

Tokyo Sustainability Action

FutureTokyo

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Message from Governor Koike Yuriko

To overcome the crises we face and realize a sustainable future

Humankind currently faces two major crises: the threat of COVID-19 and the climate emergency.

We must concentrate humanity's knowledge and expertise to overcome these difficult challenges. At the same time, we must also make it our mission in the present day to consider what needs to be done to make the future beyond this crisis one filled with hope.

The Tokyo Metropolitan Government announced Future Tokyo: Tokyo's Long-Term Strategy in March this year. The strategy sets forth our vision for Tokyo in the 2040s, as well as the strategies we will implement up to 2030 to achieve this vision.

The Future Tokyo strategy does not simply seek a return to pre-Covid life. Its policies center on partnering with a variety of players to realize an inclusive society where "people shine" and "no one is left behind" from the perspective of "sustainable recovery," which aims to achieve a balance between recovery from the pandemic and a sustainable way of life for people.

We are launching aggressive and challenging projects that go beyond conventional thinking, including one central to the strategy that will transform Tokyo's Bay Area into a sustainable city that fuses nature and convenience and serves as a model for metropolises around the world.

These policies are in line with the UN's Decade of Action to deliver the Sustainable Development Goals (SDGs), which covers the ten-year period starting from 2020.

To achieve the SDGs and realize a sustainable society that strikes a balance between preserving the environment and economic activities, now is the time for us to take action, especially as we face these major crises. And, the Tokyo Metropolitan Government will stand at the forefront of advancing initiatives.

Together let's overcome the COVID-19 pandemic, advance a sustainable recovery in all areas, and progress toward a sustainable future.



July 2021

小池百合子

Koike Yuriko
Governor of Tokyo

Executive Summary

About this publication

This publication outlines the Tokyo Metropolitan Government's initiatives and approaches for realization of the SDGs, based on Future Tokyo: Tokyo's Long-Term Strategy, which was formulated in March 2021. It has been prepared as a **Voluntary Local Review (VLR)**, an international initiative in which local governments voluntarily review their measures and progress to achieve the SDGs, and submit a public report on the results of the review to the United Nations.

Crises and challenges facing Tokyo

Tokyo, the capital of Japan, is the center of various functions including politics, the economy, industry, education and culture. It is one of the world's largest cities with a population of about 14 million. Its gross metropolitan product is about JPY 107 trillion (USD 963 billion), the size of the GDPs of some countries. In order to pursue sustainable development, however, we need to take numerous measures to transform society.

First, as common crises facing humanity, we are currently confronted by the **COVID-19 pandemic** and **climate crisis**. The battle against the coronavirus is not only taking human lives, but it is also taking away our everyday lives through restrictions on social and economic activities, requiring us to stay home and curb travel, and placing strain on the health care system. It is said that the **most vulnerable have been affected the most by this pandemic**. A social structure that makes the socially vulnerable more susceptible to the impacts of this crisis exists in Japan as well.

We are also feeling the impacts of climate change on our everyday lives. The situation is now that of a "climate crisis." We must **accelerate initiatives for decarbonization** with a strong sense of danger that we are nearing the point of no return.

Japan and Tokyo also have their own issues, including the advent of a **shrinking population** and an **ultra-aging society**, the **falling presence of Japan's economy**, and the **risk of earthquakes and volcanic eruptions**. Even amid such circumstances, we must secure sustainability by leading the world in boldly implementing new policies, so that we can leave a bright future for generations to come.

Making Tokyo a sustainable city through the Future Tokyo strategy

Against this background, the Tokyo Metropolitan Government formulated Future Tokyo: Tokyo's Long-Term Strategy in March 2021. This strategy is people-centered, because people are who generate Tokyo's growth, and it serves as a **compass guiding 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, 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 realizing sustainable lives.** Another pillar of its strategies is **structural reform**. Reform that delves deep down to the foundation of structural challenges facing Japanese society, such as the delay in digitalization, will be promoted.

