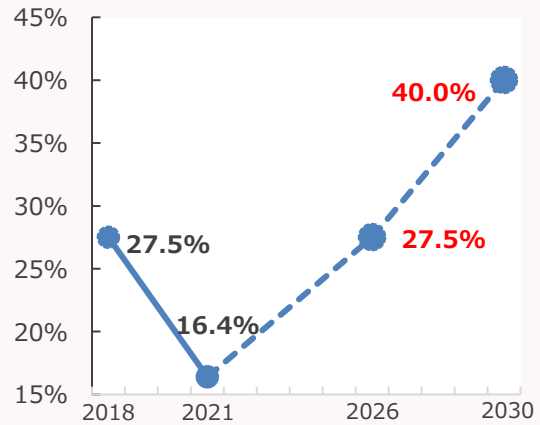
Project for Supporting the Activities of "Community Supporters"

Main Projects for Executing the Strategy

Project for Improving Housing and Life from the Perspective of Residents and Communities

■Project Overview
○ Form an attractive living environment in cooperation with municipalities and the private sector, etc.

■Major Initiatives

Converting vacant houses into local resources
➢ Promote the use of vacant houses that contribute to solving local problems, based on proposals from the private sector.

Taking measures for aging condominiums
➢ Promote proper management and revitalization of condominiums through support measures such as utilization of the management status notification system and dispatch of management advisors.

Forming a quality living environment
➢ Stimulate demand for and promote the supply of housing with high environmental performance, housing with consideration for households raising children, and condominiums with disaster prevention measures, to form a high-quality living environment that meets the needs of the era.

Project to Create "Our Place"

■Project Overview
○ Support the efforts of municipalities to create various types of "places where people can feel they belong" throughout the community where people can gather, socialize, and share their concerns, both in real life and online.

■Major Initiatives

Supporting pioneering and cross-sectoral efforts by municipalities
➢ Support the efforts of municipalities to create various "places where people can feel they belong" from both software and hardware perspectives.

Creating local hubs and exchanges
➢ Implement programs that lead to interaction among local residents in the meeting halls and plazas of metropolitan housing, creating places where anyone can gather vand connect with each other.

Support Project for Leaving No One Behind

■Project Overview
○ Strengthen the safety net so that people with various worries and anxieties, such as children, youth, single parents, the needy, the disabled, the elderly, and shut-ins, can live their lives without being isolated from society.

■Major Initiatives

Promoting initiatives that span all people and attributes

➢ Promote comprehensive measures to prevent suicide and create diverse places to live.

Enhancing efforts to meet the circumstances of those with difficulties

➢ Strengthen support for shut-ins and provide assistance to the needy and those who have lost their housing.

Project for Supporting the Activities of "Community Supporters"

■Project Overview
○ Establish a volunteer culture as a legacy of the Tokyo 2020 Games, build a platform for those involved in volunteer and other activities at the Games and strengthen the system to support volunteer and other activities.

■Major Initiatives

Enhancing a volunteer culture and human resources to support the community

➢ Build and operate the Tokyo Volunteer Legacy Network system.

Strategy

Developing a Safe and Secure City

Vision for the 2040s

Vision
- ✓ Tokyo is the world's safest city.
- ✓ Disaster news no longer includes reports of victims.

To prepare for **a major earthquake directly striking the capital,** which could happen at any time, and **disasters such as typhoons and torrential rain,** which are becoming an almost daily occurrence, we will **fully harness the power of DX** through the use of digital technology such as AI and **upgrade preparations, taking both structural and non-structural approaches,** to protect the lives and assets of the people of Tokyo.
In order to remain a safe and secure city where residents can live with peace of mind, the city will **strengthen police and firefighting capabilities**, **revitalize local initiatives**, and **build a medical system** that responds to the needs of an aging society.

Policy goals for 2030

➢ **Advance further construction of regulating reservoirs**
● Total storage capacity of regulating reservoirs in Tokyo
2.64 million cubic meters (FY2021) → Approx. 3.6 million cubic meters (FY2025)
● Put new regulating reservoirs into operation (cumulative)
0.8 million cubic meters (FY2021) → Approx. 1.45 million cubic meters (FY2026)
→ Approx. 1.5 million cubic meters (FY2030*)
*Aiming to achieve the goal ahead of schedule from FY2030

➢ **Accelerate the removal of utility poles throughout Tokyo**
● All metropolitan roads
Approx. 45% (FY2021) → Approx. 55% (FY2026) → Aim to complete (2040s)

➢ **Increase the number of families practicing disaster readiness actions**
● Percentage of households implementing disaster readiness actions
82.7% (2021) → 86.8% (2026) → 90.0% (2030)

Progress on policy goals

Advance further construction of regulating reservoirs

Total storage capacity of operating regulating reservoirs throughout Tokyo (cumulative total)
Approx. 3.6 million cubic meters (FY2025)

(Million m³)

- Approx. **2.56**
- Approx. **2.64**
- Approx. **3.6**

2020 2021   2025
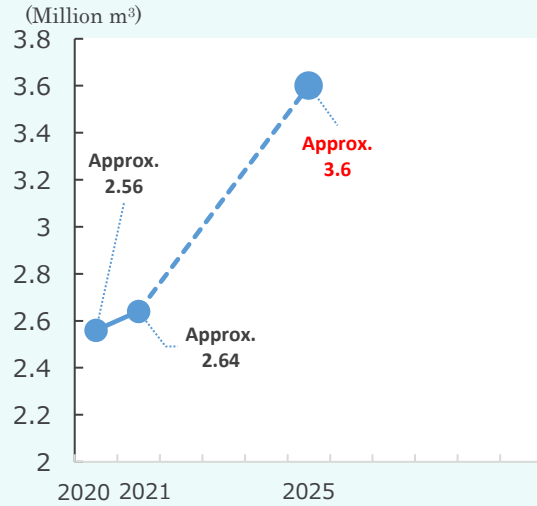
Put new regulating reservoirs into operation (cumulative)
Approx. 1.5 million cubic meters (FY2030)*
*Aiming to achieve the goal ahead of schedule from FY2030

(Million m³)

- Approx. **0.8**
- Approx. **0.35**
- Approx. **1.45**
- Approx. **1.5**

2020 2021   2026   2030
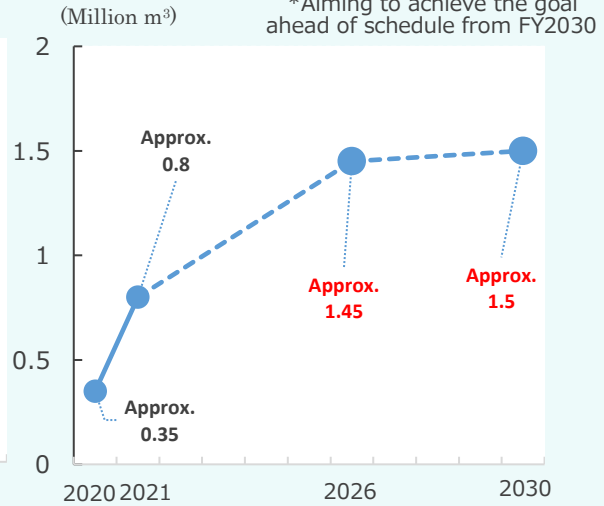
Promotion of hardware development, etc. to protect lives and livelihoods from flood damage

Accelerate the removal of utility poles throughout Tokyo

All metropolitan roads aim to complete (2040s)

- **44%**
- **45%**
- **55%**
- **100%**

2020 2021   2026   2040s
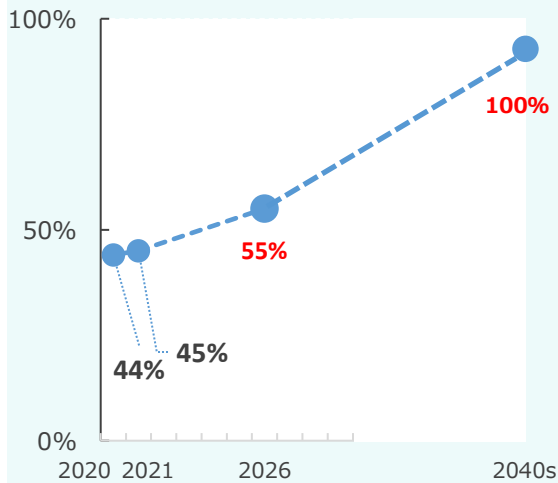
Utility Pole-Free Project

Increase the number of families practicing disaster readiness

Percentage of households practicing disaster readiness actions: 90% (2030)

- **88.4%**
- **82.7%**
- **86.8%**
- **90.0%**

2020 2021   2026   2030
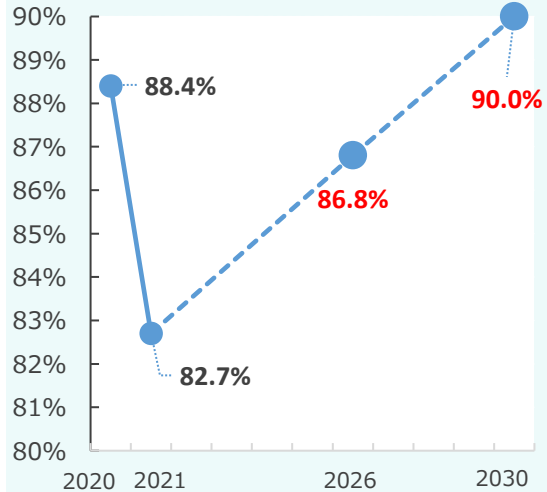
Disaster Readiness Action Practice Project

Formulated the "TOKYO Resilience Project" - Aiming for "peace of mind for the next 100 years"

Presented the goals and measures to achieve them in the 2040s in response to the five crises and complex disasters facing Tokyo

Storm and Flood Damage

Earthquake

Volcanic Eruption

Disruption of power, communication, etc.

New Infections

- Level up measures based on common assumptions (common perspective) across all bureaus from **a backcasting perspective**
- Develop highly effective measures that **combine software with a focus on hardware**
- Promote policies based on the **perspective of collaboration with diverse actors**

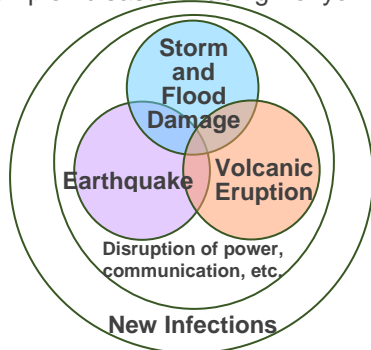### Tokyo's Goals in the 2040s for Resilience

| **Protect Tokyo residents from increasingly severe wind and flood damage** | **Build a city that will not collapse or burn, and will survive even in the event of a major earthquake** | **Maintain urban activity even in the event of an eruption** | **Eliminate concerns about power, communications, and data in the event of a disaster** | **Build a city that is resistant to infectious diseases** |

Risk of compounded disasters that cause extensive and prolonged damage

Main Projects for Executing the Strategy

Promotion of Infrastructure Building to Save Lives from Flood Disasters

■Project Overview

○ As a countermeasure against increasingly severe and frequent torrential rain disasters, promote various initiatives throughout the basin, as well as support for opening and closing of sluice gates, etc., using cutting-edge technology.

■Major Initiatives

Countermeasures for rivers after heavy rainfall

➤ Improvement of river safety through improvement of riverbanks, regulating reservoirs, etc.

Facility management using cutting-edge technology

➤ Analyze data on water levels, typhoon paths, etc. using AI, etc., and predict water level fluctuations to support the operation of sluice gates, etc.

Utility Pole Removal Project

■Project Overview

○ In order to prevent utility poles from collapsing during earthquakes, windstorms, and floods, and to facilitate smooth response in times of disaster, we will actively eliminate utility poles not only on metropolitan roads, but also on municipal roads and private developments, and expand initiatives on an area-wide basis.

○ Further promote the elimination of utility poles throughout the metropolitan area by supporting the development of municipal roads and strengthening community development efforts.

■Major Initiatives

Eliminating utility poles on metropolitan roads and waterfront roads

➢ Double the scale of renovation on metropolitan roads and waterfront roads to speed up the project.

Eliminating utility poles in island areas

➢ Advance the elimination of utility poles in island areas in accordance with the "Tokyo Metropolitan Government's Island Area Pole-Free Improvement Plan."

Work with the private sector to eliminate poles on an area-wide scale

➢ Advance the elimination of utility poles at every opportunity for community development.

Example of elimination of utility poles

Project for Disaster Prevention Actions and Practices

■Project Overview

○ Minimize damage in the event of a disaster through cooperation among private businesses, the community, and the government, in addition to individual implementation of measures based on correct knowledge of disaster readiness.

■Major Initiatives

Acquiring knowledge about disaster readiness

➢ Renew "Tokyo Disaster Readiness" and "Tokyo Disaster Readiness in Life," which describe specific actions to be taken in the event of a disaster, and distribute them to all households in Tokyo.

➢ Implement school disaster education using digital educational materials utilizing VR and other advanced technologies.

Applying knowledge and practicing disaster readiness measures

➢ Update the "Tokyo Disaster Readiness App" with useful content to improve disaster response capabilities.

➢ Promote daily reserve stockpiling practices through "Tokyo Stockpiling Navi."

Strategy
Enhancement of Urban Functions

Vision for the 2040s

Vision

✓ Sustainable urban development with accessible greenery and people-centered walkable spaces
✓ A city that is constantly being updated

We will **create spaces for people to gather and relax**, through utilizing and renovating Tokyo's public spaces and urban areas to make open spaces with greenery and waterside features, and **update and transform Tokyo into a cutting-edge city** by promoting the integration of diverse, high-quality urban functions, introducing state-of-the-art technology, etc. We will transform Tokyo into a world-class, attractive city by **extending the service life of and renewing** our urban infrastructure **in a planned manner**.
We will further enhance the road system, public transportation network, and airport, harbor and logistics functions that help maintain Tokyo and its people, and also engage in initiatives from the individual's perspective, such as **ensuring that pedestrians and cyclists can travel on roads safely and comfortably**.

Policy goals for 2030

➢ **Promote the activities of community development groups**
● Number of area management groups
95 groups (FY2021) → 114 groups (2026) → 120 groups (2030)

➢ **Advance the development of bicycle lanes**
● Advance the development of bicycle lanes (Priority sections for development)
Approx. 339km (FY2021) → Approx. 468km (FY2026) → Approx. 570km (FY2030)

➢ **Advance the development of major arterial roads**
● Rate of completion (Radial roads in Special ward area)
72% (FY2021) → 73% (FY2026) → 76% (FY2030)
● Rate of completion (Loop roads in Special ward area)
76% (FY2021) → 78% (FY2026) → 83% (FY2030)
● Rate of completion (North-south roads in Tama area)
82% (FY2021) → 85% (FY2026) → 92% (FY2030)
● Rate of completion (East-West roads in Tama area)
70% (FY2021) → 70% (FY2026) → 79% (FY2030)

Progress on policy goals

Promote the activities of community development groups

Number of community development groups registered under the "Tokyo's Stylish Streetscape Promotion Ordinance" 120 groups (2030)

(Groups)

- 95 Groups
- 120 Groups
- 114 Groups
- 90 Groups

2020 2021 — 2026 — 2030
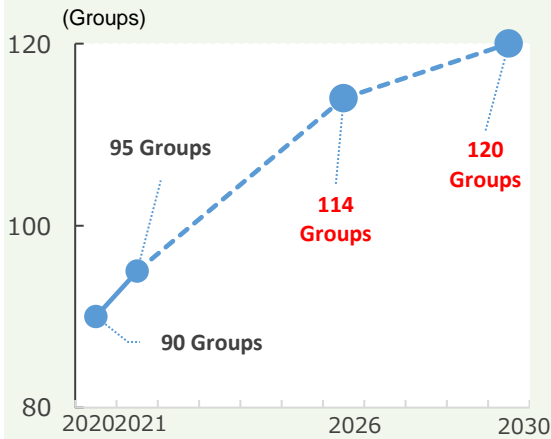
People-centered walkable city project

Advance the development of bicycle lanes

Advance the development of bicycle lanes (Priority sections for development) 570km (Cumulative total) (FY2030)

- 570km
- 320km
- 339km
- 468km

2020 2021 — 2026 — 2030
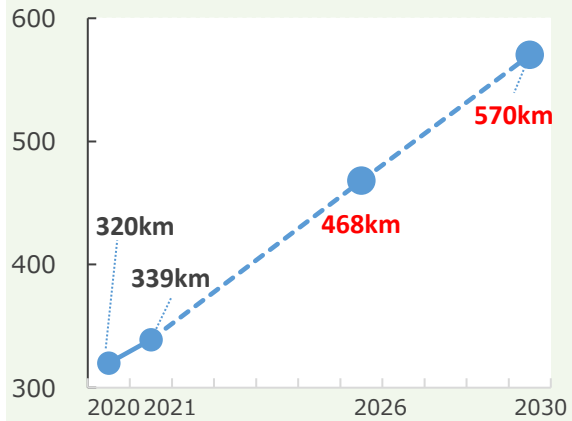
Project for the creation of familiar and comfortable roads

Advance the development of major arterial roads

**Radial roads in Special ward area
Rate of completion 76%** (FY2030)

- 72%
- 72%
- 73%
- 76%

2020 2021 — 2026 — 2030
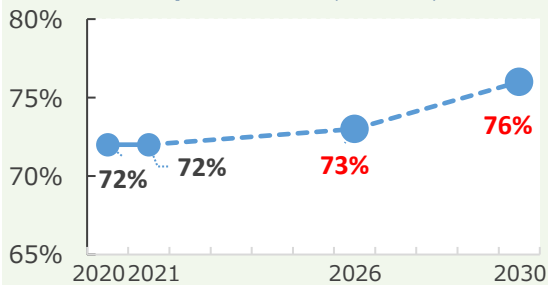
**Loop roads in Special ward area
Rate of completion 83%** (FY2030)

- 74%
- 76%
- 78%
- 83%

2020 2021 — 2026 — 2030
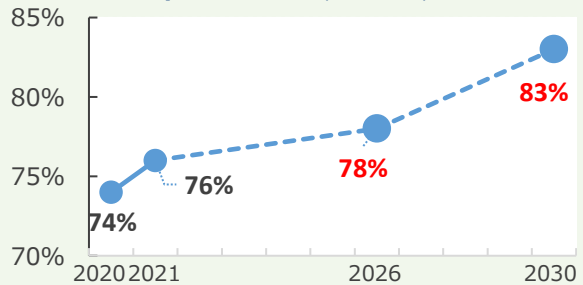
**North-south roads in Tama area
Rate of completion 92%** (FY2030)

- 80%
- 82%
- 85%
- 92%

2020 2021 — 2026 — 2030
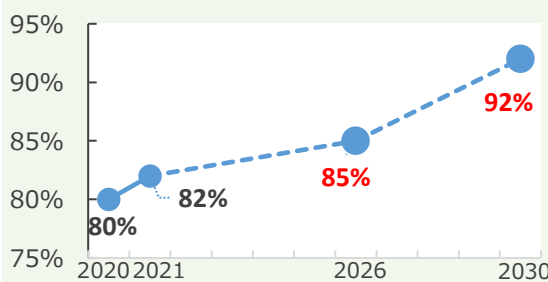
**East-West roads in Tama area
Rate of completion 79%** (FY2030)

- 70%
- 70%
- 70%
- 79%

2020 2021 — 2026 — 2030
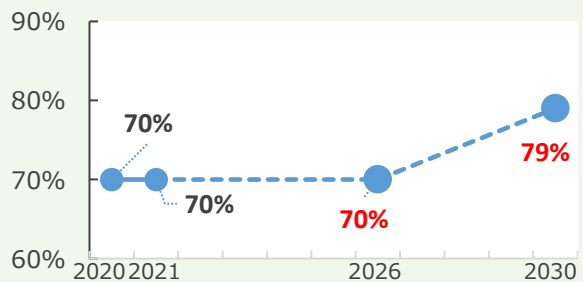
Project to form a smooth road network that is easy for everyone to use

Main Projects for Executing the Strategy

Urban Development Project for a People-centered, Walkable City

■ Project Overview

○ Shift the focus from cars to people when remaking road spaces and station areas, improve free passageways and decks at railway stations, enhance the environment for bicycle use, create green spaces, and promote initiatives to make it easier for people to walk around the city and improve circulation.

■ Major Initiatives

Promoting the activities of community development groups

➤ Enhance opportunities to utilize public open spaces and other public spaces by expanding the registration system for community development groups.

Using roads as valuable spaces for urban "spaciousness creation"

➤ Promote initiatives on pedestrian-friendly roads (commonly known as "Hokomichi") in order to enable roads to be used by restaurants, shops, etc. and to create "lively" roads.