The Future Tokyo 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 economy, society, and the environment, which are the three dimensions of sustainable development. One cornerstone is the **Tokyo Bay eSG Project**, which will become a model for a sustainable city in the Tokyo Bay area, which is full of potential. This project aims to **create a sustainable city that fuses nature and convenience through efforts such as making full use of cutting-edge technologies while also maintaining harmony with the environment.**

The strategies of Future Tokyo are also centered on drawing out the potentials 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 further enhance safety nets that will 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 the advancement of 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 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 lead to enhancement of the QOL (quality of life) of our citizens and realization of a **sustainable Tokyo**.

Tokyo will not only take the initiative in pursuing the SDGs, but will support the voluntary actions and collaborative efforts of municipalities, the Tokyo citizens, companies, universities and other various parties in achieving the SDGs. By expanding such circles of efforts from Tokyo to the rest of Japan and beyond to the world, the Tokyo Metropolitan Government 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 the 23 special wards, where you find the offices of government and private enterprises; 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 13.96 million, 11 percent of Japan's total population. Its gross metropolitan product is about JPY 107 trillion (USD 963 billion), 19.5 percent of Japan's GDP. The Tokyo Metropolitan Government's budget is about JPY 15 trillion (USD 136 billion), the size of some countries' state budgets.

Tradition and innovation

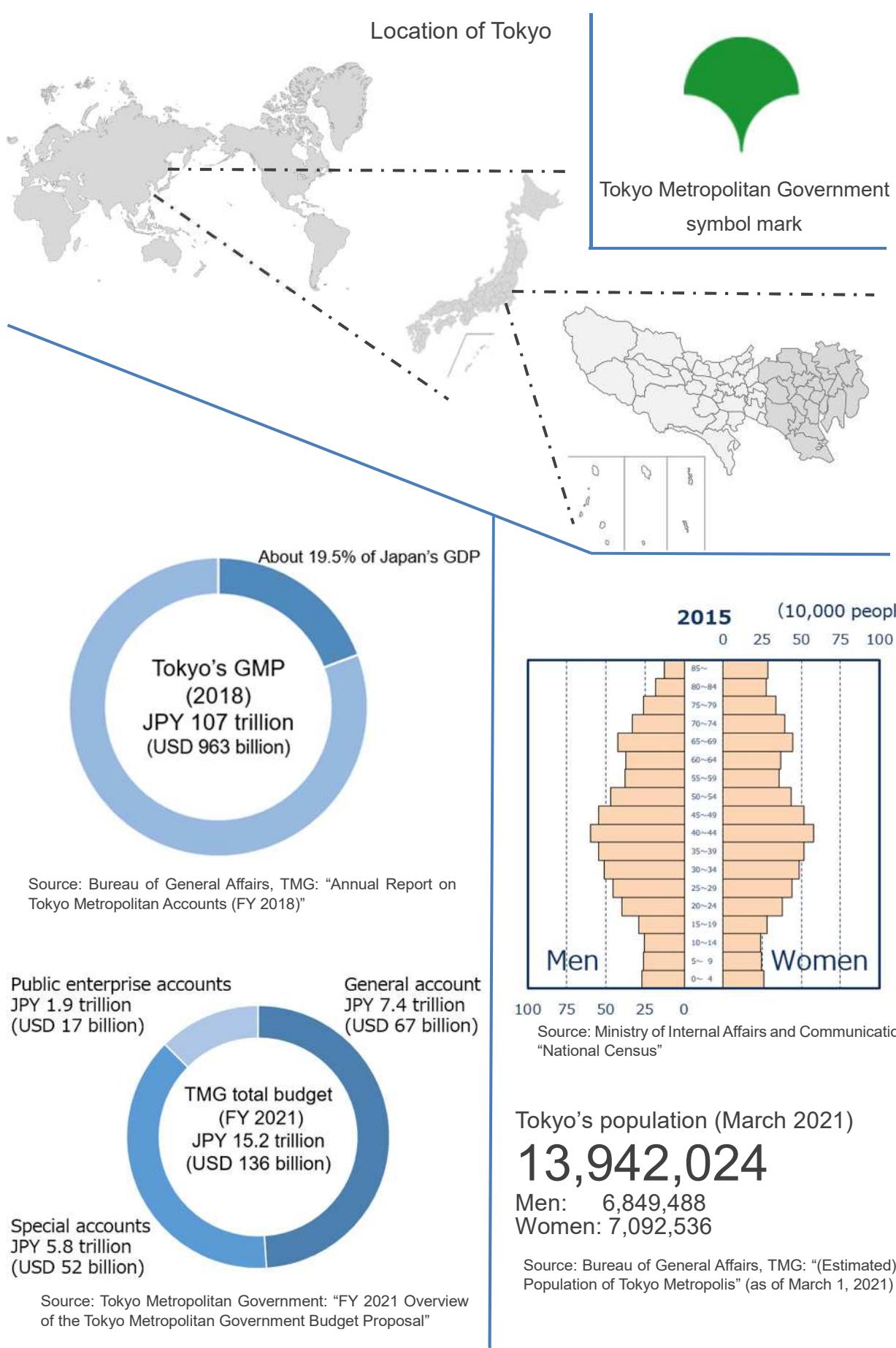
Tokyo offers a remarkable experience with its blend of the past, now, and the future. With a history of over 400 years, Tokyo is a juxtaposition of historical townscapes and traditional performances dating back to the Edo period, and sophisticated technology and modern pop culture such as manga and anime. These, in addition to Tokyo's other various attractions, including its many museums, theaters and other artistic and cultural facilities, and diverse food culture, continue to fascinate people around the world.



Hosting the Tokyo 2020 Games

The Olympic and Paralympic Games Tokyo 2020 will be held from July to September 2021. Tokyo is the first city in the world to hold the Summer Paralympic Games a second time. The Tokyo 2020 Games will be one that **significantly advances sustainability initiatives**, such as by contributing to the realization of the SDGs.



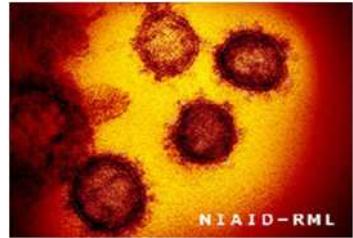


Confronting the Current Crises

Two crises confronting humanity

COVID-19

The novel coronavirus, which was first confirmed in December 2019, spread precipitously throughout the world. The battle against this virus is having devastating impacts, such as restricting social and economic activities, making it necessary to stay home and curb travel, and placing strain on the health care system. Not only is it taking human lives, but it is also taking away our everyday lives, which we had, until now, taken for granted. According to the UN Sustainable Development Goals Report 2020, **society's most vulnerable groups are being hit hardest by this pandemic.** A social structure that makes the socially vulnerable more susceptible to the impacts of this crisis exists in Japan as well.



In addition, while countries around the world are rapidly accelerating their digital transformation, **Japan is showing a marked delay in its digitalization.** Japan is not only lagging behind in the world with its ranking of 27th out of 63 countries in the IMD's "World Digital Competitiveness Ranking," but because of its low percentage of online administrative procedures, systems were unable to be fully utilized in measures related to COVID-19. Meanwhile, however, with the spread of remote work and staggered commuting hours and the temporary resolution of packed trains amid this pandemic, we are seeing signs of hope in the new normal as we gain ground on realizing our vision for the future.

We need to continue searching for ways for **sustainable urban development** such as realizing "new ways to live and work" that consider changes in society, and the creation of new value through "a shift in urban structure from an overcrowded to a comfortable one."

Climate crisis

It is not just contagious diseases that place the future of humanity at risk. Our planet is ravaged almost every year by natural disasters such as forest fires, record high temperatures, and torrential rain. Global warming is said to be a cause of such disasters and the impacts of climate change are being felt in our everyday lives. Issues concerning the global environment are now at a historical turning point; we are indeed confronting a **climate crisis**.

The future that awaits us depends on what kind of actions we take. We must **accelerate our efforts with a strong sense of danger** that we are approaching the point of no return.



A digital globe shows our planet's changes
Source: Earth Literacy Program

Challenges facing Japan and Tokyo

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

Although Tokyo's population has been trending upward, it is expected to peak at 14.23 million in 2025, and then decline to **11.98 million in 2060**, down some 10 percent from 2015.