Further Improvement of Public Transportation Network

■ Project Overview

○ Systematically promote the development and enhancement of the railway network, which contributes to strengthening international competitiveness by improving access to overseas countries, improving the vitality and attractiveness of the Tama area, and making the railways more comfortable to use.

○ Promote initiatives to enable users to move around safely and freely by installing platform doors, multiple barrier-free routes, etc.

■ Major Initiatives

Strengthening the rail network in central Tokyo and Tama

➤ Accelerate discussions and coordination with railway operators and other stakeholders and initiate projects, thereby promoting efforts to develop a new rail network.

Barrier-free measures at railway stations

➤ Improve the transport environment to make it easier for everyone to get around, and promote barrier-free routes and the installation of platform doors.

Project for Creating a Smooth Road Network Accessible to All

■ Project Overview
○ Realize comfortable road traffic by promoting road improvements towards the completion of the arterial road network and the clearing of level crossings through continuous multi-level crossing projects, and integrate the functions of the Greater Tokyo Area through the formation of a road network across metropolitan and prefectural borders.

■ Major Initiatives
Enhancement of the arterial road network
➤ Advance the development of road networks that contribute to reducing traffic congestion in order to strengthen urban functions and stimulate economic activity.

Loop road 2
(between Tsukiji and Shimbashi)

Multi-level crossing
➤ Promote continuous multi-level crossing projects to clear a total of 463 level crossings and create a congestion-free, safe and secure road network.

Loop road 5 no. 1
(Sendagaya)

Project for Creating Convenient Road Spaces for Everyday Use

■ Project Overview
○ Promote initiatives such as the formation of a wide-area bicycle network and the spread of bicycle sharing under the Tokyo Metropolitan Government's Plan for the Promotion of Bicycle Use, in order to develop safe and comfortable bicycle paths and enhance the environment for bicycle use.

■ Major Initiatives
Further enhancement of the cycling environment
➤ The national government, the TMG and municipalities work together to advance the development of continuous bicycle paths.
➤ Strengthen links between bike sharing and public transport.

Strategy
Tokyo as a City of Culture and Entertainment

Vision for the 2040s

Vision

✓ After overcoming the battle against COVID, people from all over the world gather in Tokyo once again.

✓ A true entertainment city will be realized where tourist content and art abound in familiar and open places around town.

By **refining Tokyo's well-known tourism resources**, **marketing Tokyo in a concerted national effort involving wide-area, organic cooperation with other local governments across Japan**, and **fully utilizing Tokyo's soft power, which is the city's strength**, we will transform Tokyo into a powerhouse that keeps generating "enjoyment" and attracting people.

Policy goals for 2030

➤ **Increase spending by domestic tourists to Tokyo**
● 4.8 trillion yen (2019) → 5.3 trillion yen (2026) → 6 trillion yen (2030)

➤ **Increase foreign tourists to Tokyo**
● 15.18 million (2019) → 20 million (2026) → Over 30 million (2030)

➤ **Increase the percentage of people who "enjoy the cultural environment"**
● 49.8% (2022) → 60% (2026) → 70% (2030)

➤ **Increase the percentage of people who "engage in cultural activities"**
● 30.1% (2017) → 32% (2026) → 40% (2030)

Progress on policy goals

Increase spending by domestic tourists to Tokyo

Spending by domestic tourists to Tokyo: 6 trillion yen (2030)

(trillion yen)

- 4.8 trillion yen
- 2.7 trillion yen
- 1 trillion yen
- 5.3 trillion yen
- 6 trillion yen

2019 2020 2021 2026 2030
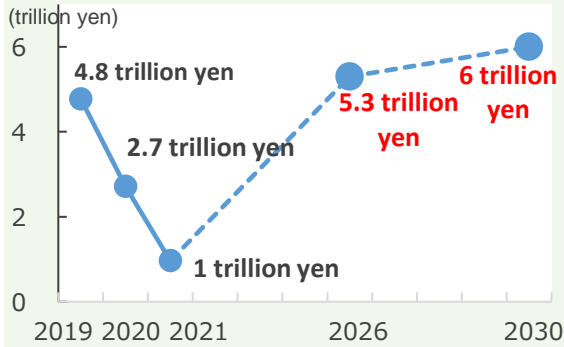
*In 2021, the survey was cancelled in the first to third quarters due to COVID-19. There are no estimates of annual values, only actual results for the October-December period.

Project for Creating Attractive Tourism Content

Project for Smart Tourism Centered around Experiences and On-Foot Sightseeing

Increase foreign tourists to Tokyo

Foreign tourists to Tokyo: Over 30 million (2030)
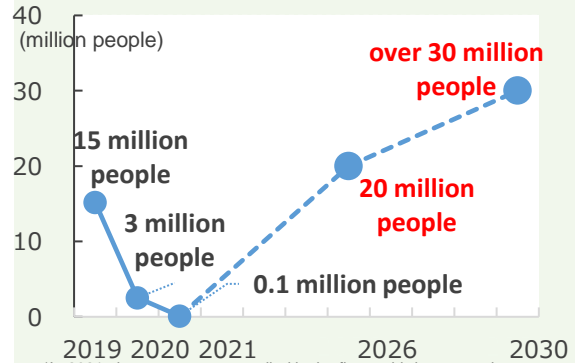
(million people)

- 15 million people
- 3 million people
- 0.1 million people
- 20 million people
- over 30 million people

2019 2020 2021 2026 2030

*In 2021, the survey was cancelled in the first to third quarters due to COVID-19. There are no estimates of annual values, only actual results for the October-December period.

Project for Creating Attractive Tourism Content

Project for Strategic Tourism Promotion as All-Japan

Tourism Marketing in Anticipation of the Post-COVID Era

Increase the percentage of people who "enjoy the cultural environment"

Increase the percentage of people who "enjoy the cultural environment" to 70% (2030)
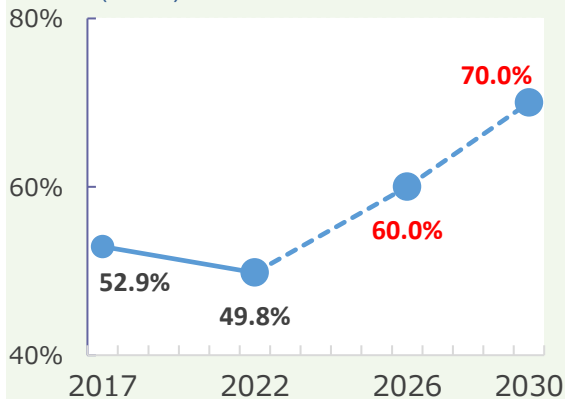
- 52.9%
- 49.8%
- 60.0%
- 70.0%

2017 2022 2026 2030

Project for Creating and Spreading Art and Culture by Combining the Physical and Virtual Worlds

Project for Improving Well-Being through Art and Culture

Increase the percentage of people who "engage in cultural activities"

Increase the percentage of people who "engaged in cultural activities" in the last year to 40% (2030)

- 30.1%
- 32.0%
- 40.0%

2017 2026 2030
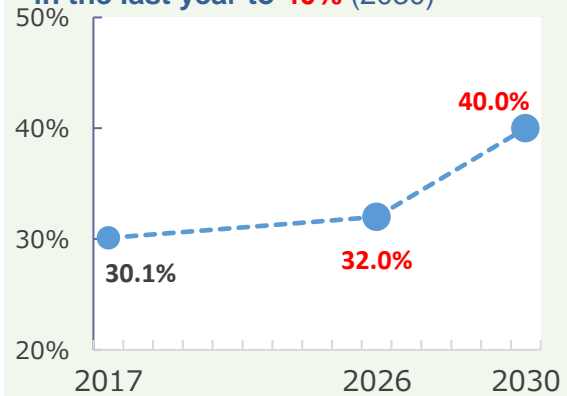
Project for Supporting People Engaged in Art and Culture

Project for Making Art and Entertainment Part of Everyday Life

Strategy 15 Tokyo as a City of Culture and Entertainment

Main Projects for Executing the Strategy

Project for Creating Attractive Tourism Content

■ **Project Overview**
- ○ Stimulate demand for micro tourism and other forms of domestic tourism by developing and disseminating new tourism content based on regional characteristics, thereby increasing tourism consumption and revitalizing the tourism industry in Tokyo.

■ **Major Initiatives**

Creating new fun and excitement at night in Tokyo
- ➢ Hold "TOKYO LIGHTS" with the international projection mapping convention as a core event, and develop projection mapping in Tokyo in cooperation with private companies.

Promoting Tokyo's "Food" Attractiveness
- ➢ Invite influencers, etc., spread Tokyo's food attractiveness through SNS, etc.

Supporting the promotion of tourism using Japanese culture
- ➢ Support for tourism event projects and information dissemination projects utilizing Japanese culture and arts such as art, music, traditional performing arts, shrines and temples.

Tourism Marketing in Anticipation of the Post-COVID Era

■ **Project Overview**
- ○ Raise the expectations of people around the world for Tokyo tourism by disseminating tourism information and developing tourism content with a post-COVID perspective, and use the recovery of inbound tourism as an opportunity for further development of the tourism industry.

■ **Major Initiatives**

Promoting the Tokyo Brand
- ➢ Enhance PR activities with brand icons, including PR using a variety of PR media, etc.

Environmentally friendly MICE
- ➢ Support the initiatives of environmentally conscious organizers by operating a support desk, subsidizing expenses, and other means.

Next-generation MICE
- ➢ Promote attractive MICE by supporting hybrid event formats, utilizing the metaverse, etc.

Project for Creating and Spreading Art and Culture by Combining the Physical and Virtual Worlds

■ Project Overview
○ Create and disseminate art and culture through a hybrid of real and virtual media in order to bring joy back into people's daily lives and enrich and energize their lifestyles.

■ Major Initiatives
Utilizing digital technology
➢ Develop a creative base for art and design using digital technology (Civic Creative Base Tokyo), and digitize and sequentially open to the public the collections of metropolitan cultural facilities.

Promoting local arts and culture
➢ Subsidize local art and cultural activities by residents, develop art in the city center through collaboration among diverse entities, and support activities to experience traditional performing arts.

Project for Making Art and Entertainment Part of Everyday Life

■ Project Overview
○ With an eye on the post-COVID era, leverage Tokyo's soft power strengths as well as the cultural legacy of the Tokyo 2020 Games to create a Tokyo where people can once again gather and enjoy themselves.

■ Major Initiatives
Providing opportunities to experience art and culture
➢ Subsidize the organization of cultural events such as "Tokyo Festival," "Roppongi Art Night," "TOKYO MET SaL.aD MUSIC FESTIVAL," and other festivals and art projects in a variety of genres.

Promoting contemporary art
➢ Hold art book fairs, organize gallery tours to major art spots scattered throughout Tokyo, and co-host art festivals with private businesses.

Supporting artists and other activities
➢ Send arts management personnel, etc. overseas, support small- and medium-sized arts and cultural organizations, provide ateliers at low cost, and establish support centers to support the sustainable activities of artists, etc.

Strategy

Sports Field Tokyo

Vision for the 2040s

Vision

- ✓ The entire city has evolved into a sports field where everyone can enjoy sports.
- ✓ The power of sports improves the quality of life in Tokyo.

We will create a "Sports Field Tokyo" where people can enjoy the power of sports by **providing various environments for playing, watching, and supporting sports** as well as **developing para-sports into a popular activity.**

Policy goals for 2030

➢ **Make the percentage of Tokyo residents participating in sports the highest in the world**
● 65.9% (2022) → Over 70% (2026) → World's highest level (2030)

➢ **Increase the rate of sports participation by Tokyo residents with disabilities**
● 35.2% (2022) → 42.0% (2026) → 50% (2030)

➢ **Certified sports promotion companies: 1,000 companies**
● 366 (FY2022) → 740 (FY2026) → 1,000 (FY2030)

➢ **Improve the percentage of Tokyo residents interested in para-sports**
● 43.2% (2022) → 63.0% (2026) → 80% (2030)

Progress on policy goals

Make the percentage of Tokyo residents participating in sports the highest in the world

Improving the percentage of Tokyo residents who play sports at least once a week to 70%, and further to the highest level in the world (2030)

The highest level in the world

Over 70%

68.9%
65.9%
60.4%
39.2%

80% 70% 60% 50% 40% 30%

2007 2020 2021 2022 2026 2030
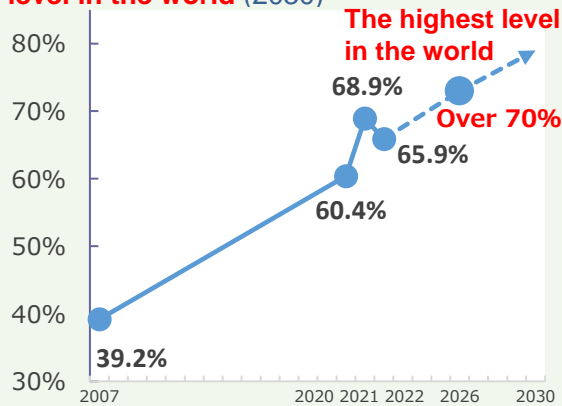
Sports Field Tokyo Project

Sports Wellness City Project

Support Project for "World Athletics and Deaflympics"

Increase the rate of sports participation by Tokyo residents with disabilities

Improving the percentage of Tokyo residents with disabilities who play sports at least once a week to 50% (2030)

60% 50% 40% 30% 20%

35.4%
31.9%
35.2%
42.0%
50.0%

2020 2021 2022 2026 2030
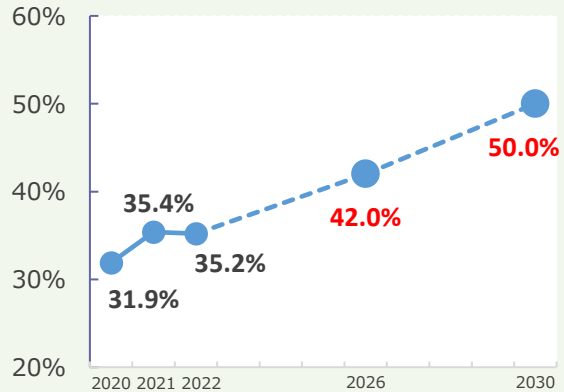
Para-sports City Project

Support Project for "World Athletics and Deaflympics"

Certified sports promotion companies: 1,000 companies

Increasing certified sports promotion companies to 1,000 (2030)

1,000
900
800
700
600
500
400
300
200
100
0

333
319
366
740
1,000

2020 2021 2022 2026 2030
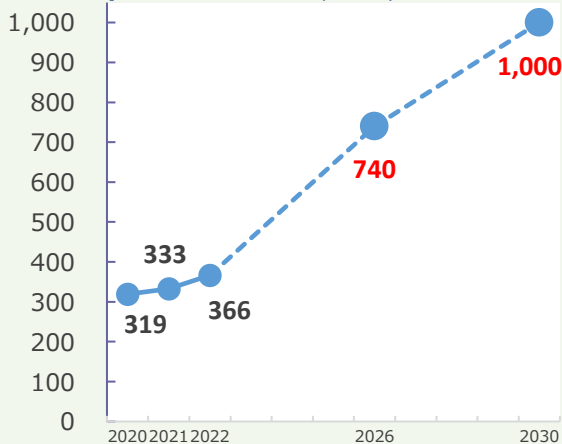
Sports Field Tokyo Project

Improve the percentage of Tokyo residents interested in para-sports

Improving the percentage of people interested in para-sports to 80% (2030)
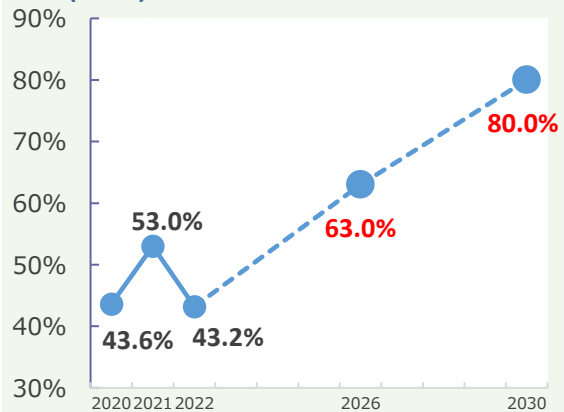
90% 80% 70% 60% 50% 40% 30%

53.0%
43.6%
43.2%
63.0%
80.0%

2020 2021 2022 2026 2030

Para-sports City Project

Support Project for "World Athletics and Deaflympics"

Strategy 16 Sports Field Tokyo

Main Projects for Executing the Strategy

Sports Field Tokyo Project

■**Project Overview**

○ Create a city where sports are integrated into the daily lives of residents, by developing various places in daily life where sports can be played and by creating new ways to enjoy sports

■**Major Initiatives**

Implementing sporting events, etc.

➢ Organize bicycle competitions and events, "Tokyo Marathon" and "Tokyo Legacy Half Marathon," and sports experience events in cooperation with professional sports teams.

Carrying on and developing the Olympic and Paralympic Games legacy

➢ Exchange opinions, including lectures and reports, on the construction and operation of a digital archive of the assets of the convention.

Expanding the volunteer base

➢ Continue and expand games-related volunteer and other activities through the Tokyo Volunteer Legacy Network.

Attracting and supporting international games, etc.

➢ Assist in attracting and hosting international tournaments, and promote Tokyo's attractiveness and strengths overseas in order to attract international tournaments and host the U15 Women's Softball World Cup 2023.

Para-sports City Project

■**Project Overview**

○ As a legacy of the world's first city to host two Summer Paralympic Games, make para-sports a popular activity and promote initiatives that can be enjoyed by people with and without disabilities.

■**Major Initiatives**

Improving the para-sports environment

➢ Support the establishment of exercise habits for handicapped children and handicapped people, the use of e-sports in para-sports, and the development of sports environments in wards and municipalities, including the construction of courts where para-sports can be played.

Improving the competitiveness of para-sports

➢ Discover, develop, and strengthen para-athletes, and strengthen the organizational base and management capabilities of athletics organizations.

Disseminating the appeal of para-sports

➢ Disseminate information about para-sports and create opportunities to experience para-sports.

Sports Wellness City Project

■Project Overview

○ Create new values and attractions centered on sports through the promotion of DX so that everyone can enjoy sports and achieve wellness.

■Major Initiatives

Creating opportunities to play sports in the local community

➢ Enhance the local sports environment, including hosting urban fitness events using urban spaces and supporting local sports clubs.

Creating an environment for continuous sporting activities

➢ Introduce fitness activities that are fun for children, the elderly, and others through the use of videos, etc.

Utilizing the Ariake Legacy Area

➢ Manage the Ariake Arena and develop the Ariake Urban Sports Park utilizing private-sector expertise.

Support Project for "World Athletics and Deaflympics"

■Project Overview

○ Taking the opportunity of hosting the World Athletics and the Deaflympics in Tokyo in 2025, help to make Tokyo an inclusive city where all people shine through the power of sports, and expand new fields for a brighter future.

■Major Initiatives

Building momentum for the event

➢ Conduct public relations to seize the opportunity two years before the Games, and provide educational collaboration to send athletes to schools.

Promoting universal communication

➢ Identify technology for promoting universal communication.

Fostering human resources for international sign language

➢ Foster human resources with international sign language skills necessary to run the games, etc.

Promoting preparations for the competitions

➢ Create the necessary support structure and plans to ensure that preparations for the games proceed without delay.

Providing support for deaf sports organizations

➢ Support athletic activities and the activities of deaf sports organizations (central athletics organizations) in Tokyo.

Strategy

Olympic and Paralympic Legacy

Vision for the 2040s

Vision

- ✓ Develop the Olympic and Paralympic legacy as a legacy for the city, thus enriching the lives of Tokyo residents.

TOKYO FORWARD

Despite the unprecedented circumstances of the COVID pandemic, the one-year postponement of the Games, and no spectators, we were able to make the Tokyo 2020 Games a success with the cooperation of many people. We will continue to develop the various hardware and software legacies created through the Games and create a "Future Tokyo" that is full of diversity and inclusiveness.

Initiatives for Tokyo 2020 Games

Safety and Security	
Urban Planning	Education and Diversity
Sports and Health	Environment and Sustainability
Participation and Collaboration	Economy and Technology
Culture and Tourism	Support for recovery in disaster-affected areas

After Tokyo 2020 Games

Develop as a legacy for the city

Make the Tokyo 2020 Games a new model for the Olympic and Paralympic Games

Develop the Tokyo 2020 Games as a legacy for the city and enrich the lives of Tokyo residents

Safety and Security
➢ Utilizing the "crisis management" initiatives of the Games as a legacy, promote initiatives to realize a city where citizens can live in peace and security.
➢ Further promote and accelerate efforts to eliminate utility poles throughout Tokyo.

Urban Planning
➢ Create attractive new aspects of Tokyo through the strategic use of athletic facilities.
➢ Improve transportation access in the Bay Area with the Games as an opportunity. Build a city where people can move around conveniently and comfortably, through initiatives such as opening the former athletes' village site.

Sports and Health
➢ Extend the connections to sports everywhere and evolve the entire city into a "sports field" where everyone can enjoy sports.
➢ Create a cycle in which athletes from Tokyo are also active in their local communities, expanding the base of sports.
➢ Further develop various initiatives for the Games and create an environment where people can enjoy para-sports regardless of disability.

Participation and Collaboration
➢ Promote initiatives to pass on the memory of the Games to the next generation as a legacy, including the construction and operation of a new digital archive.
➢ Establish volunteerism as a culture and create a mutual aid society where everyone supports each other.

Culture and Tourism
➢ Utilizing the experience of the Games, promote the evolution of Tokyo into a city that abounds with culture and entertainment and continues to generate "fun."
➢ Evolve into a tourist city that people want to visit over and over again by utilizing the legacy of the Games in Tokyo and neighboring prefectures, etc.

Education and Diversity
➢ Promote efforts to realize the convivial society that was felt at the Games, including the Opening and Closing Ceremonies, where diverse people were energized.
➢ Promote universal design community development throughout Tokyo, including promoting barrier-free access in all areas of the city.
➢ Continue and develop the "School 2020 Legacy" as an educational activity that will continue long after the Games.

Environment and Sustainability
➢ Develop advanced initiatives at the Games and promote efforts to realize "Zero Emission Tokyo."
➢ Build comfortable, environmentally friendly cities through initiatives such as the transition to a circular economy.

Economy and Technology
➢ Establish the "Smooth Biz" initiative as a legacy of the Games and realize a society where all people can work and play actively.
➢ Implement the cutting-edge technology utilized at the Games into the city to create a "Smart Tokyo."
➢ Maximize the economic impact of the Games and contribute to the sustainable development of Tokyo and the Japanese economy.

Support for recovery in disaster-affected areas
➢ Inherit the ties that have been built with disaster-affected areas for the next generation by implementing exchange programs in these areas through sports and other activities.

Strategy Making Tokyo a City
Filled with Water and Greenery

Vision for the 2040s

Vision

✓ The clear waters of the Tamagawa Josui water channel and rivers are restored. Fireflies dance at the Outer Moat of the Imperial Palace.
✓ A pleasant living environment surrounded by water and greenery is preserved in the Tama area and Tokyo Islands.

From the perspective of curbing the effects of climate change and realizing a relaxed and enriched way of life that is also compatible with the "new normal," water and greenery in cities are taking on growing importance.
By increasing various types of greenery, such as parks and green spaces, **and enriching the waterfront**, we will make Tokyo a world-class city.

Policy goals for 2030

➢ **Promote green creation initiatives**
● New openings of metropolitan parks
Cumulative total 2,045 ha (FY2021) → Cumulative total 2,098 ha (FY2026) → Cumulative total 2,168 ha (FY2030)
● New openings of maritime parks
Cumulative total 878 ha (FY2022) → Cumulative total 940 ha (FY2026) → Cumulative total 980 ha (FY2028)

➢ **Preserve farmland**
● Designation of "Agricultural Landscape Fostering Districts"
5 locations (FY2021) → 9 locations (FY2026) → 15 locations (FY2030)

➢ **Create a lively atmosphere using river spaces**
● "Sumida River Terrace" open to the public
34.3 km (end of FY2021) → 36.6 km (FY2026) → 47.5 km *Completed for the whole river (FY2030)

Progress on policy goals

Promote green creation initiatives

Open 130 ha of new metropolitan parks (by FY2030) *Total open area: 2,038 ha ⇒ 2,168 ha
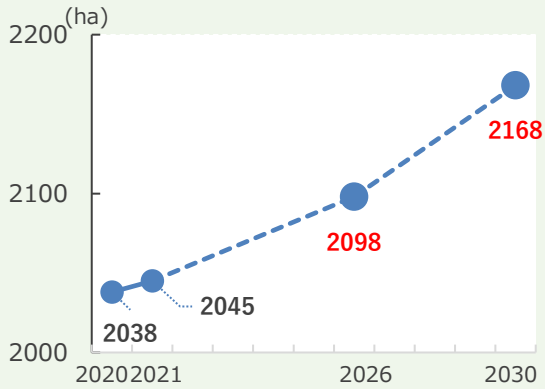
Open 107 ha of new marine parks (by FY2028) *Total open area: 873 ha ⇒ 980 ha
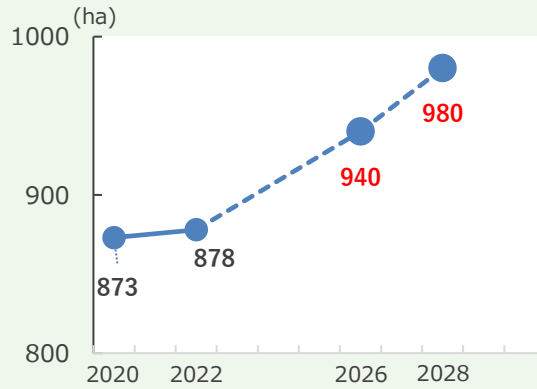
Project to Realize a Tokyo Filled with Greenery

Preserve farmland

Designation of "Agricultural Landscape Fostering Districts" 15 locations (cumulative total) (FY2030)
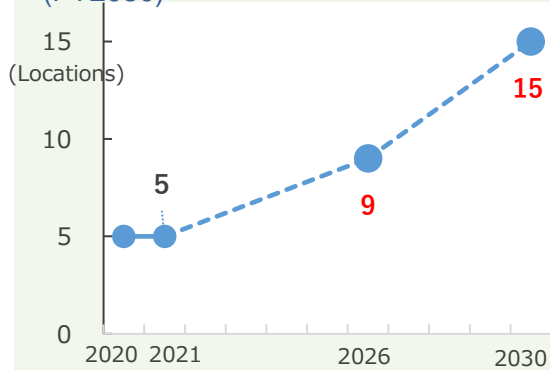
Project to Realize a Tokyo Filled with Greenery

Create a lively atmosphere using river spaces

"Sumida River Terrace" open to the public 47.5 km (FY2030)
(Completed for the whole river)
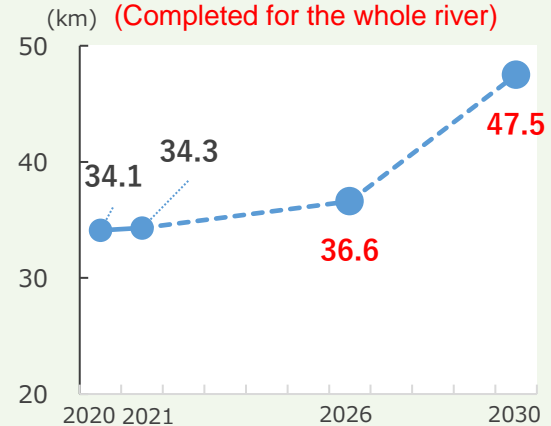
Project for Combining Community Development and Waterside Restoration

Main Projects for Executing the Strategy

Project to Realize a Tokyo Filled with Greenery

■Project Overview

○ Promote efforts to increase the quantity and quality of greenery throughout Tokyo by taking every opportunity to improve parks and green spaces, conserve agricultural land and natural areas, and create greenery in private urban development, etc.

■Major Initiatives

Developing new and expanded metropolitan parks, etc.

➤ Promote the creation of sustainable and attractive cities by creating comfortable urban spaces through subsidies for new and expanded metropolitan parks and the development of municipal parks.

Preserving and utilizing farmland

➤ Preserve urban farmland for the stable continuation of agriculture and the formation of a favorable urban environment, as well as for use as parks and civic farms where people can experience agriculture.

Improving the environment to help conserve biodiversity

➤ Promote biodiversity conservation and understanding by expanding the designation and maintenance of biodiversity-friendly conservation areas, developing conservation policies for rare species, and using digital media to communicate the appeal of nature.

Project for Combining Community Development and Waterside Restoration

■Project Overview

○ Create a lively space where people can relax and enjoy themselves by making the most of the attractiveness of the waterfront in cooperation with local communities and private businesses, etc.

○ Promote the revitalization of boat transportation that contributes to the creation of a lively atmosphere around the waterfront and boat landing areas, etc. by developing waterfront sites in conjunction with urban development and connecting these sites.

■Major Initiatives

Developing waterfront space that is spacious and enriched by the Sumida River, etc.

➤ Enhance the attractiveness of the waterfront by promoting studies to strengthen the waterfront flow line and develop a base, and expand initiatives in the downstream area of the Sumida River to new areas such as the upstream area.

Utilizing boats as a means of transportation

➤ Study and support the use of boats as a means of daily transportation, such as

commuting to work, etc.

Developing communities that face the waterfront

➢ In conjunction with the redevelopment of the Nihonbashi area, create an international commercial and tourist area that takes advantage of the waterside environment and boat transportation on the Nihonbashi River.

Outer Moat Cleaning Project

■Project Overview

○ Improve the water quality of the outer moat, a historical asset, in order to make Tokyo worthy of being called a "city of water" and enrich the city. Vitalize the entire region by providing a place of healing for people working in the heart of the city and by creating a dignified landscape

■Major Initiatives

Making efforts to guide water to the outer moat, etc.

➢ Promote the design of facilities necessary for conveying water to improve the water quality of the outer moat and restore it to a waterfront where people can relax and enjoy.

➢ Conduct structural integrity surveys, etc. on Tamagawa-josui waterworks in order to examine the possibility of water flowing from the Tama River.

Project for Providing a Stable Supply of Safe, Tasty Water and Realizing a Good Water Cycle

■Project Overview

○ Enhance the water conservation function of forests to ensure stable river flows and conserve the Ogouchi Reservoir.

○ Promote the conservation of water quality in public waters while ensuring a stable supply of high-quality water for the future.

■Major Initiatives

Stably supplying safe and tasty water

➢ Improve the water conservation function of the forest through conservation management of "The Water Conservation Forest."

➢ Ensure a stable supply of high-quality water by introducing new water treatment technology that can appropriately respond to changes in raw water quality due to climate change.

Improving the quality of treated sewage effluent

➢ Introduce advanced treatment technology to remove nitrogen and phosphorus from sewage at sewage treatment facilities to improve the quality of water discharged.

Strategy

Zero Emission Tokyo

Vision for the 2040s

Vision

- ✓ Net zero carbon emissions in Tokyo by 2050
- ✓ Realization of sustainable use of resources

With the whole world facing a critical situation due to **the serious impacts of climate change,** it is the responsibility of Tokyo, as a large consumer of energy, to **realize Zero Emission Tokyo by 2050 and contribute to the world's net zero carbon emissions.**
To this end, we will advance initiatives through all possible methods, including the utilization of renewable energies and hydrogen.

Policy goals for 2030

➢ **Reduce greenhouse gas emissions (compared to 2000)**
● 3.7% reduction (preliminary FY2020) → 50% reduction (2030)

➢ **Reduce energy consumption (PJ) (compared to 2000)**
● 27.3% reduction (preliminary figures for FY2020) → 50% reduction (2030)

➢ **Share of electricity consumption from renewable resources**
● 19.2% (FY2020) → Approx. 30% (FY2026) → Approx. 50% (FY2030)

➢ **Build the foundation for realizing a hydrogen society**
● Promoting the expansion of demand and social implementation of hydrogen (2030)

Progress on policy goals

Reduce greenhouse gas emissions

Reducing greenhouse gas emissions (compared to 2000) 50% reduction (2030)
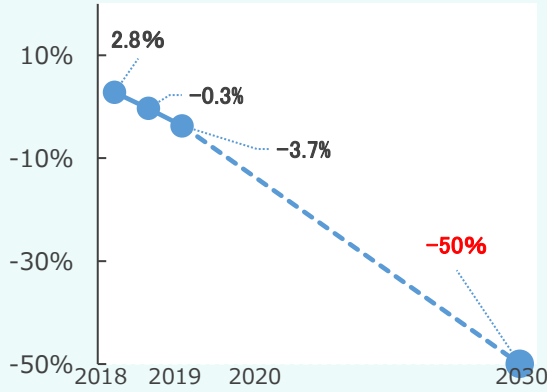
Zero Emission Energy Project

Reduce energy consumption (PJ)

Reducing energy consumption (PJ) (compared to 2000) 50% reduction (2030)
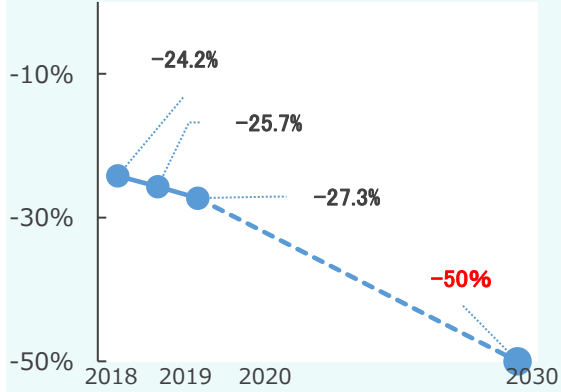
Zero Emission Energy Project

Share of electricity consumption from renewable resources

Increasing the ratio of renewable energy electricity use to about 50% (2030)
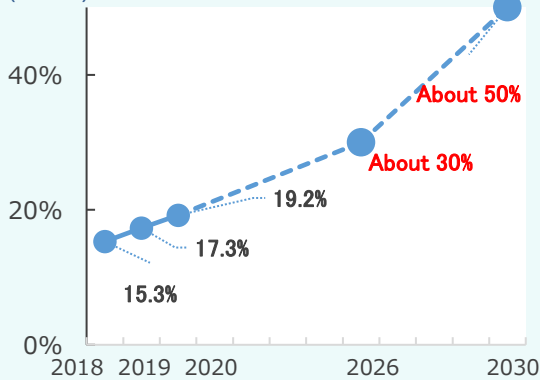
Zero Emission Energy Project

Main Projects for Executing the Strategy

Zero Emission Energy Project

■Project Overview

○ Accelerate various initiatives from the perspective of sustainable recovery, in cooperation with various entities such as Tokyo residents, businesses, municipalities, and universities.

■Major Initiatives

Expanding the use of renewable energy

➢ Focusing on "roofs," a characteristic of Tokyo with its high concentration of buildings, make the installation of photovoltaic power generation systems mandatory for new residences and large-scale buildings in Tokyo from April 2025.

➢ Provide support for individuals and companies to promote the installation of solar power generation and storage batteries in homes and businesses.

➢ In order to increase the percentage of renewable energy supplied to Tokyo, impose on electricity suppliers the obligation to set targets for the percentage of renewable energy based on the target level set by the TMG, and support the development of renewable energy generation facilities outside of Tokyo for businesses, etc.

Expanding zero emission buildings

➢ Promote advanced technologies and a high level of energy conservation and renewable energy use through subsidies to developers and urban development programs.

➢ Promote energy conservation in buildings through mandatory compliance of new buildings with insulation and energy efficiency performance requirements and subsidies for energy conservation retrofits of existing buildings.

➢ Strengthen the cap-and-trade system for large establishments.

➢ Support the introduction of energy-saving equipment and the creation of emissions trading cases to promote energy conservation in small and medium-sized establishments.

Providing technical development support, international collaboration, etc.

➢ Provide support for the development of environment-related technologies such as perovskite solar cells, support for the business transformation of SMEs, and creation of funds.

➢ Collaborate with C40 member cities and other cities around the world.

Zero Emission Mobility Project

■Project Overview

○ Promote initiatives to realize a city of the future where ZEVs (FCVs, BEVs, PHEVs) and other vehicles will come and go.

■Major Initiatives

Strongly promoting ZEVs and other vehicles running in Tokyo

➢ Subsidize the purchase of ZEV and BEV motorcycles for individuals, companies, etc.

➢ Obligate businesses using 200 or more vehicles to introduce

non-gasoline vehicles in passenger cars starting in FY2022 by ordinance.

Developing social infrastructure to support the diffusion of ZEV, etc.

➢ Subsidize the installation of public BEV quick chargers and installation of regular chargers in existing homes.

Building momentum for the arrival of a ZEV society

➢ Implement measures to increase awareness of ZEVs in order to raise the interest of Tokyo residents in ZEVs.

Project for Realization of a Hydrogen Society

■Project Overview

○ Accelerate efforts to realize a hydrogen society, from mobility to urban development, by promoting the development and utilization of hydrogen technology.

■Major Initiatives

Establishing a hydrogen supply system for 2050

➢ Support the implementation of the production and use of green hydrogen, as well as the development of a production site on metropolitan-owned land.

➢ Start a study to examine and establish a supply system, including a pipeline, for hydrogen received from abroad in the future.

Advancing city development using hydrogen

➢ Supply hydrogen to city blocks through pipelines at the site of the former Tokyo 2020 Games athletes' village (supply scheduled to begin in spring 2024).

➢ Utilize hydrogen for carbon neutrality in the Port of Tokyo and for district heat supply in the "Rinkai Fukutoshin" area.

Scaling up hydrogen mobility and infrastructure

➢ Promote the development of hydrogen stations for buses and trucks.

➢ Accelerate the spread of FC mobility by supporting the introduction of FC mobility for business use and the introduction of government-owned vessels that use hydrogen energy, etc.

FC truck

Project for Promoting Sustainable Use of Resources

■Project Overview

○ Transform into a sustainable, recycling-oriented society that contributes to virtually zero CO_2 emissions by reducing waste generation and promoting recycling.

■Major Initiatives

Deploying advanced initiatives in society

➢ Establish the Tokyo Circular Economy Promotion Center in 2022 to strengthen functions such as information dissemination, exchange salons, consultation and matching, and community-based business support.

➢ Support for advanced companies engaged in reuse, horizontal plastic recycling, etc.

➢ Promote the advanced recycling and utilization of food loss through the use of food tech and other advanced technologies.

➢ Promote initiatives for advanced recycling of solar panels in cooperation with businesses, etc.

Sharing service of take-out containers for drinks

Strategy

Promoting the Tama Area and the Islands
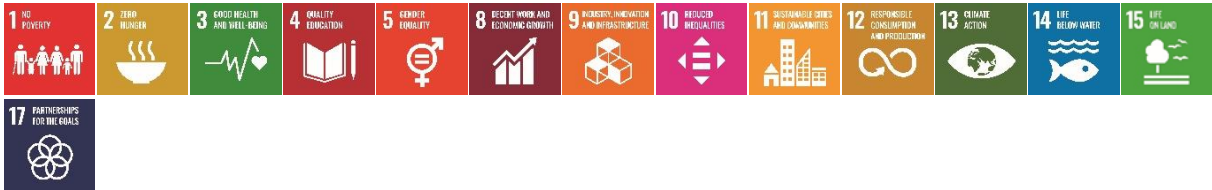
Vision for the 2040s

Vision

- ✓ The TMG and municipalities will create a lively and vibrant community that makes the most of the unique characteristics of each region.

The Tama area is home to numerous industries and universities, while the islands boast a rich natural environment. However, these areas are facing challenges such as natural disasters and population decline. By **creating and disseminating the attractions of Tama and the islands, we will increase the number of new admirers in Japan and abroad and build lively and vibrant communities**.

Ogasawara Islands

Niijima Glass

whale watching

Bonin White-eye

Autumn colors of Mt.Takao

Aogashima

Showa Kinen Park

Strategy 17　Promoting the Tama Area and the Islands

Main Projects for Executing the Strategy

Increasing the Attractiveness of the Tama Area and the Islands

■Project Overview
○　Increase the attractiveness of the Tama area and the islands through initiatives to encourage immigration and settlement, improve transportation access, etc., and build vibrant and active communities.

■Major Initiatives
Creating local attractions
➢ Attract luxury accommodations to make these unique islands attractive to the world.
➢ Hold events to discover the various attractions of the Tama area in conjunction with the bicycle road race in the area.

Improving transportation access to the islands
➢ Establish an environment that meets the needs of cruise ships and luxury cruisers.
➢ Promote initiatives to diversify access to the islands to attract domestic and international tourists through international flights, etc.

Project for Developing the Local Tourism Industry in the Tama Area and the Islands

■Project Overview
○　Develop strategies to continue to attract Tokyo residents and domestic and international travelers by refining familiar tourist content unique to the Tama area and the islands and utilizing cutting-edge technology.

■Major Initiatives
Sightseeing tours that make the most of nature
➢ Support efforts to identify and refine sustainable tourism, such as eco-friendly travel.
➢ Promote tourism in the Ogasawara Islands, a World Natural Heritage Site, incorporating perspectives on the SDGs and etiquette.