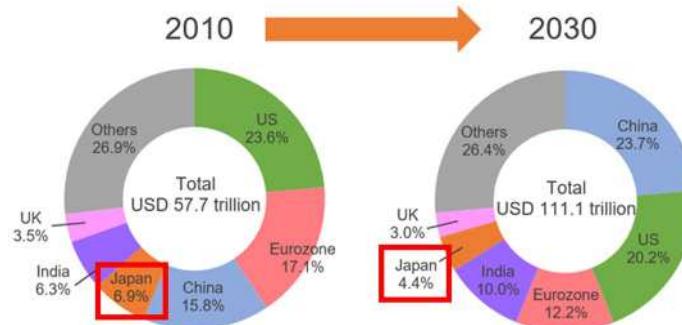
Tokyo already became a super-aging society in 2015, with elderly residents making up 22.7 percent of the population. This trend is expected to continue, with seniors making up 25.4 percent of the population in 2035.

On the other hand, the young population and working age population are, by 2060, expected to fall by about 30 percent and 20 percent, respectively, from 2015 levels.



The reduced presence of Japanese economy

Japan faced many ordeals in the Heisei era (1989-2019), such as plummeting stock and land prices due to the burst of the bubble economy, non-performing loans, the Asian financial crisis, and the 2008 global financial crisis. During this time, as the world's economy shifted to IT and other industries with high capital efficiency, **Japan was left behind in converting its industrial structure**. It is predicted that by 2030, China will rank top in the world in GDP, and India will rise to third. **Japan, on the other hand, will fall to fourth**, with its global share dropping from 7 percent to 4 percent.



Source: OECD "Economic Outlook No.95 (2014)"

Earthquake and volcanic eruption risk

It is said that there is a **70 percent possibility that a major earthquake will strike Tokyo within the next 30 years**. It is estimated that fatalities could reach as high as 10,000, and 5.17 million people will be stranded and unable to return home. There is also the possibility of a tsunami occurring from a massive Nankai Trough earthquake, and risks of volcanoes in the Tokyo islands and Mount Fuji erupting.

Overcoming the crises to realize a sustainable Tokyo

Formulation of the Future Tokyo Strategy

The Tokyo Metropolitan Government formulated Future Tokyo: Tokyo's Long-Term Strategy in March 2021.

Future Tokyo 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 to create 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
～湊沢・桃蹊の精神を受け継ぎ、新たな地平を切り拓く～
The front cover of Future Tokyo

To create Tokyo's future

Future Tokyo 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 government digital transformation.
 - 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 COVID-19 pandemic contributes to major change 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 the local area 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.

● “What Tokyo will look like when I grow up” Art Contest (2019)

Elementary and middle school students who live or go to school in Tokyo submitted drawings and essays explaining their vision.



Overcoming the crises to realize a sustainable Tokyo

Solicited opinions from the people of Tokyo (2019)

Conducted a survey of those living, working, or going to school in Tokyo.

Over 10,000 people submitted their dreams and ideas for Tokyo's future.



● Workshops at universities in Tokyo (2019)

Held discussions with students at 13 universities in Tokyo.



● Future Tokyo classes (2020)

Held classes at 15 Tokyo elementary and middle schools, including special needs schools, to consider Tokyo's future and gather dreams and ideas.



● Online survey of Tokyo citizens (2020)

Conducted an online survey for Tokyo residents.

● Discussions with people from various fields (2020)

Held discussions with people from various fields, including mayors of Tokyo municipalities, KEIDANREN (Japan Business Federation), The Japan Association of New Economy (JANE), and Information Technology Federation of Japan.