Promoting attractiveness through international conferences, etc.
➢ Promote attractive MICE in the Tama area and the islands by providing support for the establishment of a MICE accommodation system.

The Structural Reform of the TMG

In order to realize a **sustainable Tokyo** through Future Tokyo: Tokyo's Long-Term Strategy, the Tokyo Metropolitan Government, as the advocate for this change, will **resolutely implement structural reform by leveraging DX** and will transform into a policy innovation group.

Along with engaging in work from a global perspective and contributing to **solving common issues faced by the world**, we will build a **sustainable fiscal foundation** that will enable strategic implementation of policy.

2020 → 2025

Structural Reform of the TMG, "SHIN-TOSEI = The New TMG" –Tokyo will change, and so the TMG will change–

2020–2022: SHIN-TOSEI and SHIN-TOSEI 2

Structural reform practices are yielding results.

Paper-less

▲33%
▲55%
▲70%

2016 2020 2021 2022

Number of photocopy papers
(Comparison of annual totals)
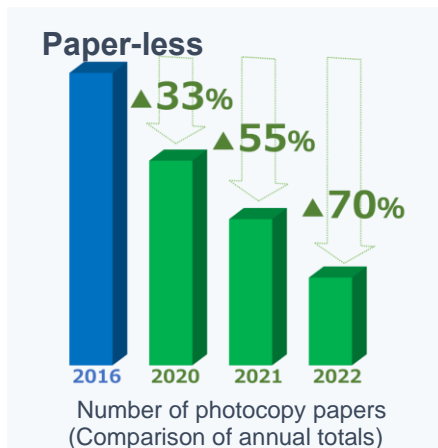
Digitalization of sanitary surveillance work in Toyosu Market

Sanitary surveillance work has changed significantly from "with paper and picture book" to "with a tablet."

Grand Prize Winner of National Governors' Association "Digital Solution Award"

2023: New Tokyo 3

Upgrade our strategy and take it to the next stage.

Open & Flat
SHIN-TOSEI 3
January 2023, Tokyo Metropolitan Government

Completion of infrastructure construction of "Digital Government: TMG"

Transformation of the TMG to generate policy innovation through "openness and flatness"

Transformation into "interesting TMG" where employees enjoy and are enthusiastic about their work

Further improve the QOS (Quality of Service) of the TMG.

Main Projects for Executing the Strategy

Six New Core Projects

–Core Projects to Promote Reform throughout the TMG–

■Major Initiatives

Workstyle Transformation Project in the TMG

➢ Practice flexible and high-quality work styles throughout the metropolitan government, including business branches, by making full use of digital and other means.

Speed-up & Institutional Reform Project

➢ Establish a new cross-organizational forum for discussion and thoroughly review the systems and operations of the TMG, etc.

Thorough Service Design Project

➢ Provide easy-to-use public administration services for everyone, not just digitization, etc

Open innovation Project

➢ Further deepen collaboration with startups, etc., to create growth and social change, etc

Data-driven TMG Project

➢ Build a public-private data collaboration infrastructure (TDPF) for a society that improves people's lives through the power of data, etc.

Revitalization and Well-being Realization Project in the TMG

➢ Enhance opportunities for employees to learn, challenge, and grow in order to revitalize the TMG organization, etc.

Leading Projects of the Bureaus

–Projects to reform the way each bureau provides services and the way work is done in each bureau–

Theme 1: Social implementation of advanced technologies

➢ Based in "Civic Creative Base Tokyo," implement a variety of programs to encourage people to express their creativity to society, etc.

Theme 2: DX for disaster prevention

➢ Establish a monitoring system using satellite observation data, etc., to monitor a wide range of inappropriate embankments, etc.

Theme 3: Expand "Public Relations that Can Be Clearly Understood"

➢ Utilize digital tools to analyze target needs and effectively communicate based on that analysis to realize "Public Relations that Can Be Clearly Understood" etc.

Theme 4: Enhance the convenience of services for residents

➢ Develop a consultation environment using SNS to create connections and prevent or eliminate isolation among children and families raising children.
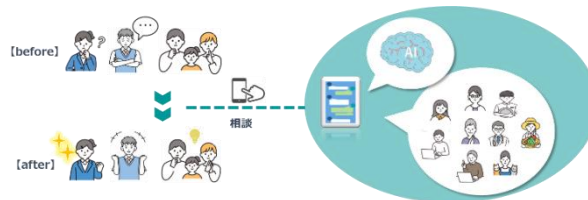
Theme 5: Sophisticated business and more efficient internal administrative work

➢ Unify various information of the Port of Tokyo on the platform to improve productivity of related operations and realize prompt disaster response, etc.

SusHi Tech Tokyo Project

■Project Overview
○ Under the shared concept of "SusHi Tech Tokyo," disseminate a variety of ideas and technologies from Tokyo to the world to overcome common global urban challenges.

■Major Initiatives

International start-up event: City-Tech.Tokyo
➢ Hold "City-Tech.Tokyo," an event to realize a sustainable society through open innovation with startups.

International network: G-NETS
➢ Establish "G-NETS," an international network for solving common urban issues. Hold the "G-NETS Leaders Summit" in Tokyo.

International Urban Strategy Project

■Project Overview
○ To become "the city of choice for the world," establish a global network "from Tokyo" that leverages Tokyo's strengths in such fields as the environment, advanced infrastructure technology, culture, sports, finance, and education, and strengthen Tokyo's ability to communicate and attract global attention.

■Major Initiatives

Promoting the international network
➢ Promote measures to open up a bright future through active communication with each city utilizing the international network to resolve issues common to all cities.

Strengthening international responsiveness
➢ Enhance the English learning environment by having native English-speaking assistants at elementary schools and utilizing "TOKYO GLOBAL GATEWAY," a hands-on English facility, to cultivate internationally-minded human resources.
➢ Create opportunities for Tokyo residents to communicate in English by holding events using English, mainly targeting business people.

Strategy ## All-Japan Partnership

For Japan to boost its presence on the world stage, **both Tokyo and all other regions of Japan must be healthy and strong**. Through cutting-edge technology, development of the transportation network, and other means, **collaboration between Tokyo and other areas will be further strengthened**, and we will build an environment for the **true coexistence and co-prosperity of Tokyo and other areas by drawing on each other's respective strengths and characteristics to achieve nationwide growth**.

✓ **Through various types of cooperation, we have built strong relationships of trust with all areas of Japan, and we prosper and grow together.**

✓ **Together, we advance initiatives to achieve SDGs.**

✓ **While actively assisting each other in times of disaster and providing support for recovery in areas affected by disaster, we work to expand ties.**

✓ **We promote an unprecedented wide range of exchange.**

Collaborate to achieve SDGs, including support for women's empowerment throughout Japan

Resolve challenges shared nationwide, including utilization of Japanese timber

Promote mutual cooperation with major cities across Japan

Actively provide assistance in times of disaster and support for post-disaster recovery

Contribute to the growth of Japan's economy as its gateway to the world

Main Projects for Executing the Strategy

Project for All-Japan Partnership

■Project Overview
○ Deepen and develop relationships with all regions of Japan through various forms of collaboration, including partnerships to solve various issues facing Japan as a whole and cooperation with each prefecture in projects that are effective for mutual development. By doing so, drive the growth of both Tokyo and the regions outside of Tokyo, and ultimately the development of Japan as a whole.

■Major Initiatives

Responding to increasingly sophisticated administrative issues
➢ Agreed with Yamanashi Prefecture to promote Tokyo's use of green hydrogen produced in Yamanashi Prefecture and the development of technologies for its production and use.
➢ Collaborate with neighboring prefectures to issue joint messages regarding power shortages, energy conservation, etc.

Driving Japan's economic development
➢ Create opportunities for business meetings and exchanges between companies in Tokyo and local companies.
➢ Hold a conference with female mayors and business leaders from across Japan to encourage women's success throughout the country.

Promoting the use of domestic timber
➢ Hold exhibitions and business meetings for timber products using local timber from various regions, and conduct exhibitions for consumers.

Spreading the charm of all of Japan to the world
➢ Tie-up with Niigata Prefecture to promote the appeal of domestically produced rice flour.
➢ Leveraging the legacy of the Tokyo 2020 Games, collaborate with neighboring prefectures to promote tourism to overseas destinations.

Responding to the COVID-19 pandemic
➢ Collaborate with neighboring prefectures to issue a joint message calling for the prevention of COVID-19 and the uptake of vaccinations.

Promoting SDG Initiatives from Tokyo

By promoting SDG initiatives from the Tokyo Metropolitan Government to the world, we will contribute to a sustainable society.

The TMG will work to achieve the SDGs as a matter of course. We will also **support spontaneous action and cooperative efforts for realizing the SDGs initiated by a variety of actors, including municipalities, the people of Tokyo, companies, and universities.** Moreover, **by expanding efforts from Tokyo to the entire country and to the world, we will contribute to achieving the SDGs.**

1. TMG to take the initiative to strongly promote policies from the perspective of the SDGs

➢ Along with clarifying the relationship between Future Tokyo projects and each goal, we will comprehensively approach challenges faced by the metropolitan government **from the perspective of the three dimensions of sustainable development: economic, social, and environmental.**

Integrated three-sided approach

Initiatives from an SDGs perspective

Economy

Society

Environment

Comprehensively resolve a variety of administrative issues from an SDGs perspective
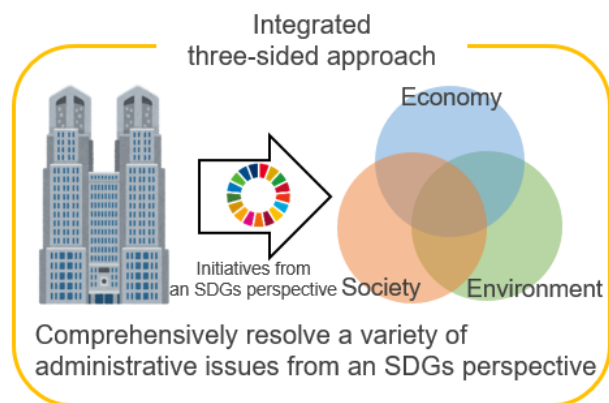
➢ With respect to initiatives implemented from an SDGs perspective, we will employ the PDCA cycle in order to contribute to solid achievement of project goals and further enhancement of measures.

2. Realize a sustainable Tokyo together with the municipalities

➢ Tokyo municipalities, which are the closest source of government services for Tokyo residents, will promote distinctive initiatives for the SDGs formulated based on local issues and share these initiatives with other municipalities, etc. In this way, **while partnering with municipalities, we will work to realize a sustainable city.**

Cooperation between the TMG and municipalities

Expansion of best practices

Coordination and cooperation related to initiatives

Sharing know-how

Through coordinating and supporting SDG measures, sharing leading examples, and other means, various initiatives developed by municipalities will expand within Tokyo.
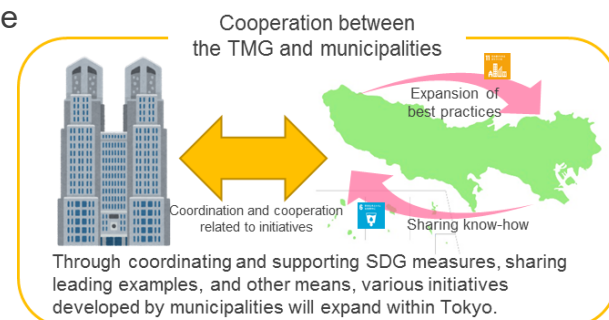
- Enhance training for municipal officials to encourage municipal initiatives and strengthen their networks.
- Utilizing "Tokyo SDGs Portal," visualize advanced cases from the perspective of Tokyo residents, and expand diverse initiatives by municipalities.

Tokyo SDGs Portal

- ➢ We have established a portal site to actively disseminate an overview of the SDGs and the initiatives of the TMG and municipalities in order to build momentum and change the behavior of Tokyo residents.

- ➢ The site includes a collection of selected links to the United Nations, the Japanese government, etc., and an explanation of the relationship between Future Tokyo: Tokyo's Long-Term Strategy and SDGs. Through this site, we aim to help readers better understand the nature of the SDGs.

- ➢ This site provides a cross-search of initiatives of the TMG and municipalities. The site also provides detailed information on the unique initiatives of the municipalities in Tokyo.
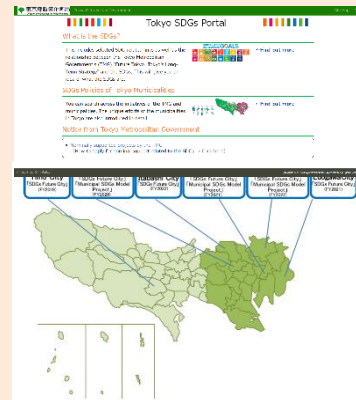
Tokyo SDGs portal site is here ⇒

URL: https://www.sdgs.metro.tokyo.lg.jp/en/

3. Realize a sustainable Tokyo together with various actors, including the people of Tokyo, companies, and universities

- ➢ By sharing an awareness throughout society that the actions of each individual will help save the planet and by working to popularize the SDGs, which could be considered a "universal language," to **bring about a change in the behavior of a variety of actors,** including Tokyo residents, companies, and universities, **we will make all of Tokyo a sustainable city.**

  - · Promote the building of momentum among citizens of Tokyo by holding events for Tokyo residents in collaboration with various entities, such as private companies and schools.
  - · By producing an SDGs badge made from Tama timber and origami using the 17 colors of the SDGs, we will work to raise awareness and build enthusiasm for initiatives among the people of Tokyo and companies.

Events for Tokyo residents to "Learn about the SDGs that you can put into practice starting today!"

- ➢ The TMG held "Learn about the SDGs that you can put into practice starting today!" as an event for Tokyo residents to learn about the SDGs in a fun way.

- ➢ At the event, elementary and junior high school students in Tokyo presented the results of their studies of the SDGs at school. In response to their presentations, SDG experts gave advice on how to develop their initiatives and apply them to the future.

Harvesting radishes
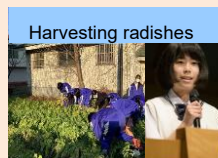
Collaboration with universities

➢ We established a platform to promote education and research related to achieving the sustainable development of Tokyo and the 17 SDG goals being conducted by universities that participate in regular meetings with the TMG.

➢ As a joint project between TMG and universities, the TMG supports research and other activities related to the SDGs, such as the development and dissemination of soft food so that children with feeding and swallowing disorders and their parents can enjoy it together.

4. Realize a sustainable society together with all of Japan and the world

➢ To help realize the society aspired to by the SDGs, through efforts such as promoting Tokyo's proactive initiatives, the TMG will **work with major cities across Japan and the world to tackle challenges together.**

・ Share the TMG's initiatives with cities and international organizations around the world through participation in international conferences, overseas dissemination, etc., toward the achievement of the SDGs, which are international goals.

・ Expand the circle of initiatives by exchanging views on voluntary local government review (VLR) and other issues with local governments in Japan that are actively working on the SDGs.

SusHi Tech Tokyo

➢ Tokyo and the Global City Network for Sustainability (G-NETS) Leaders Summit were held as initiatives to realize "Sustainable High City Tech Tokyo = SusHi Tech Tokyo," an initiative to create new sustainable values to overcome common global urban challenges through cutting-edge technology, diverse ideas, and digital know-how.

➢ City-Tech.Tokyo provided a venue for concrete collaborations and increased investment to realize a sustainable society through open innovation with startups and to lead to a new vision of cities with diverse ideas and technologies.

➢ At G-NETS, we discussed initiatives to solve urban issues and future prospects, confirmed the collaboration among the world's cities, and disseminated a communiqué to the world as an outcome.

Visions, Strategies and Projects

This publication provides an overview of the 20 visions, 20 + 1 strategies and 122 projects that make up the foundation of "Future Tokyo: Tokyo's Long-Term Strategy."

Tokyo's Visions for the 2040s

Tokyo: A City where People Shine

01. A city that is full of children's smiles and people wanting to have and raise children, and is supported by family bonds and society
02. A city where a new educational model gives hope to all children and young people and enables them to develop independently
03. A city where women can choose their lifestyles they want, be themselves, and shine
04. A city where senior citizens can stay active and live comfortably in the age of the 100-year life
05. A city where everyone can work positively, be themselves, and thrive
06. A diverse city where many kinds of people live together
07. A city that is full of local groups and communities where people gather and help one another

Tokyo: A Safe and Secure City

08. A resilient and beautiful city that protects Tokyo citizens from disasters
09. A city prepared against risks such as crime, accidents, fire, and illness, enabling people to live with peace of mind
10. A city where advanced urban functions and nature coexist in harmony, and people gather and relax
11. A convenient and comfortable city with the best transportation network

Tokyo: A Leading City in the World

12. A Smart Tokyo that maximizes urban potential by digital technology and provides Tokyo citizens with a high standard of living (Tokyo's Society 5.0)
13. The most open city in the world where people, goods, money, and information gather from across the globe
14. The most start-up-friendly city in the world where new industries constantly emerge
15. A city that boasts the highest productivity in the world and drives the global economy

Tokyo: A Beautiful City

16. A city with ample water and rich greenery, providing relaxation and warmth
17. Zero Emission Tokyo

Tokyo: A Fun City

18. A Tokyo whose culture and entertainment attract people from around the world
19. A "sports field" city where sports is ingrained in everyday life

Tokyo: An Advancing City with All-Japan

20. A city that cooperates with local governments across the country to achieve the true coexistence and co-prosperity

Strategies and Projects

Strategy 0 Overcoming COVID-19

Strategy overview:

We will create a city that can **coexist with COVID-19** and, using our experience from the fight against the COVID-19, **create a city that is resistant to infectious diseases,** capable of taking effective countermeasures against outbreaks of unknown infectious diseases.

Strategy 1 Putting Smiles on the Faces of Children

Strategy overview:

When children smile, those around them naturally smile as well. We will examine the situation from the perspective of children. And, by **advancing the development of local communities with a comfortable atmosphere for children, where responsibilities shouldered by families related to childbirth and parenting are supported by society as a whole,** and working to **change the mindset of society**, we aim to create a society filled with people who feel the joy of raising a child.

Policy goals for 2030 :

Increase the percentage of men taking childcare leave
Inclease male employees taking parental leave to 90% level（2030）

(%)

100
80
60
40
20
0

2005 — 0.39
2021 — 23.8
2026 — 50
2030 — 90

Eliminate nursery school waiting lists and maintain it that way
Eliminate nursery school waiting lists in Tokyo as soon as possible and maintain it that way

10,000 (People)

5,000

0

2016 — 8,466
2022 — 300
2026 — 0
2030 — 0
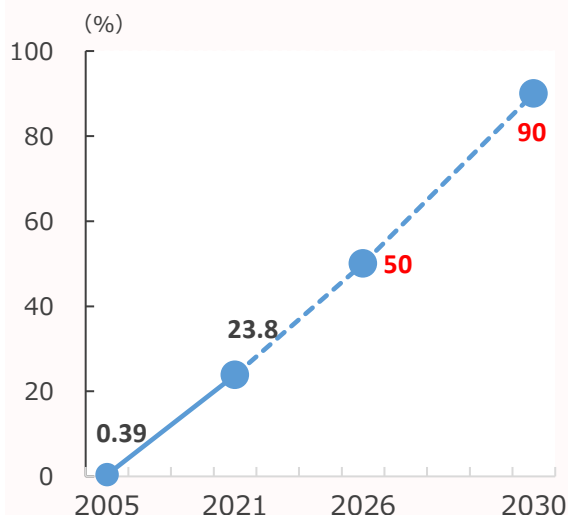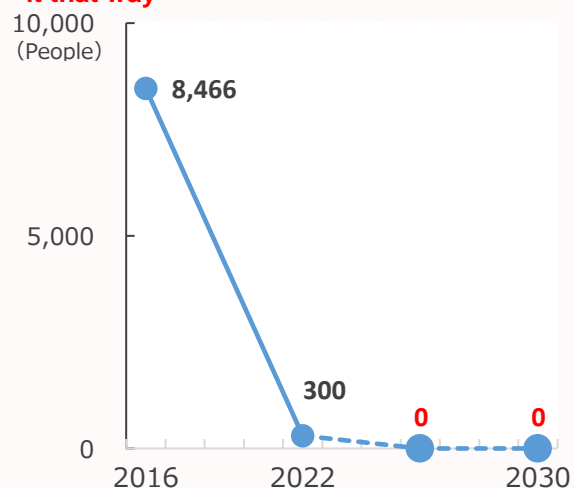
Pregnancy, Childbirth, and Child Rearing Full Support Project

- ➢ Provide seamless support for each stage of pregnancy, childbirth, and child rearing to realize a society in which the child-rearing generation can have and raise children with peace of mind and experience the joys of child rearing.
- ➢ From the perspective of leaving no one behind, strengthen support for children and parents in difficult circumstances and promote the development of an environment where both children and parents can spend each day with a smile.

Project for Fully Supporting Municipalities Engaged in Parenting Initiatives

- ➢ In order to be the world's kindest city to children where they can grow healthily, the TMG will fully support municipalities that are actively engaged in advanced, ambitious, and child-oriented policies and initiatives for creating a better parenting environment through dialogue with children and parents, contributing to the expansion of these policies and initiatives across the whole metropolitan area.

Children's Smile Movement Project

- ➢ Promote the Children's Smile Movement, an action to bring smiles to children's faces, in cooperation with all actors in society, with the aim of creating a "Children First" society.

Leading Projects with Cross-Organizational Promotion Teams

- ➢ For each theme of children policy that is difficult to deal with within the existing framework, the Child Policy Coordination Office will serve as the nucleus and form a promotion team consisting of related bureaus across policy fields to work across organizational boundaries as a leading project.

Providing Students with the Opportunity to Interact with Children and Learn the Importance of Parenting

- ➢ We will offer a variety of educational activities in elementary, junior high, senior high, and university education to let students interact with children and learn the

importance of parenting.

Project for Alleviating the Burden of Housework and Parenting

> To enable both men and women to balance work and family, we will provide a variety of programs designed to alleviate the burden of housework and parenting, including campaigns for promoting male participation in housework and parenting, housework and child-rearing support programs, programs for promoting the introduction of smart electric appliances, and seminars on housework- and parenting-related skills.

Marriage Full Support Project

> We will implement various initiatives designed to encourage those who want to get married but are still hesitating.

Strategy 2 Supporting Children's Development and Growth

Strategy overview:

We will move away from passive forms of learning that revolve around knowledge acquisition toward a style of education that **focuses on each child's personality and nurtures independence, initiative, and problem-solving skills**. We will support children who **challenge themselves in other countries or in society**, and provide meticulous support to each child regarding **bullying, truancy, and other issues**.

Policy goals for 2030：

Increase in the percentage of students entering science universities
Increase the percentage of students entering university science departments* at metropolitan high schools to 40%(FY2030)

40%

40.0%

36.0%

35%

33.0%

32.3%

31.6%

30%

2019 2020 2021   2026   2030

*Science, Engineering, Agriculture, Home Economics, etc.

Increase the number of overseas students
Number of foreign students supported by TMG* cumulative total 13,500 （2021〜2030）

15,000

13,500

10,000

7,860

5,000

40

0

2021   2026   2030

*Metropolitan high school, private high school, metropolitan technical college of industry and technology, metropolitan university
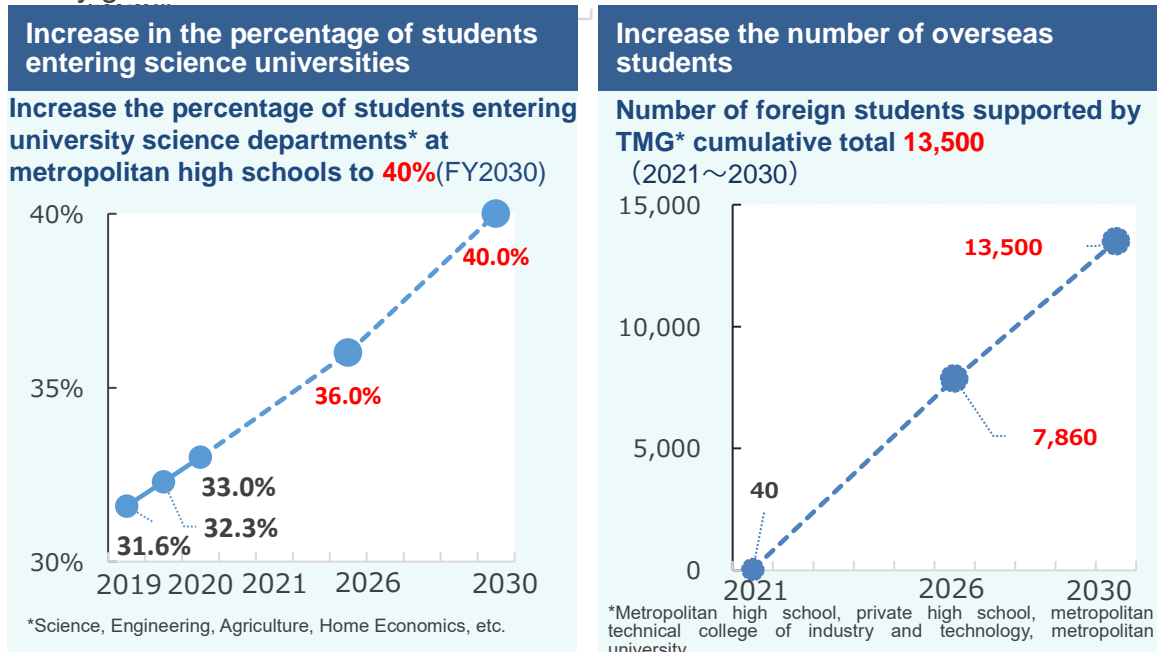
Project for Promoting a "New Tokyo-style Educational Model"

➢ We will introduce a new "Tokyo-style educational model" that caters to each child's personality and skills and works together with the whole of society to help children learn.

TOKYO Smart School Project (Reforming How We Learn, Teach, and Work)

➢ We will vigorously promote the digitalization of education as a comprehensive tool to motivate children to learn and maximize their potential.

Project for Human Resource Development in the Era of Society 5.0

➢ We will develop individuals who can actively participate and thrive in the era of Society 5.0, and who can lead the way in the manufacturing space using AI, IoT, and other technologies.

Global Student Project

➢ By enabling students to learn alongside foreign children and experience life abroad, among other activities, we will nurture individuals with advanced language skills and a rich global mindset who can thrive anywhere in the world.

Project for Schools and Society to Support Children

➢ We will create a wide range of educational opportunities that meet the needs of each child and provide support tailored to each child.

Strategy 3 Promoting Women's Empowerment
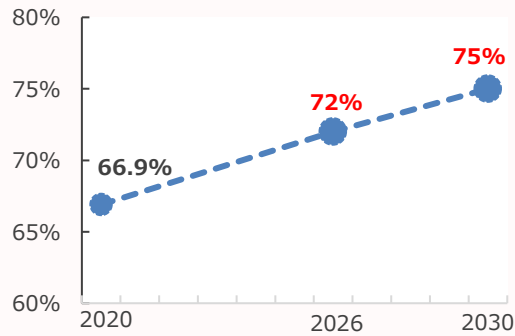
Strategy overview:
We will provide support tailored to women's needs according to their stage in life and **change social awareness and behavior** so that women do not have to choose between career and family and **both men and women can balance career and family. We will promote the participation of women in decision-making at various levels** to create a city friendly to all.

Policy goals for 2030:

Increase in the percentage of respondents who think "women can play an active role"	Increase the employment rate of women
Increase the percentage of people who think Tokyo is a city where women can play an active role to **75%** (2030)	Increase the female employment rate to **65%** (2030)

80%
75%
70%
65%
60%

66.9% **72%** **75%**

2020   2026   2030

70%
65%
60%
55%
50%

52.2% **57.0%** **57.1%** **57.9%** **62%** **65%**

2015 2019 2020 2021 2026 2030
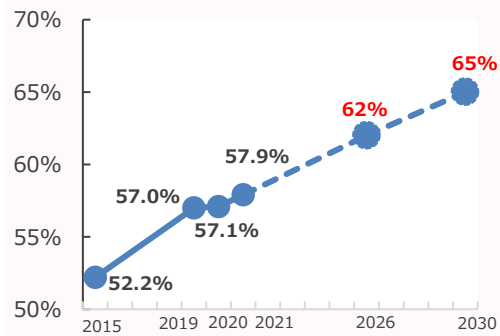
Project for Supporting Women to Lead their Lifestyles and Work Styles They Want

➢ In order for women to be able to choose their lifestyles and work styles they want, be themselves, and thrive, we will provide various levels of support specifically tailored to women's needs according to their stage in life, regarding education, employment, childbirth, parenting, activities in the community, and many other areas.

Project for Changing Society's Mindset toward Female Participation

➢ We will strategically engage in awareness-raising and publicity in order to create a society where female participation is considered the norm, eliminating stereotypes such as "men work, women stay at home" and "choosing between work and private life" and ensuring that women can succeed at work and at home according to their preferences.

➢ The TMG will lead the way in implementing initiatives for female participation, serving as an example to the national government, municipalities, private-sector companies, and other entities.

Project for Alleviating the Burden of Housework and Parenting

➢ To enable both men and women to balance work and family, we will provide a variety of programs designed to alleviate the burden of housework and parenting, including campaigns for promoting male participation in housework and

parenting, housework and child-rearing support programs, programs for promoting the introduction of smart electric appliances, and seminars on housework- and parenting-related skills.

Education for Exploring Different Life Plans

➢ We will provide opportunities for the younger generation to interact with people from diverse backgrounds so that they will not be bound by stereotypical gender roles and will be able to actively develop new perspectives on family life and work.

Strategy 4   Realization of a Chōju (Longevity) Society

Strategy overview:

In the age of the 100-year life, we will substantially change the concept of "senior citizens" and along with developing communities where people can lead healthy and fulfilling lives, we will build an environment where **each individual can actively participate in the community and society as they so desire**.

Moreover, by **advancing measures for dementia from the aspects of both living with and preventing this disease**, we will realize a world-leading, long-life society.

Policy goals for 2030：

Develop a long-term care service infrastructure	Percentage of elderly who engage in social activities

Develop facilities to support the lives of the elderly（FY2030）

Special nursing homes for the elderly

70,000 (People)

50,506 51,357 52,060 **64,000**

2019 2020 2021 2030
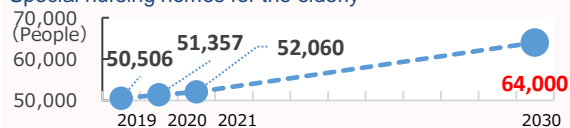
Geriatric health services facilities

30,000 (People)

21,829 21,885 22,059 **30,000**

2019 2020 2021 2030
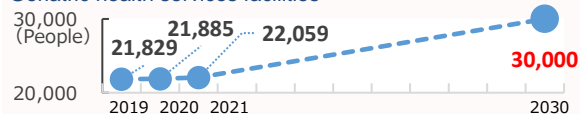
Group home for the elderly with dementia

20,000 (People)

11,369 11,727 11,973 **20,000**

2019 2020 2021 2030
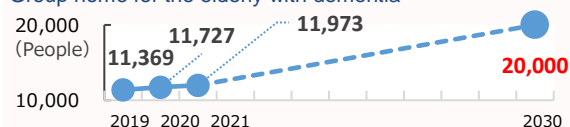
Increasing the percentage of senior citizens engaging in social activities (e.g., working, learning, community participation) to 75%（2030）

90%

70%

50%

61.7% 60.5% **70%** **75%**

2015 2020 2026 2030
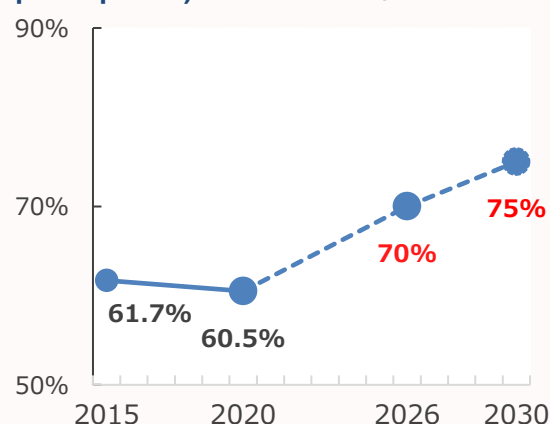
Project for "Chōju" Tokyo Where You Can Age in Comfort

➢ For the realization of communities where everyone, centering on the elderly, can lead healthy, fulfilling and comfortable lives, Tokyo will provide strong support to

municipalities that wish to partner with various entities and use community resources to raise the quality of life through measures to address the digital divide and the broad use of digital tools. We will verify the results and expand the initiatives across the whole metropolitan area.

Project for Supporting People with Mobility Impairments

- ➤ We will provide support, such as delivery services from shopping arcades and mobile catering, to ensure that people with mobility impairments can buy what they need in their locality.
- ➤ We will develop efficient local public transportation networks to make Tokyo a highly convenient city where everyone can travel easily.
- ➤ We will promote initiatives to ensure that people can travel from stations, among other locations, safely, freely, and comfortably, including installing platform doors at train stations and providing multiple wheelchair friendly routes.

Project for Making Elderly Life Fulfilling

- ➤ In the "era of 100-year lives," the period from age 65 to 75 or 85 is the most fulfilling period in which elderly people can capitalize on their experience, expertise, etc. We will provide support and health-maintenance programs to ensure that people between age 65 to 85 can engage in work, learning, hobbies, and local activities that suit their needs.

Project for Living with and Promoting Prevention of Dementia

- ➤ We will promote initiatives for building communities where people with dementia can live happily and peacefully, and use the big date accumulated by the Tokyo Metropolitan Geriatric Hospital and Institute of Gerontology to further new dementia prevention measures based on AI and other technology.

Strategy 5　Realizing Work Styles Allowing Everyone to Shine

Strategy overview:

Framing population decline as a chance to **radically transform how people work**, we will spread work styles fit for the new era that **enable high productivity as well as a life-work balance**. We will transform our society into one where **each and every person can draw on his or her unique traits and skills** to thrive, and where **anyone who wishes to work can become a working member of society**.

Policy goals for 2030:

Percentage of companies in Tokyo utilizing telework

Percentage of companies utilizing telework : 80% （FY2030）

80.0%
73.7%
65.7%
57.8%
25.1%
19.2%

2018 2019 2020 2021 2026 2030

*Companies in Tokyo with 30 or more employees
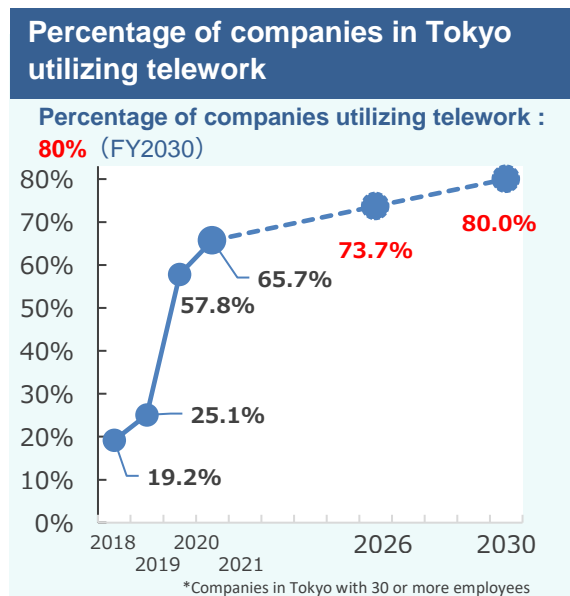
Increase and spread social firms

➢ **Support the creation and operations of social firms to ensure that people having difficulties in working can participate in society**

○ **Establish hubs for supporting the creation of social firms**
○ **Certify and support social firms (FY2020~)**

Social firms are gaining more social recognition, providing more opportunities for people having difficulties in working to find employment

Project for Supporting Work Styles that Fit for the New Era

➢ We will achieve flexible work styles that are not bound by time, place, or other factors, including remote work and working at satellite offices that have rapidly developed with the COVID-19 pandemic.
➢ We will create an environment in which women, senior citizens, foreign residents, and other individuals can work according to their own needs, and support new work styles that enable people to have multiple jobs or engage in a side business.

Project for Creating a Society Where Motivated People Shine

➢ We will provide employment- and job training-related support tailored to individual needs and improve the safety net to enable everyone who wants to work to thrive as a member of society.

Lifelong Career Development Project

➢ We will provide education for adults that is fit for a new era, enabling everyone from the working generation to senior citizens to keep on updating their skills and knowledge.

Social Firm Support Project from Tokyo

- From the viewpoint of social inclusion, we will support the creation and business operations of social firms, which offer a new employment framework for those with difficulty working.

Strategy 6 Diversity and an Inclusive Society

Strategy overview:

By **promoting inclusive exchange** in which people with diverse backgrounds and values **respect their differences**, **deepening mutual understanding between Japanese people and foreign residents, who are growing in number**, and **creating universal design communities** where everyone can live safely and comfortably, we will build a diversity-rich city that can **drive innovation for creating new value**.

Policy goals for 2030:

Spread the philosophy of respect for human rights	Increase the number of people with disabilities employed

Percentage of those who think that human rights are respected 75% （2030）

80%
75%
70%
65%
60%

66.3%
71.5%
75.0%

2020   2026   2030

Increase the number of disabled employees by 40,000 （FY2021-2030）

240,000
220,000
200,000

211,492.0
228,475.5
219,531.5
235,492.0
251,492.0

2020 2021 2022   2026   2030

Inclusive City Tokyo Project

- In order to transform Tokyo into an inclusive city in which everyone working and living there interacts and supports one another, we will promote the development of an environment where people from differing backgrounds can support one another in various settings, and create a society built on mutual respect and understanding.

Project for Creating a City Where People Get Along Regardless of Nationality

> In order to promote mutual understanding between Japanese people and foreign residents in Tokyo—understanding Japanese culture and social rules, understanding foreign lifestyles and customs, etc.—and create a city where everyone can live in comfort, we will work with municipalities, town associations, residents' associations, and other entities in promoting multi-layered multi-culture inclusion policies under an improved structure for implementation.

Project for Creating Universal Design Communities

> In preparation for the Tokyo 2020 Games, we have worked on removing both physical and mental barriers in the area surrounding sports stadiums, train stations, and hotels, among other locations. From the perspective of developing this initiative even further into an urban legacy, we will vigorously support municipalities engaged in initiatives designed according to the Promotion Policy of Smooth Transportation, etc. and Basic Concept of Barrier-Free based on the revised Barrier-Free Act and promote the creation of universal design communities in Tokyo.

> In addition to improving physical facilities, we will first implement mobility support policies based on digital technology, such as autonomous mobility and a universal MaaS available to all, in Barrier-free Promotion Districts, and will later expand the scope.

> We will improve accessibility to information and help develop a barrier-free mindset, and create numerous communities in Tokyo's municipalities in which everyone, including people with disabilities, senior citizens, and foreign residents, can live safely and comfortably.

Project for Ensuring Stability and Expanding Work Opportunities for People with Disabilities

> We will build a truly inclusive society by promoting disability awareness, creating an environment friendly to people with disabilities, and expanding work opportunities for such people.

Project for Living Happily with Animals

> We will create an environment that enables people to look after animals appropriately and live with them happily.

Strategy 7 Valuing "Dwellings" and "Community"

Strategy overview:

As society grays and single households increase, in order to allow people to **maintain connections and support each other,** not only we will **implement new housing strategies from the perspective of placing importance on dwellings and the community,** but we will also strongly advance initiatives to **create places where people can feel they belong, which take on various forms through a mixture of real and virtual settings, and to strengthen safety nets and revitalize local communities.**

Policy goals for 2030：

Maintain and improve the housing environment

Percentage of condominiums that have reported their management status among condominiums requiring notification 100%
（FY2030）

100%
80%
60%
40%

67.8%
83.2%
92.5%
100.0%

2020 2021   2026   2030

Increase volunteer actor rates

Volunteer actor rates 40% or more
（FY2030）

＊The volunteer rate indicates the percentage of Tokyo citizens above 10 years of age who have participated in a volunteer program in the past year

45%
40%
35%
30%
25%
20%
15%

27.5%
16.4%
27.5%
40.0%

2018   2021   2026   2030
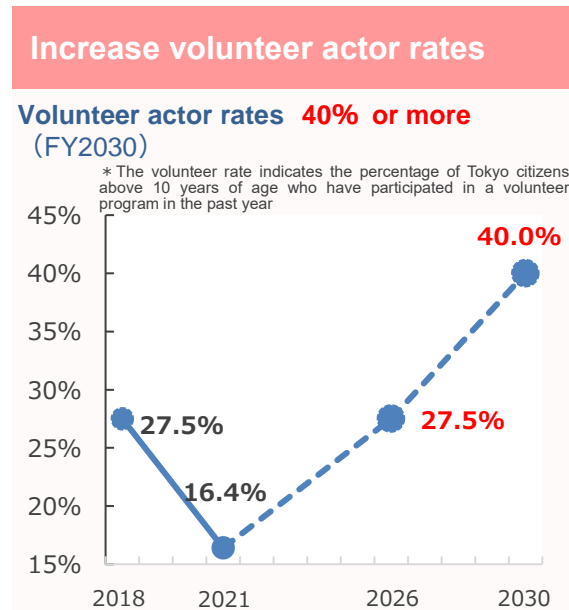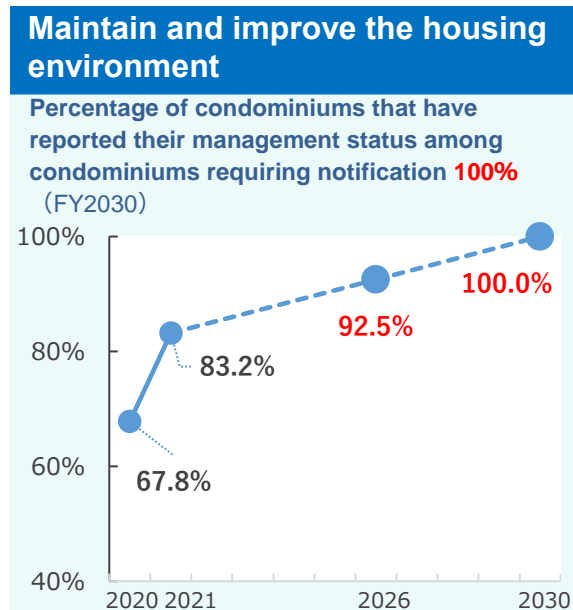
Project for Improving Housing and Life from the Perspective of Resident and Community

➢ We will team up with municipalities, private organizations, and other entities to promote a housing strategy that capitalizes on the comprehensive strengths of Tokyo as a city and develop an attractive housing environment.