Implementing Policies from the Perspective of the SDGs

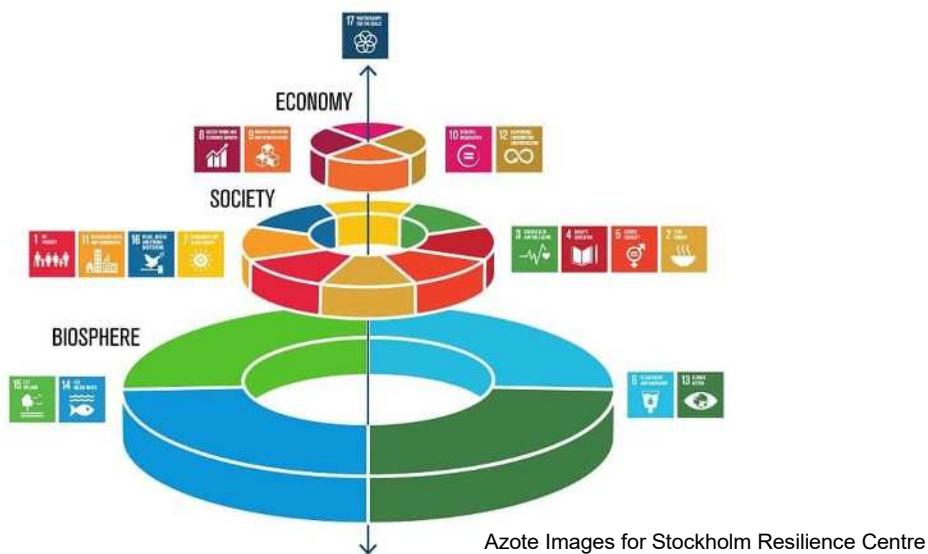
Integrating the three dimensions of the SDGs

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 biosphere (environment), for intuitive understanding that achievement of the SDGs will be difficult 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 three 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**

Implementing Policies from the Perspective of the SDGs

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 further enhancing safety nets that will 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 have been refined from the perspective of the SDGs, with integration of the three dimensions and promotion of measures to leave no one behind. In the following pages we will introduce the key strategies and projects, as well as the views of Tokyo residents, which served as reference in the formulation of the strategies.

- Initiatives taken from an integration of **economic, social and environmental** dimensions
 - Tokyo Bay eSG Project - Creating Japan’s future from Tokyo Bay -
- Initiatives taken mainly from the dimension of **economy**
 - Smart Tokyo: TOKYO Data Highway Strategy
 - Strategy for a Tokyo That Has Earning Potential and Innovation
- Initiatives taken mainly from the dimension of **society**
 - Strategy for Putting Smiles on the Faces of Children
 - Strategy for Promoting Women’s Empowerment
 - Strategy for Realization of a Chōju (Longevity) Society
 - Strategy for Valuing “Dwellings” and “Community”
 - Strategy for Developing a Safe and Secure City
 - Strategy for Enhancement of Urban Functions
- Initiatives taken mainly from the dimension of the **environment**
 - Strategy for Making Tokyo a City Filled with Water and Greenery
 - Zero Emission Tokyo Strategy
- Promotion of initiatives through **reform of the Tokyo Metropolitan Government itself**
 - Strategy for Structural Reform of the Tokyo Government
- Key initiatives to promote **partnerships**
 - All-Japan Partnership Strategy



Economy



Environment



Society

Future Tokyo Strategy Core Project

Tokyo Bay eSG Project (Version 1.0)

- Creating Japan's future from Tokyo Bay -



We launched **the Tokyo Bay eSG Project** as a new project that forms the core of Future Tokyo: Tokyo's Long-Term Strategy.

Setting the Bay Area, which has high potential, as our stage for implementation of the structural reform of society from both ESG perspectives and the perspective of promoting urban development, which will also contribute to sustainable recovery, we aim for **sustainable urban development that integrates “nature” and “convenience”**, with an eye to 50 and 100 years into the future.



A city of human-centered spaces surrounded by rich greenery, close to the water, and also rich with biodiversity.

A city that constantly produces new value through a concentration of the world's best talent and knowledge.

A city that is pandemic-ready, disaster-ready, and resilient.



Strategies for realizing the Project

- ① Realize net zero emissions and create a city full of water and greenery
- ② Introduce cutting-edge digital technology
- ③ Implement projects utilizing green finance
- ④ Enhance transportation networks for a sustainable city

Step I (2021-2030): From the Tokyo Bay Area, reclaim Tokyo's stature as the world's most advanced city



Step II (2030-2050): Asia's leading innovation center

A city where digitalization and innovation converge

Successively generate the world's first innovations in such fields as transport, logistics, and energy.