Project to Create "Our Place"

➢ Strong support will be given to municipalities striving to create places ("our place") where people of diverse backgrounds, including children, young people, people raising children, foreign nationals, seniors, and people living alone, can gather, interact, and share their troubles. These places will take various forms by leveraging the strengths of both real and online meetings, and will be created throughout the community.

Project for Establishing Communal Spaces in the Tokyo Metropolitan Facilities

➢ Collaborating with the Tokyo Minna-de Salon, a program for senior citizens, etc. living in Metropolitan housing and the vicinity, and the Project to realize a Tokyo filled with greenery, we will promote multi-layered initiatives that will lead to the creation of communal spaces, such as community farms and other outdoor exchange spaces built in Metropolitan housing areas.
➢ We will promote the establishment of new hubs in public housing complexes that can serve as the center of the local community.

Support Project for Leaving No One Behind

➢ To enable children, youths, single parents, needy people, people with disabilities, senior citizens, shut-ins, and others facing various problems or worries to keep in touch with society and be themselves in life, we will improve the safety net by providing better counseling and support services and implementing cross-cutting measures, among others.

Local Community Revitalization Project

➢ We will develop individuals who can support the community and establish a system for cooperation between town associations/residents' associations and universities, corporations, NPOs, and volunteers. The ties formed between people through solving local issues will revitalize the community and create new forms of mutual support.

Project for Supporting the Activities of "Community Supporters"

➢ In order to cultivate a culture of volunteering as a legacy of the 2020 Tokyo Games, we will build the Volunteer Legacy Network (tentative name), a platform for volunteers who were involved in the Games, and enhance support programs for volunteering.
➢ We will introduce a training course for identifying and developing Community Revitalization Coordinators, develop new human resources through working in communities, and create a system for sharing information on individuals contributing to community revitalization, thereby achieving a virtuous cycle for community supporters.
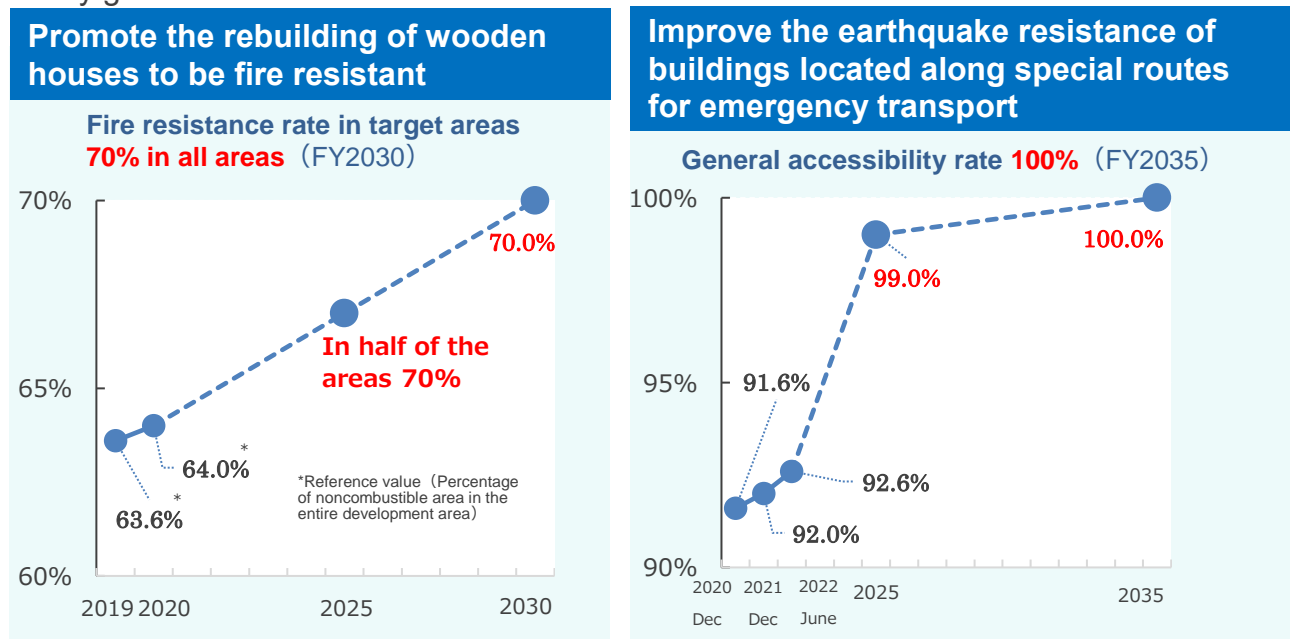
Strategy 8   Developing a Safe and Secure City

Strategy overview:

To prepare for **a major earthquake directly striking the capital**, which could happen at any time, and **disasters such as typhoons and torrential rain**, which are becoming almost daily occurrence, we will **fully harness the power of DX** through the use of digital technology such as AI and **upgrade preparations, taking both structural and non-structural approaches,** to protect the lives and assets of the people of Tokyo.

In order to remain a safe and secure city where residents can live with peace of mind, the city will **strengthen police and firefighting capabilities**, **revitalize local initiatives**, and **build a medical system** that responds to the needs of an aging society.

Policy goals for 2030:

Promote the rebuilding of wooden houses to be fire resistant	**Improve the earthquake resistance of buildings located along special routes for emergency transport**
Fire resistance rate in target areas 70% in all areas（FY2030）	**General accessibility rate 100%**（FY2035）

Promote the rebuilding of wooden houses to be fire resistant:
- 63.6%*
- 64.0%*
- In half of the areas 70%
- 70.0%
- *Reference value（Percentage of noncombustible area in the entire development area）
- 2019 2020 2025 2030

Improve the earthquake resistance of buildings located along special routes for emergency transport:
- 91.6%
- 92.0%
- 92.6%
- 99.0%
- 100.0%
- 2020 Dec 2021 Dec 2022 June 2025 2035

Promotion of Infrastructure Building to Save Lives from Flood Disasters

➢ In order to mitigate disasters caused by heavy rain, which are becoming more intense and frequent, we will promote a variety of initiatives across the basin, including the construction of revetments and reservoirs, sewer storage facilities, and coastline preservation facilities, measures that contribute to both disaster mitigation and community building, and others, and will also provide support for opening-closing operations of flood gates employing cutting edge technology, for example.

➢ In accordance with the Tokyo Action Plan for Mitigation of Heavy Rain, we will accelerate existing initiatives, introduce new measures such as the expansion of the scope of enhanced mitigation, and improve sluice facilities, preparing the city for a disaster of the magnitude of "Typhoon Hagibis".

Implementation of Wide-area Measures in Cooperation with the National

Government, etc.

> To prepare Tokyo for typhoons and heavy rain, which are becoming more intense and frequent, we will implement prevention measures in cooperation with the national government, municipalities, and other entities, promote distributed forms of evacuation including home evacuation and voluntary evacuation, and ensure that other possible means are employed to save lives in the whole metropolitan area, thereby enhancing our capacity to mitigate large-scale typhoons and floods.

> We will focus efforts on developing Tokyo's disaster prevention capacity both infrastructure-wise and system-wise, including the improvement of flood control capabilities by implementing basin-wide flood control measures and constructing seawalls, development of high-ground communities in accordance with the Vision for Transforming Tokyo into a Disaster Resilient City that we compiled together with the national government and local residents, and other measures.

Project for Mitigating Potential Damage by a Tokyo Inland Earthquake or Other Disasters

> We will enhance the functions of the "Tachikawa Local Disaster Prevention Center" to enable the center to work with the Metropolitan Office Disaster Prevention Center in providing emergency support tailored to each community's characteristics and disaster situation, thereby protecting the lives and property of Tokyo citizens.

> In the event of a disaster, we will provide speedy support throughout the metropolitan area by utilizing drones and other cutting-edge technology to transport supplies efficiently.

Project for Disaster Prevention Actions and Practices

> Disaster damage will be minimized by each citizen taking disaster prevention measures based on accurate knowledge, and businesses, communities, and local governments working together.

Utility Pole Removal Project

> To prevent utility poles from toppling over when an earthquake or storm occurs, contributing to a smoother response in times of disaster, we will strongly promote the removal of utility poles, not only along metropolitan roads, but also on municipal roads and as part of private sector development to implement the

project over a wide area.

➢ In accordance with our strategy to advancing the removal of utility poles, we will provide more support for metropolitan as well as municipal roads, and promote town development initiatives in order to accelerate the shift to underground power cables across the whole of Tokyo.

Project for Building a Fire Resistant City

➢ Building on the achievements of our existing 10 year Project to Advance Fire Resistance in Close-set Wooden Housing Areas, we will continue promoting our priority initiatives leveraging what we have learned through past disasters and also enhance measures to make districts in which rebuilding is difficult, such as those where there is no direct connection between buildings and the road, more fire resistant.

➢ We will consistently implement initiatives for improving disaster-prevention capabilities, such as creating firebreak belts by constructing the designated routes for improvements, renovating close-set wooden housing areas into attractive residential areas, and making improvements to areas dense with wooden structures.

➢ In addition to making improvements to areas dense with wooden structures, we will maintain and improve the fire prevention capabilities of areas with farmland.

Project for Achieving High-level Earthquake Resistance

➢ In accordance with the Tokyo Metropolitan Earthquake Resistance Renovation Promotion Plan (partially revised in March 2021), we will promote initiatives for improving the earthquake resistance of buildings built along special routes for emergency transport, houses, special structures, and other buildings.

➢ To prepare against earthquakes, etc., we will build seawalls, flood gates, and inner revetments and install earthquake-resistant piers that serve as logistics hubs.

➢ We will promote initiatives to ensure the functionality of all urban infrastructure, including installing earthquake-resistant pipe coupling for effectively mitigating water supply failure, enhancing the earthquake resistance of sewer piping and maintenance hole connection ports to ensure sewer functions, and implementing measures to improve the earthquake resistance of pillars in Metropolitan Subway stations.

Project for Improving Urban Safety Using Cutting-edge Technology

➢ We will protect the lives and safety of Tokyo citizens by actively utilizing digital technology in areas such as police and crime prevention.

Project for Protecting Tokyo Citizens from Traffic Accidents

➤ We will achieve the world's safest and smoothest flow of traffic environment and high convenience by utilizing digital technology.

Project for Improving Organizational Structure to Protect People from Fires and Disasters

➤ We will use cutting-edge technology to improve our whole organizational structure, from receiving emergency calls and team development to operating environment, protecting Tokyo citizens from all kinds of fire and disaster.

Project for Stimulating Local Activities for Community Self-Protection

➤ We will ensure that activities contributing to community safety and security can be continued in the future by securing adequate community members.
➤ We will encourage new actors to join the cause, and stimulate local organizations by supporting local activities employing digital technology.

Project for Saving Lives by Emergency Medical Support

➤ In response to the increase in demand for emergency medical support, due to an advancing super-aged society and other reasons, we will ensure that emergency medical support can be provided to all in an efficient manner and raise awareness about when or when not to call for an ambulance.

Project for Providing High-quality Healthcare in the Era of 100-Year Lives

➤ In order for people of all ages to be able to live healthily and happily, we will focus efforts on creating an environment that enables anyone to receive high-quality healthcare whenever necessary.

Project for Reforming Tokyo Metropolitan Hospitals and Tokyo Metropolitan Health and Hospitals Corporation's Hospitals

➢ In order to provide stable and consistent public healthcare and contribute to further improvement of local healthcare, we will promote reform in Tokyo Metropolitan Hospitals and Tokyo Metropolitan Health and Hospitals Corporation's Hospitals.
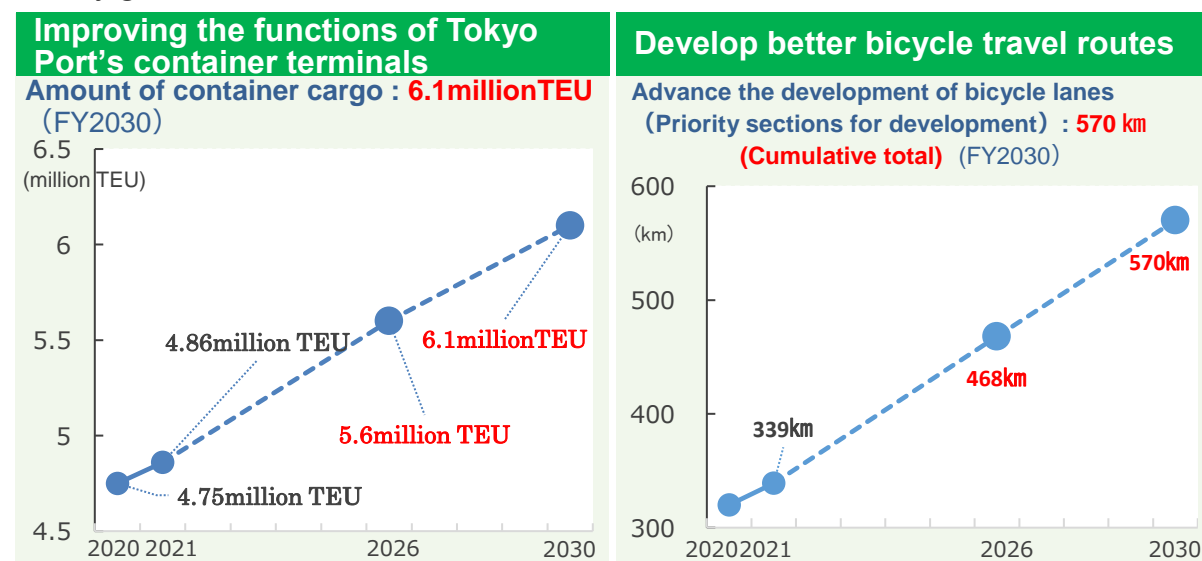
Strategy 9 Enhancement of Urban Functions

Strategy overview:

We will **create spaces for people to gather and relax**, through utilizing and renovating Tokyo's public spaces and urban areas to make open spaces with greenery and waterside features, and **update and transform Tokyo into a cutting-edge city** by promoting the integration of diverse, high-quality urban functions, introducing state-of-the-art technology, etc. We will transform Tokyo into a world-class, attractive city by **extending the service life of and renewing** our urban infrastructure **in a planned manner**.

We will further enhance the road system, public transportation network, and airport, harbor and logistics functions that help maintain Tokyo and its people, and also engage in initiatives from the individual's perspective, such as **ensuring that pedestrians and cyclers can travel on roads safely and comfortably**.

Policy goals for 2030:

Improving the functions of Tokyo Port's container terminals	Develop better bicycle travel routes
Amount of container cargo : 6.1millionTEU（FY2030）	Advance the development of bicycle lanes（Priority sections for development）: 570 ㎞ (Cumulative total) (FY2030)

Chart 1: Amount of container cargo (million TEU), 2020–2030.
4.75million TEU, 4.86million TEU, 5.6million TEU, 6.1millionTEU

Chart 2: Advance the development of bicycle lanes (km), 2020–2030.
339km, 468km, 570km

Urban Development Project for a Human-centered, Walkable City

➢ We will shift our focus from cars to people when redesigning roads and station areas, establishing free paths and decks in railway stations, improving the conditions for cyclers (establishing routes for bicycles, promoting bike sharing, etc.), and creating spaces rich in greenery, thereby making it easier and more efficient for people to travel on foot.

➢ In areas that are shifting to a more concentrated form of community building, we will promote initiatives aimed at building compact, smart communities to make it

possible for people to travel to everyday destinations on foot.

➢ By forming major road networks, among other means, we will utilize roads in communities with a smooth traffic flow as valuable recreational areas.

➢ Aiming to create a prosperous environment by utilizing streets, parks, and other public spaces, we will work with local area management groups and municipalities to carry out initiatives such as Park Street Tokyo.

➢ We will promote a radical reform of Tokyo Metropolitan parks toward making parks easily accessible to all, including initiatives (e.g., Park PFI) that involve cooperating with the private sector to maximize the potential of parks.

Formation of Attractive Hubs with International Competitiveness

➢ We will further initiatives toward forming attractive and lively global business hubs where people gather and interact, and encourage outstanding private sector development by utilizing a variety of systems related to urban renewal and development, thereby achieving sustainable renewal of urban areas, developing urban infrastructure, and introducing various urban functions that contribute to revitalizing Tokyo.

➢ As for the Tsukiji district, we will consider ways to create a global exchange hub that can create and spread new attractions of Tokyo, and begin actual development once the plan is decided.

➢ We will capitalize on the bay area's strengths, including its proximity to the central district, its function as an arrival point for both domestic and foreign tourists, and its concentration of legacies from the Tokyo 2020 Games, to gather people and investment from around the world, create new values, and explore ways and implement area development projects to transform the area into a place for creating the future.

Promotion of Smart Community Development in Line with Local Characteristics

➢ In order to create a compact, smart city where people can live a comfortable life, we will promote community development efforts that are combined with land utilization. Furthermore, we will create a transport environment centered around stations in which anyone can travel with ease, by supporting and promoting the combined utilization of various modes of transport, including bus and taxi, demand-responsive transport, and bicycle, and cutting-edge technology.

➢ In the Tama area, we will carry out community development projects that utilize land owned by the TMG and cutting-edge technology, encourage community development efforts by the area's municipalities to adapt to remote work, digital transformation, and other aspects of the "new normal," and create a diverse innovation creation hub unique to Tama.

Implement More Advanced Maintenance and Renewal of Infrastructure that

supports Japan's Capital, Tokyo

➢ We will strive to extend the service life of infrastructure by building on the results obtained from planned, preventive management and inspection of roads, river facilities, and other structures, and improve the efficiency and accuracy of routine management and disaster response measures by utilizing drones, for example.

➢ In addition to developing staff with the advanced technical skills needed for infrastructure maintenance/management and community development and helping municipal staff improve their technical skills, we will strive to hire digitally capable individuals.

Further Improvement of Public Transportation Network

➢ We will implement well-planned measures to enhance international competitiveness by improving overseas access, increase the vitality and attractiveness of the Tama area, and improve railroad networks that contribute to more convenient railway use.

➢ We will operate a BRT that connects central Tokyo and waterfront areas, support pilot programs for demand-responsive transport in municipalities, and implement other measures to promote the formation of a comprehensive, efficient local public transportation network that meets local needs and create a highly-convenient city in which anyone can travel easily thanks to state-of-the-art technology.

➢ We will make efforts to ensure that railway users can travel safely, freely, and comfortably, by installing platform doors, establishing multiple wheelchair-friendly routes, making transfer routes more wheelchair-friendly, and standardizing sign formats.

➢ We will create a lively transport hub that integrates station and city.

Airport and Sea Port Project for Winning in Inter-City Competition

➢ We will continue improving the functions of Haneda Airport and the Tokyo International Cruise Terminal while also implementing measures against COVID-19.

➢ We will streamline harbor logistics by building/reorganizing container terminals and improving its operations using AI and other digital technology.

➢ We will engage in initiatives to make boats/ships a popular means for tourism and transport.