A hub for startups: Startup Village

Foreign and domestic startups are gathered in an environment where large-scale testing can be conducted on technologies.

Step III (2050 and beyond): A model city for the world that continues producing new value



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

➤ **Realization of TOKYO Data Highway**

Realization of a "connected Tokyo" where anyone can be connected anytime, anywhere (2030)
(Almost 100% completion of 5G areas in Tokyo)

➤ **Digitalization of administrative procedures**

All applications can be completed online (2030)

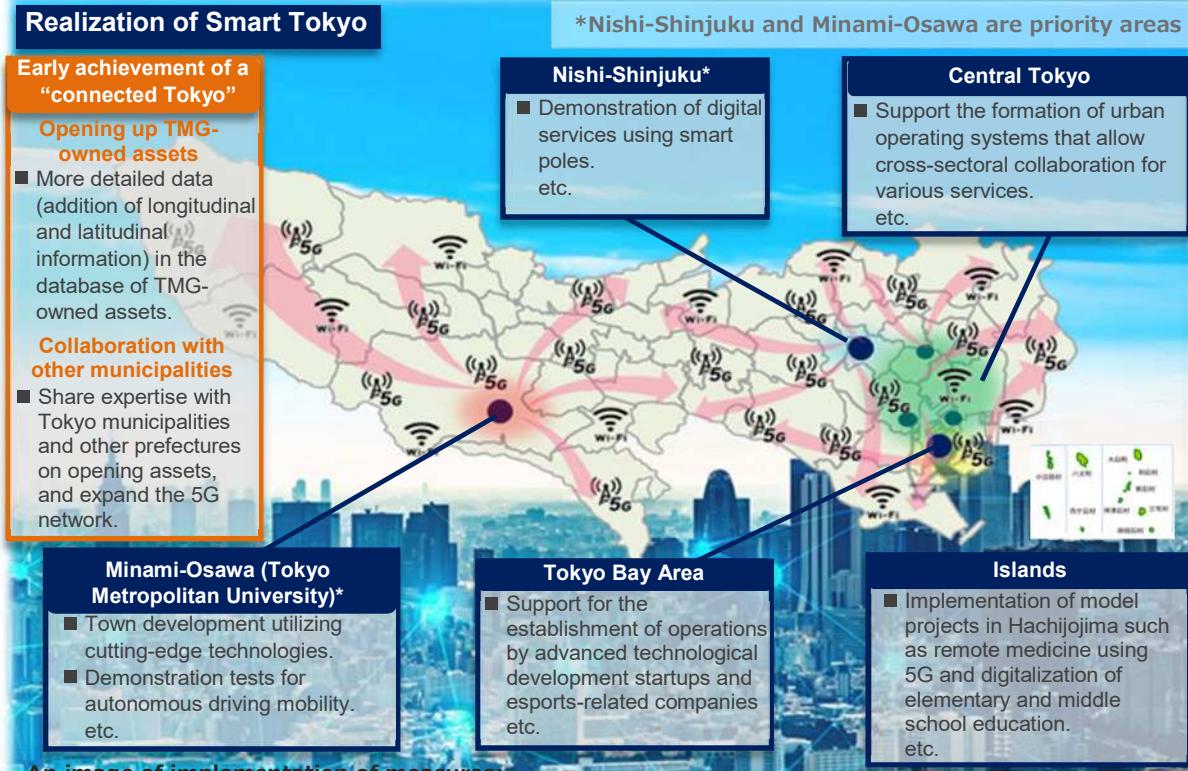
My vision for Tokyo (30s, employed)

Through development of Society 5.0 and the 5G communications network, remote work will have made advancements and the concept of commuter trains is disappearing.