Project for Resolving the Missing Link to Enhance Mobility Speed

- We will make efforts toward completing the expressway network, opening the Tokyo Gaikan Expressway (Kan-Etsu Expressway–Tomei Expressway) as soon as possible and opening all lanes on and creating four lanes for the Ken-O Expressway as soon as possible, and work with the national government and relevant organizations to commercialize the Tokyo Gaikan Expressway (Tomei Expressway–Bay Shore Route) as soon as possible.
- In order to implement these projects in a seamless manner, we will utilize the project liaison meeting, etc. to share information with other participants.
- Regarding roads for promoting wide-area exchange and cooperation (e.g., Tokyo Bay Shore Route No.2), we will negotiate with the national government, among other entities, to create a concrete plan.

Project for Creating a Smooth Road Network Accessible to All

- We will build roads to complete the major road network of the central and Tama areas and remove railroad crossings by constructing serial overhead routes, thereby enabling comfortable, stress-free road travel, forming a road network transcending prefectural borders, and integrating the functions of the whole Tokyo metropolitan area.
- We will promote initiatives for constructing city-planned roads, such as roads that contribute to community-building and urban revitalization and completely new roads.

Project for Creating Convenient Road Spaces for Everyday Use

- In response to changes in social conditions, such as those associated with the "new normal," we will engage in developing wide-area bicycle networks and promoting bike sharing in accordance with the Tokyo Bicycle Utilization Promotion Plan, in order to create safe and convenient bicycle travel routes and improve the conditions for cyclers.
- In order to prevent people from using narrow roads in residential areas, such as roads for children use to go to school as short cuts, we will improve major roads in local areas.
- In order to decongest roads by making improvements to junctions, such as by establishing right-turn lanes, we will formulate a development plan (Fourth Junction Improvement Plan (tentative name)) and put it into action.

Project for Optimization of Distribution of Goods

➤ Aiming to further invigorate the central wholesale market that supports our dietary life (maintenance and improvement of functions, expansion of distribution routes, implementation of BCP measures, etc.), we will formulate a Management Plan (tentative name) and strategically promote sustainable market management in order to adapt to the post-COVID era.

➤ In response to the recent growth of e-commerce and other increasingly diverse logistical demands, we will revamp and develop logistics base functions and also streamline logistics by making distribution easier while taking into account local characteristics.

Project for Monitoring Changes in Tokyo Caused by the COVID-19 Pandemic

➤ The COVID-19 pandemic is causing changes in people's work styles, lifestyles, and values, and there is a growing awareness around sustainability, concerning decarbonization and climate change mitigation, etc. After bringing the COVID-19 pandemic to an end, we will monitor these changes occurring in Tokyo so that we can make improvements to urban policy based on such changes and new values.

Tokyo Bay eSG Project: Creating Japan's Future from Tokyo Bay

➤ The bay area is full of potential. In addition to having one of Japan's major logistics terminals, it serves as a waterfront sub-center with commercial functions, entertainment, facilities related to the Tokyo 2020 Games, and many other attractive features. Moreover, it has the potential of a vast parcel of new reclaimed land to measure about 1,000ha in the future.

➤ We will capitalize on this potential to create an urban model in the bay area that integrates "nature" and "convenience" and offers people with a unique experience even in a digital age.

Strategy 10   Smart Tokyo: Tokyo Data Highway

Strategy overview:

The COVID-19 pandemic exposed the **delay in Tokyo's digital transformation**. Taking this as an opportunity to boost our digital transformation, we will strongly advance the **realization of a "connected Tokyo" where anyone can be connected anytime and anywhere**, the creation of a system for **data sharing and utilization**, and **digitalization of the government**.

Policy goals for 2030:

TOKYO Data Highway Project

- ➢ By encouraging telecommunications carriers to establish 5G base stations and working more closely with Tokyo's municipalities, we will try to achieve a "connected Tokyo" as soon as possible.
- ➢ We will create a "Smart Tokyo" (Tokyo's Society 5.0) by focusing on introducing cross-cutting services utilizing 5G and cutting-edge technology in urban areas where we are experimenting the Smart Tokyo project and by sharing the achievements with other municipalities in Tokyo.

Project for Speedy Social Implementation of Data-based Services

- ➢ We will focus on promoting demonstration projects in various fields and achieve cross-cutting services based on data collaboration.
- ➢ We will train professionals with advanced AI skills who are capable of identifying and solving real problems.

Project for Creating a Digital Twin Environment

- ➢ While striving to build consensus among Tokyo citizens and businesses, we will build a public-private sector collaboration data platform that will enable the integration and collaboration of various types of data, and create a digital twin environment that combines cyberspace and physical space through promoting

the development and implementation of new data-based services.

Project for Transforming TMG into a Digital Government

➢ We will leverage digital transformation solutions to realize our "Concept of Virtual TMG," which aims to transform the TMG into a digital government, and thereby significantly and consistently improve the quality of administrative services in Tokyo.

Strategy 11   Start-up City Tokyo

Strategy overview:

Start-ups grasp the latest needs of the age and create numerous new products and services, thereby transforming people's lives and business activities. By **forming an innovation ecosystem**, **creating a new model that enables start-ups to solve social challenges**, and generating sustainable growth, we will **transform Tokyo into one of the world's greatest start-up cites**.

Policy goals for 2030:
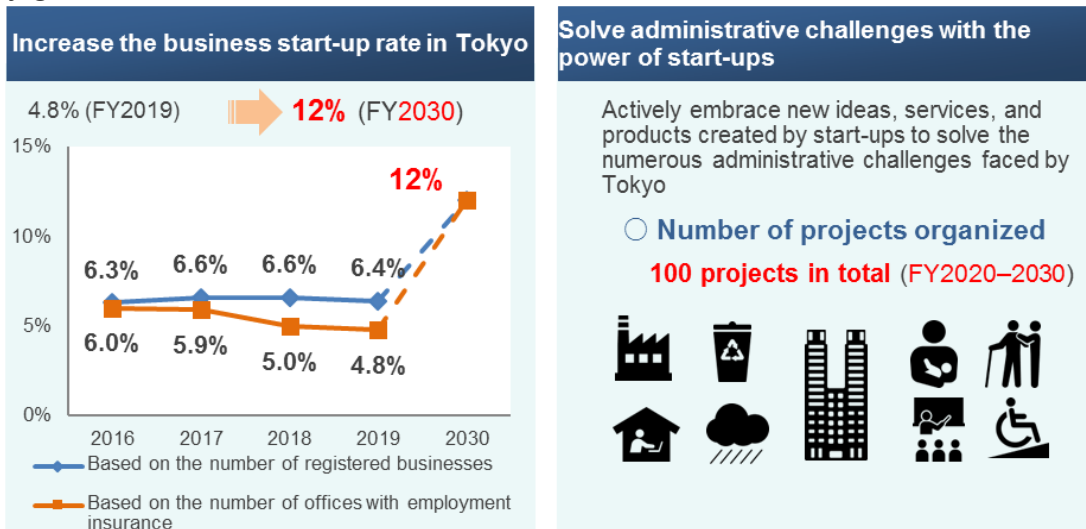
Project For Making Tokyo the World's Most Startup-Friendly City

➢ Realize "Tokyo, the world's most startup-friendly city" by creating   a place for innovation, creating mechanisms to attract investment, conducting public procurement, and re-designing regulations and rules

Project to Create a Place Where Everyone Can Achieve Their Dreams

- Promote initiatives to foster entrepreneurship and a global mindset, and create environments in which challengers can flourish

"One-Team" Support from All Stakeholders

- Provide integrated startup support with all parties involved through collaboration with universities and daily interactions with startups

Strategic PR For the World

- Strategically communicate to the world by holding global events and promoting all-Japan initiatives

Strategy 12 A Tokyo with Earning Potential and Innovation

Strategy overview:

Capitalizing on social stability and international trust, we will create the environment needed to **transform Tokyo into the world's most business-friendly city** where people, goods, money, and information gather from around the globe. By **utilizing cutting-edge technology** and **realizing organic cooperation between various entities supporting Tokyo's economy**, we will increase industrial productivity and added value and **create new business and innovation**.

Policy goals for 2030:

Global Financial Centres Index (GFCI)	All municipalities in Tokyo have positive growth rates
Number one global financial city in Asia by far（2030）	**Percentage of municipalities in Tokyo showing positive added-value growth** **100%**（2030）

(Z/Yen Group Ranking in Asia in the "Global Financial Centres Index" (GFCI))
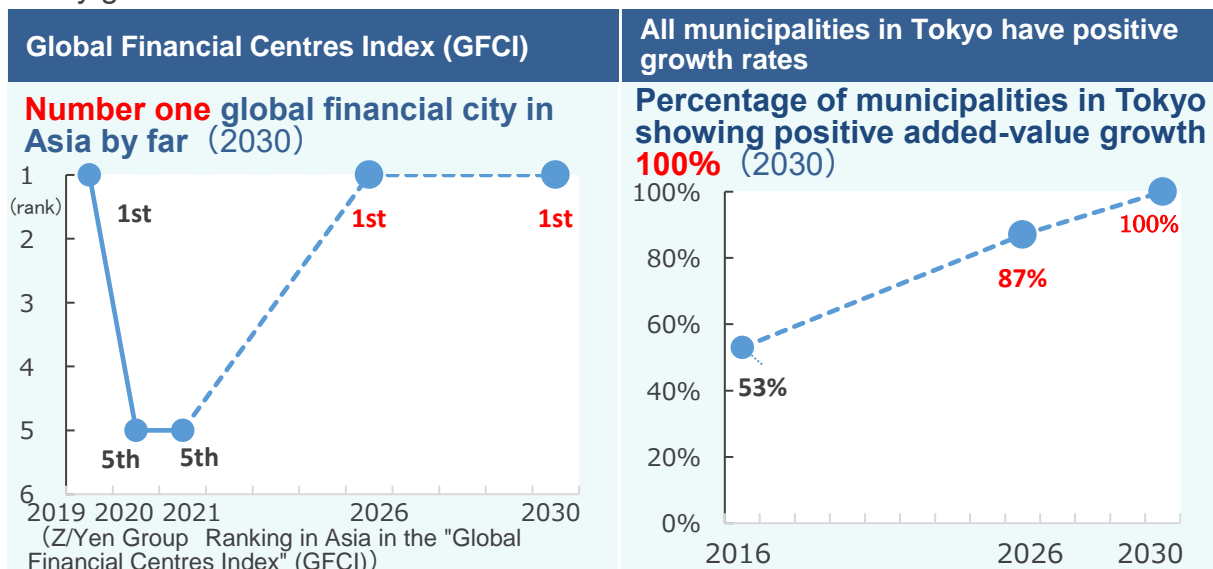
Project to Realize "Global Financial City: Tokyo"

➢ Establish Tokyo as an "International Financial City," a financial hub for the world and Asia, by developing strategic initiatives that leverage Tokyo's strengths.

Formation of an International Business Hub to Beat Global Competition

➢ In order to transform Tokyo into the best business city in the world, we will work with the national government to promote deregulation with the special zone system, etc.

Project for Strategic Attraction of Foreign Professionals And Corporations

➢ We will attract foreign professionals, corporations, and investors to Tokyo, who will collaborate with Tokyo-based companies and human resources to create innovation.

Project for Smart Industrialization Based on State-of-the-art Technology

➢ We will promote the adoption of cutting-edge technology by providing technical support that utilizes the local 5G environment, engaging in public-private sector joint R&D, promoting start-up development, etc.

➢ We will enhance productivity and innovate business models across the whole industry by supporting initiatives for creating smart factories and introducing cutting-edge technology, for example.

Open Innovation Creation Project

➢ By providing technologically advanced SMEs, local manufacturers, and start-ups in Tokyo with opportunities to team up with large corporations, universities, research organizations, local governments, and other diverse entities, we will create innovation and enable local industry to grow.

Project for Revitalizing SMEs and Local Industry for the Next Generation

➢ Strengthen Tokyo's industrial strength by creating new business models in the post-Corona era and providing comprehensive support for various management issues faced by SMEs, such as business succession, risk management, financing, overseas expansion, and securing human resources.

➢ We will achieve growth of the local economy by revitalizing shopping arcades

and the manufacturing industry, which form the core of local industry.

Project for Enhancing Recognition of Tokyo's Brands

➢ Through providing support through various channels, we will enhance the potential and creativity of Tokyo's industries and establish the prestige of Tokyo's brand in the world.

Project for Creating the Best Gourmet City in the World

➢ To establish Tokyo's position as the "kitchen of the world" and the best gourmet city in the world, we will strategically engage in efforts to enhance Tokyo's attractiveness as a gourmet mecca even further.

Tokyo Smart Agriculture, Forestry, and Fishery Project

➢ We will enhance Tokyo's agricultural, forestry, and fishery revenue generation potential by improving productivity using state-of-the-art technology.

Project for Passing on Tokyo's Forests to Future Generations

➢ Through cultivating momentum for forestation, implementing appropriate forest development measures, promoting joint lumber utilization with other entities across Japan, and increasing the added value of Tama lumber, we will enhance Tokyo's forestry capacity and create a forest cycle sustainable for the next 100 years and beyond.

Tama Innovation Park Plan

➢ By integrating the Tama area's universities, research organizations, professionals, big tech companies, and SMEs with advanced technological capacity and combining these entities and individuals with domestic and foreign cutting-edge industries and start-ups, we will transform the Tama area into one of the world's most advanced innovation zones.

Tokyo Metropolitan University Rebirth Project

➢ We will transform Tokyo Metropolitan University into a university that nurtures and develops advanced professionals and creates new knowledge to solve global challenges.

Strategy 13 Making Tokyo a City Filled with Water and Greenery

Strategy overview:

From the perspective of curbing the effects of climate change and realizing a relaxed and enriched way of life that is also compatible with the "new normal," water and greenery in cities are taking on growing importance. **By increasing various types of greenery, such as parks and green spaces, and enriching the waterfront,** we will make Tokyo a world-class city.

Policy goals for 2030:

Promote green creation initiatives

Open 130 ha of new metropolitan parks (by FY2030) *Total open area: 2,038 ha ⇒ 2,168 ha
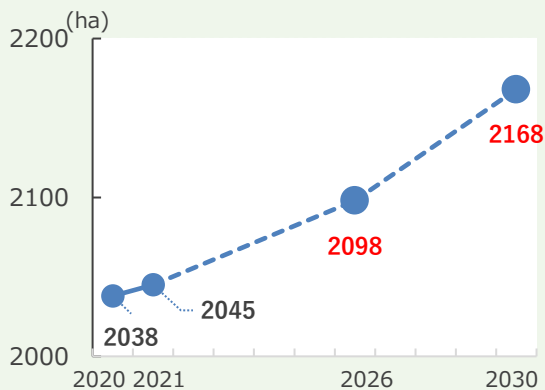
Open 107 ha of new marine parks (by FY2028) *Total open area: 873ha ⇒ 980ha
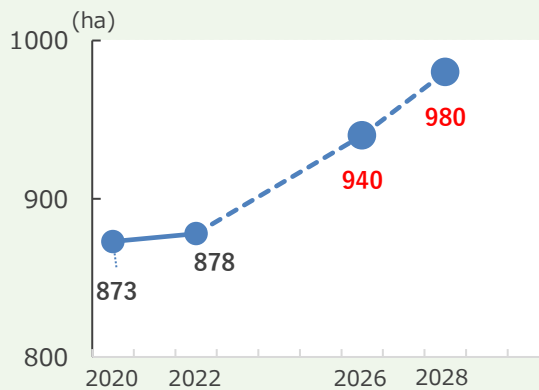
Conservation and management of water source forests

Forest preservation operations: 3,000 ha (5 years from FY2020 to FY2024)

Project to Realize a Tokyo Filled with Greenery

➤ In accordance with the Comprehensive Policy for Greenery Establishment, among other policies, Tokyo Metropolitan Government and municipal governments will develop parks and green spaces, maintain farmland and natural areas, create greenery as part of private urban development projects, and take all other available opportunities to raise the quantity and quality of greenery and promote initiatives which work to increase greenery across Tokyo.
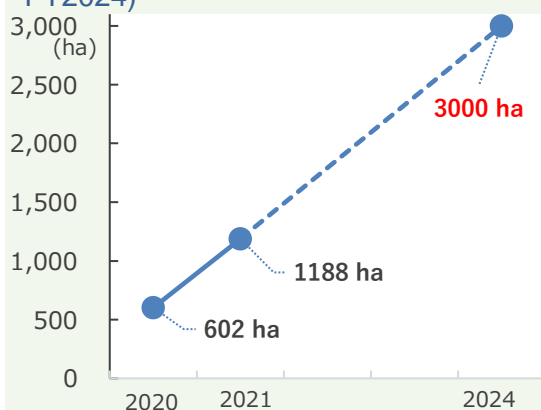
Project for Combining Community Development and Waterside Restoration

➤ Cooperating with local communities, businesses, and other entities, we will leverage waterside features to create lively spaces where people can relax and have fun.
➤ By developing waterside hubs as part of community development projects and connecting those hubs, we will promote transport by water as a means to bring prosperity to waterside spots, harbors, and surrounding areas.

Outer Moat Cleaning Project

➤ Considering the possibility of getting water for the Tamagawa Josui water channel from its source, Tama River, and restoring the Tamagawa Josui to its original form in the long run, we will, for the time being, explore ways to secure the water sources and water volume needed to introduce water into the outer moat, make improvements to the culvert section, and install new waterways, securing the water needed for introduction into the outer moat. We will also conduct a survey on the Tamagawa Josui and consider ways to work with diverse entities.
➤ In order to transform Tokyo into a beautiful, water-abundant city boasting many waterways, we will improve the water quality of the outer moat, which is a historical asset, provide people working in central Tokyo with places to relax, and revitalize the whole area by creating an elegant landscape.

Project for Providing a Stable Supply of Safe, Tasty Water and Realizing a Good Water Cycle

➤ We will enhance the water source recharging function of forests, secure a stable

> volume of river water, and maintain the Ogochi reservoir.
> We will not yield to natural threats, maintain a stable supply of high-quality water for generations to come, and maintain the quality of public waters.

Strategy 14 Zero Emission Tokyo

Strategy overview:

As Tokyo consumes a huge amount of energy and resources, our mission is to **achieve zero emissions** by 2050, which will in turn **contribute to achieving net zero CO_2 emissions globally**. The decade from 2020 to 2030 will be a vital milestone in the process.

In order to meet our target of **reducing greenhouse gas emissions by 50% by 2030** in accordance with the "Climate Emergency Declaration: TIME TO ACT," we will use all available means, such as the **utilization of renewable energy and green hydrogen**, to make tangible progress.

Policy goals for 2030:

Reduce greenhouse gas emissions	Recycling rate of general waste
Reducing greenhouse gas emissions (compared to 2000) : 50% reduction (2030)	**Recycling rate of general waste 37%** （FY2030）

Greenhouse gas emissions chart: 2.8% (2018), −0.3%, −3.7% (2019), −50% (2030)

Recycling rate chart: 22.8% (2018), 23.1%, 25.1% (2019), 31% (2025), 37% (2030)
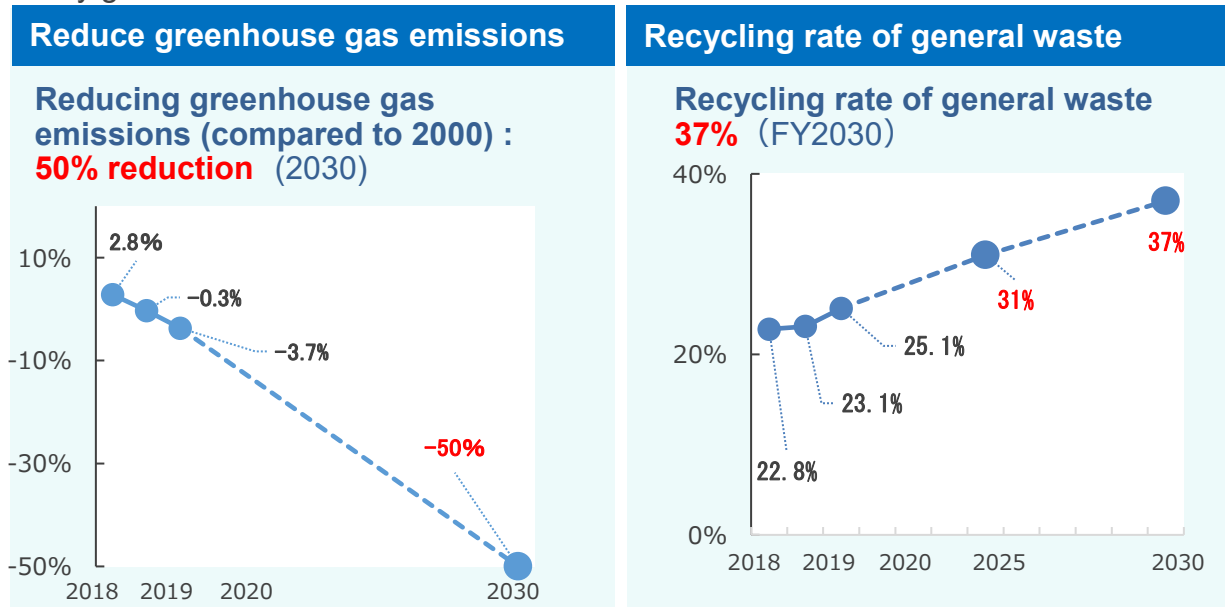
Project for Realization of a Hydrogen Society

> We will promote the development and utilization of hydrogen technology, and thereby accelerate the shift toward hydrogen use in a wide range of areas, from mobility to community-building.

Zero Emission Energy Project

> From the perspective of sustainable recovery, we will work with Tokyo citizens,

businesses, municipalities, universities, and other entities to accelerate initiatives in various areas.

Zero Emission Mobility Project

➢ We will engage in initiatives for creating a city where ZEVs (FCVs, EVs, PHVs) come and go freely.

Project for Promoting Sustainable Use of Resources

➢ By reducing the generation of waste and promoting recycling, we will transform Tokyo into a sustainable recycling-oriented city that can contribute to achieving zero CO_2 emissions.

Project for Adapting to Climate Change

➢ We will implement measures to avoid and mitigate damage caused by climate change in all fields (natural disaster, health, etc.), employing a digital transformation perspective.

Strategy 15 Tokyo as a City of Culture and Entertainment

Strategy overview:

By **refining Tokyo's well-known tourism resources**, **marketing Tokyo in a concerted national effort involving wide-area, organic cooperation with other local governments across Japan**, and **fully utilizing Tokyo's soft power, which is the city's strength**, we will transform Tokyo into a powerhouse that keeps generating "enjoyment" and attracting people.

Policy goals for 2030:

Increase spending by domestic tourists to Tokyo	Increase spending by foreign tourists to Tokyo
Spending by domestic tourists to Tokyo : 6 trillion yen (2030)	**Spending by foreign visitors to Tokyo : Over 2.7 trillion yen** (2030)

(trillion yen)

4.8 trillion yen

2.7 trillion yen

5.3 trillion yen

6 trillion yen

1 trillion yen

2019 2020 2021 2026 2030

*In 2021, the survey was cancelled in the first to third quarters due to the novel COVID. There are no estimates of annual values, but actual results for the October-December period.

(trillion yen)

Over 2.7 trillion yen

1.3 trillion yen

0.2 trillion yen

0.01 trillion yen

1.8 trillion yen

2019 2020 2021 2026 2030

*In 2021, due to the COVID-19 pandemic, the survey for the first to third quarters was cancelled and no annual values were estimated.

Project for Creating Attractive Tourism Content

➤ By developing and sharing new tourism content based on local features, we will stimulate demand for micro-tourism and other forms of domestic tourism, increase revenue generated by tourism, and revitalize Tokyo's tourism industry.

Project for Smart Tourism Centered around Experiences and On-Foot Sightseeing

➤ By utilizing AI and other cutting-edge digital technology and teaming up with start-ups, we will build an environment where anyone can safely and conveniently enjoy on-foot sightseeing.

Project for Strategic Tourism Promotion as All-Japan

➤ By utilizing AI and other cutting-edge digital technology and teaming up with start-ups, we will build an environment where anyone can safely and conveniently enjoy on-foot sightseeing.

Tourism Marketing in Anticipation of the Post-COVID Era

➤ By disseminating tourism information and developing tourism content with a post-CODID perspective, we will raise the expectations of people around the world for tourism in Tokyo and use the inbound recovery as an opportunity to further

develop the tourism industry.

Project for Creating and Spreading Art and Culture by Combining the Physical and Virtual Worlds

> In order to bring back enjoyment to people's daily lives and enrich and energize their lives, we will create and disseminate art and culture through a hybrid of real and virtual activities, such as providing art and culture experiences in virtual places using digital technology, in addition to developing art in real places, such as in the city center.

Project for Improving Well-being through Art and Culture

> We will develop programs that utilize the power of art and the resources of metropolitan cultural facilities, present new approaches to solving social issues beyond the realm of culture, such as the aging population and symbiotic society, and present them as a leading case in Japan.

Project for Supporting People Engaged in Art and Culture

> We will develop emergency measures for arts and culture in the wake of the Corona pandemic, and provide a package of support for bearers of arts and culture, the source of Tokyo's attractiveness, according to their stage, from discovery and nurturing to providing opportunities for them to be active in their respective fields, as well as overseas.

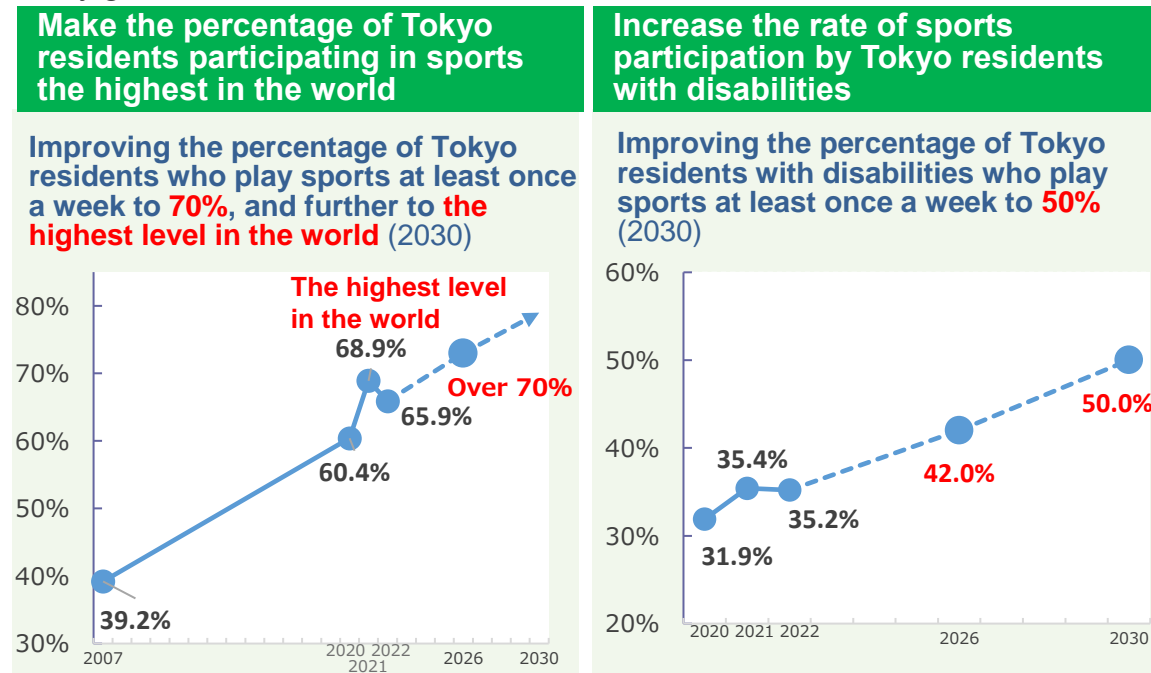### Project for Making Art and Entertainment Part of Everyday Life

> With an eye on the post-COVID era, we will leverage the cultural legacy of the Tokyo 2020 Games and maximize Tokyo's soft power strengths in art, music, traditional performing arts, entertainment, and food to create a Tokyo that people can once again gather and enjoy.

Strategy 16 Sports Field Tokyo

Strategy overview:

By fully capitalizing on the legacy of the Tokyo 2020 Games, **creating an environment for people to enjoy playing, watching, and supporting sports**, and **devising ways to develop parasports into a popular activity**, we will make Tokyo into a "sports field" city where everyone can enjoy sports and the benefits it brings, such as staying healthy and connecting with others.

Policy goals for 2030:

Make the percentage of Tokyo residents participating in sports the highest in the world	Increase the rate of sports participation by Tokyo residents with disabilities
Improving the percentage of Tokyo residents who play sports at least once a week to 70%, and further to the highest level in the world (2030)	**Improving the percentage of Tokyo residents with disabilities who play sports at least once a week to 50%** (2030)

The highest level in the world
68.9%
Over 70%
65.9%
60.4%
39.2%

31.9%
35.4%
35.2%
42.0%
50.0%

Sports Field Tokyo Project

➤ We will create a city where sports are integrated into the daily lives of the people of Tokyo, by developing various places in daily life as places where sports can be played, and by creating new ways to enjoy sports using cutting-edge technology, etc.

Sports Venue Legacy Project

➤ We will maximize the new attractiveness of sports facilities, including the new sports facilities developed by the Tokyo Metropolitan Government for the Tokyo 2020 Games, and form them into a center where Tokyo residents can gather for a variety of purposes, mainly sports.

Parasports City Project

➤ As a legacy of the world's first city to host two Summer Paralympic Games, we will make para-sports a popular content and promote initiatives that can be enjoyed "anytime, anywhere, forever" regardless of handicap.

Sports Wellness City Project

➤ We will create new values and attractions centered on sports through the promotion of DX, including collaboration with private companies that possess cutting-edge technologies, so that everyone can enjoy sports and achieve wellness.

Support Project for "World Athletics and Deaflympics"

➤ Taking the opportunity of hosting the 2025 World Championships in Athletics and the Deaflympics in Tokyo, we will contribute to the realization of Tokyo as an inclusive city where all people shine through the power of sports and expand new fields for a shining future.

Strategy 17 Promoting the Tama Area and the Islands

Strategy overview:

The Tama area is home to numerous industries and universities, while **the islands boast a rich natural environment**. However, these areas are **facing challenges such as natural disasters and declining and aging population**. By working more closely than before with local governments, we will overcome these challenges and create together **communities full of prosperity and vitality**.

Project for Developing the Local Tourism Industry in the Tama Area and the Islands

➤ We will promote the Tama Innovation Park concept to evolve the Tama region into one of the world's leading areas for advanced innovation.
➤ We will promote open innovation in the Tama region, business succession, expansion of sales channels, and utilization of local resources, which will lead to strengthening the management base of SMEs and promotion of local industries.

Project for Promoting Agriculture, Forestry, and Fisheries in the Tama Area and the Islands

➤ The development of smart agriculture, forestry, and fisheries will increase productivity and earning power
➤ We will grow into an attractive industry with high added value by branding and promoting the attractiveness of Tokyo-produced agricultural, forestry, and marine products, etc.
➤ We will establish an agriculture, forestry, and fisheries industry that will connect to

the next generation by strengthening the foundation and fostering bearers of the industry.

Project for Promoting a New Tokyo-style Educational Model (Major Initiatives in the Tama Area and the Islands)

> We will develop a new "Tokyo-style education model" that addresses the individuality and abilities of children and supports their growth throughout society.

Project for Supporting Work Styles that Fit for the New Era

> We will promote the use of telework and satellite offices to create an environment where people can work and live in close proximity to each other in the Tama region.

Promotion of Smart Community Development in Line with Local Characteristics

> In order to realize compact and smart cities where people can live comfortably, we will promote local community development combining land use, support and promote the combination of transportation modes such as buses, cabs, demand transportation, and bicycles with cutting-edge technology, etc., and enhance the transportation environment centered on stations, etc., to make it easier for everyone to get around.
> In the Tama region, we will promote urban development that incorporates cutting-edge technology by utilizing metropolitan-owned land, etc., and promote urban development by each municipality, such as telework and DX, to respond to "new daily life," forming a diverse innovation center unique to Tama.
> In conjunction with the extension of the Tama Urban Monorail (Kamikitadai to Hakonegasaki), we will promote the development of cities and towns along the line that will grow sustainably, where everyone can travel conveniently and realize diverse and active exchanges, while concentrating urban functions around stations and creating a good living environment in harmony with greenery.
> We will promote urban development incorporating cutting-edge technologies in the Minami-Osawa Station area, including the use of TMG-owned land and demonstration experiments for 5G implementation in collaboration with industry and academia.
> In the area around Hachioji Station, in conjunction with the development of the Tama Industrial Exchange Center, we will promote urban development that creates diverse innovations in Tama.
> We will promote efforts to realize a "Zero Emission Island" by expanding the use of renewable energy that takes advantage of the characteristics of the island

region.

Improvement of Transportation Networks in the Tama Area and the Islands

- ➤ We will systematically promote the development and enhancement of the railroad network, etc., which will contribute to strengthening international competitiveness by improving access to overseas countries, increasing the vitality and attractiveness of the Tama region, and making the railroad system more comfortable to use.
- ➤ To secure means of access for tourists and other visitors to the islands, we will strengthen the functions of ports and airports, including the development and improvement of port facilities and airport terminals necessary to increase the rate of regular vessel service, and promote initiatives to improve user convenience, such as the development of tools to provide information on transportation in the islands region.
- ➤ We will promote maintenance to expand the road network in the Tama region and strengthen the public transportation network in the Tama region by enhancing the functions of the airport and developing logistics centers.

Project for Supporting People with Mobility Impairments

- ➤ The formation of an efficient public transportation network in the region will be promoted, including support for people with mobility difficulties to be able to shop safely in the community and support for the introduction of demand transportation to realize a convenient city that is easy for everyone to get around.
- ➤ We will develop initiatives to ensure safe, free, and comfortable movement around stations, such as platform doors at railroad stations and multiple barrier-free routes.

Project for Improving Housing and Life from the Perspective of Resident and Community

- ➤ In collaboration with municipalities, private sector, etc., we will develop a "housing strategy" that makes full use of Tokyo's comprehensive urban strengths to create an attractive living environment.
- ➤ We will promote the development of new ways of working, the creation of places for the elderly and others, the security and safety of housing, and the strengthening of the housing safety net.

Support for Municipalities Utilizing Community Development Promotion Concierges

> We will promote community development measures such as community policies and mobility support that are appropriate for the coming era by receiving consultations from municipalities centrally and providing support in cooperation with related bureaus.

Tokyo Greening Project

> Based on the "Comprehensive Policy for Securing Greenery", etc., TMG and municipalities will improve the quantity and quality of greenery through all opportunities, including the development of parks and green spaces, conservation of agricultural land and natural areas, and creation of greenery in private urban development, etc., and promote efforts to increase greenery in the entire metropolitan area.

Conserving and Respecting Nature in the Tama Area and the Islands

> We will preserve and utilize Tokyo's rich natural environment and create an environment where diverse living creatures can coexist in harmony.

Sharing Information about the Preciousness and Value of Nature

> We will improve the value and attractiveness of natural parks, preserve, utilize, and communicate the rich natural environment, and we will pass it on to future generations.

Making the Tama Area and the Islands More Disaster Resilient

> To address issues related to disaster prevention in the Tama and island areas, such as wind and flood damage, earthquakes, tsunamis, and volcanic eruptions, we will enhance disaster preparedness through systematic hardware measures, effective software measures, and the use of advanced technologies to protect the lives and property of the people of Tokyo.

Improvement of Healthcare in the Tama Area and the Islands

> In light of the aging of the population and the challenges of the Tama and island

areas, which have fewer medical resources than the wards, we will develop a system to ensure that everyone can receive the medical care they need.

Project for Developing the Local Tourism Industry in the Tama Area and the Islands

> We will develop strategies to continue to attract Tokyo residents and domestic and international travelers by refining familiar tourist content unique to the Tama and island region and by utilizing cutting-edge technology.

Creating the Attractiveness of the Tama Area and the Islands

> We will create the attractiveness of Tama and the islands through initiatives to promote immigration and settlement, improve transportation access, and build a lively and vibrant community.

Using Digital Technology to Solve Social Issues In Island Communities

> Using Hachijo-jima as a model, projects to solve various social issues in island areas, such as improving the living environment, promoting industry, and improving administrative services, through the active use of 5G networks, AI, etc., will be sequentially expanded to other islands, including small outlying islands, to create a model for sustainable island area development.

> Introducing the municipal cloud and sharing administrative work in the island region will reduce the burden on administrative staff and provide stable services to residents in the future.

Strategy 18   All-Japan Partnership

Strategy overview:

For Japan to boost its presence on the world stage, both Tokyo and all other regions of Japan must be healthy and strong. Through cutting-edge technology, development of the transportation network, and other means, collaboration between Tokyo and other areas will be further strengthened, and **we will build an environment for the true coexistence and co-prosperity of Tokyo and other areas by drawing on each other's respective strengths and characteristics to achieve nationwide growth.**

Project for All-Japan Partnership

[Cooperative action 1: Building a firm relationship of trust with other local governments across Japan and prospering and growing together, through various forms of cooperation]

➢ By developing a closer relationship with local governments across Japan through various forms of cooperation, including cooperation to solve the challenges facing the whole country and inter-prefectural cooperation in projects that effectively contribute to mutual development, we will achieve growth in Tokyo and regions other than Tokyo as well as on a national scale.

[Cooperative action 2: Working together to achieve the Sustainable Development Goals (SDGs)]

➢ We will play a leading role in initiatives aimed at achieving the Sustainable Development Goals (SDGs) and work with other local governments across Japan with a common goal to share our ambitious initiatives with to world and solve issues as a team.

[Cooperative action 3: Providing active support for disaster relief and reconstruction and building relationships with diverse entities]

➢ Recent natural disasters have frequently caused huge damage across wide areas. Therefore, local governments across Japan must work together beyond administrative boundaries to recover from such damage. We will provide active, swift disaster relief and reconstruction support to affected areas outside Tokyo when a natural disaster occurs and work together toward restoring normality. Also, we will leverage our experience and know-how to promote cooperation between local governments.

[Cooperative action 4: Promoting broad, diverse exchange like nothing before]

➢ In the future, people in Japan will be able to travel between Tokyo and places across the country and freely engage in business and personal exchange thanks to developments in cutting-edge technology, establishment of high-speed communications networks, and launch of the Linear Chuo Shinkansen. While functioning as a hub, Tokyo will actively embrace the latest digital technology to promote diverse forms of exchange from an out-of-the-box approach.

➢ The formation of deeper ties between Tokyo citizens and Tokyo-based companies and regions across Japan will lead to the creation of new value. Exchange will also lead to new forms of collaboration with other regions across Japan. We will explore ways to generate a virtuous cycle of exchange between Tokyo and other regions.

Strategy 19   Olympic and Paralympic Legacy

Strategy overview:

Despite the unprecedented circumstances of the Corona disaster, the one-year postponement of the Games, and no spectators, **we were able to make the Tokyo 2020 Games a success** with the cooperation of many people. **The various hard and soft legacies created through the Games** will be developed to create a **"Tokyo of**

the future" that is full of diversity and inclusiveness.

Strategy 20 The Structural Reform of The TMG

Strategy overview:

We will practice metropolitan government management that continues to create **optimal administrative services from the viewpoint of the citizens of Tokyo** by **making maximum use of cutting-edge technology**, as well as utilizing the speed, planning, and proposal capabilities of the private sector and other entities. We will work from a **global perspective** and contribute to solving common issues facing the world. A **sustainable financial foundation** will be built to enable such strategic policy development.

The Structural Reform of The TMG," SHIN-TOSEI = The New TMG"
～Tokyo will change, and for that reason, the TMG will change～

- While continuing and developing past reforms of the metropolitan government, we will strongly promote "structural reform of the metropolitan government" that goes back to the root of the system and structure, using the promotion of DX (Digital Transformation) as a lever to improve the QOS (Quality of Service) of the metropolitan government, thereby enhancing the QOL (Quality of Life) of the people of Tokyo and creating a society where everyone can enjoy safety, security, and happiness.
- From FY2020 to FY2022, seven "core projects" that were breakthroughs in reform were given top priority and steadily produced results; in 2023, the strategy was upgraded to "New Tokyo 3" to further improve QOS.
- We aim to achieve the following three things. (1) Completion of infrastructure construction of "Digital Government: TMG" in FY2025, (2) Transforming into TMG that generates policy innovation through "openness and flatness", and (3) Transforming into "interesting TMG" where employees enjoy and are enthusiastic about their work.
- To achieve this, upgrade the core project that will serve as the core for promoting reform throughout the agency, and the leading projects in each bureau that will promote DX in each bureau project.

International Urban Strategy Project

- To become "the city of choice for the world," we will build a global network "from Tokyo" that leverages Tokyo's strengths in such fields as the environment, advanced infrastructure technology, culture, sports, finance, and education, and strengthen Tokyo's ability to communicate and attract global attention.

Maintenance of Sustainable Fiscal Strength to Enable Strategic Policy Development

➢ As the environment surrounding TMG's finances becomes increasingly severe, including the economic downturn caused by the new Corona, we will further refine the fiscal responsiveness we have cultivated to date and maintain a sustainable fiscal foundation that will support the development of policies that TMG should pursue.