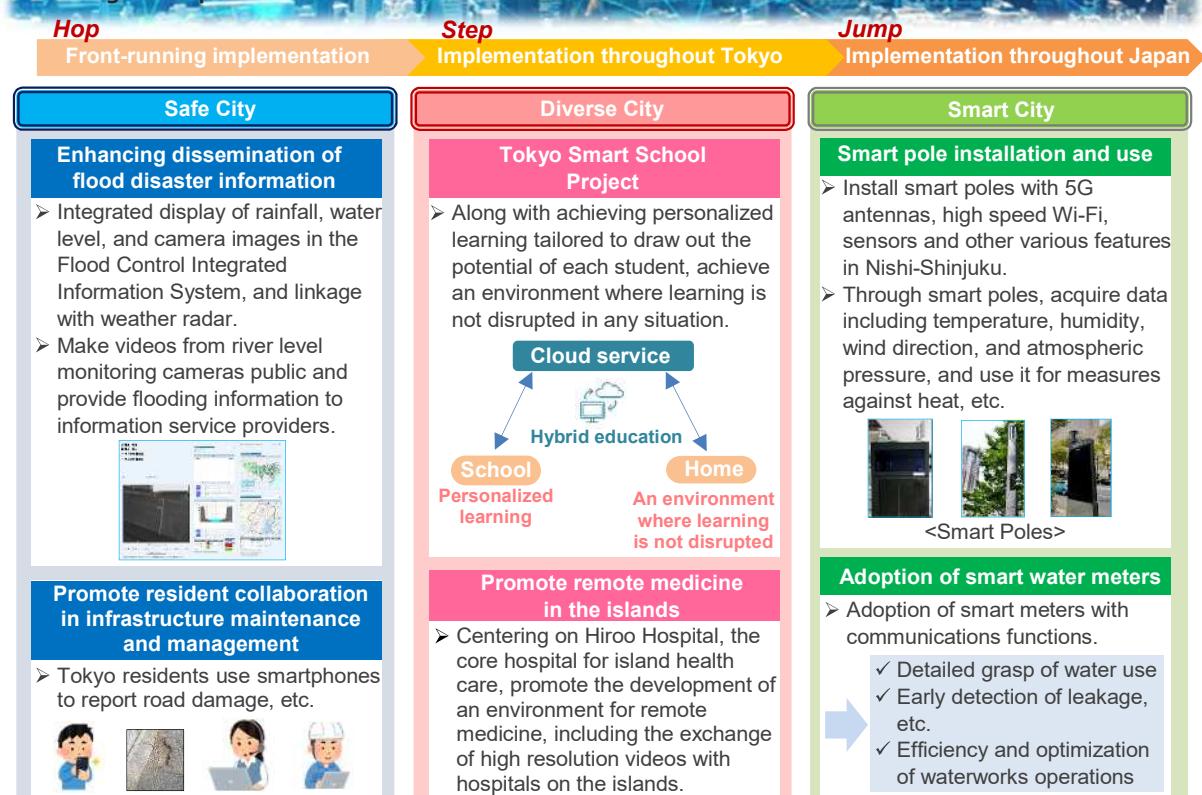


TOKYO Data Highway Project

TOKYO Data Highway, the key public infrastructure for the 21st century, will be built through the strongest of collaboration between the private sector and the Tokyo Metropolitan Government (TMG) to achieve a “connected Tokyo.”



An image of implementation of measures:





Economy

Strategy

A Tokyo That Has Earning Potential and Innovation



Vision for the 2040s

Vision

- ✓ The most open and strongest economic and financial center in the world.
- ✓ A Tokyo that gathers global enterprises and professionals from around the world.



We will build an environment that attracts people, goods, money and information from around the world and transform Tokyo into the most business-friendly city in the world. Through utilization of advanced technologies and organic collaboration with the various entities supporting Tokyo's economy, we will enhance the productivity and added value of industries in Tokyo for the generation of new businesses and innovations.

Policy goals for 2030

- An international financial center that is overwhelmingly no. 1 in Asia.
Tokyo's rank in Asia according to the Z/Yen Group's Global Financial Centres Index
No. 5 (March 2021) → Overwhelmingly No. 1 (2030)
- Ranks no. 1 in the Global Power City Index (Economy)
Tokyo's rank in the economy function of the Global Power City Index of the Institute for Urban Strategies, The Mori Memorial Foundation

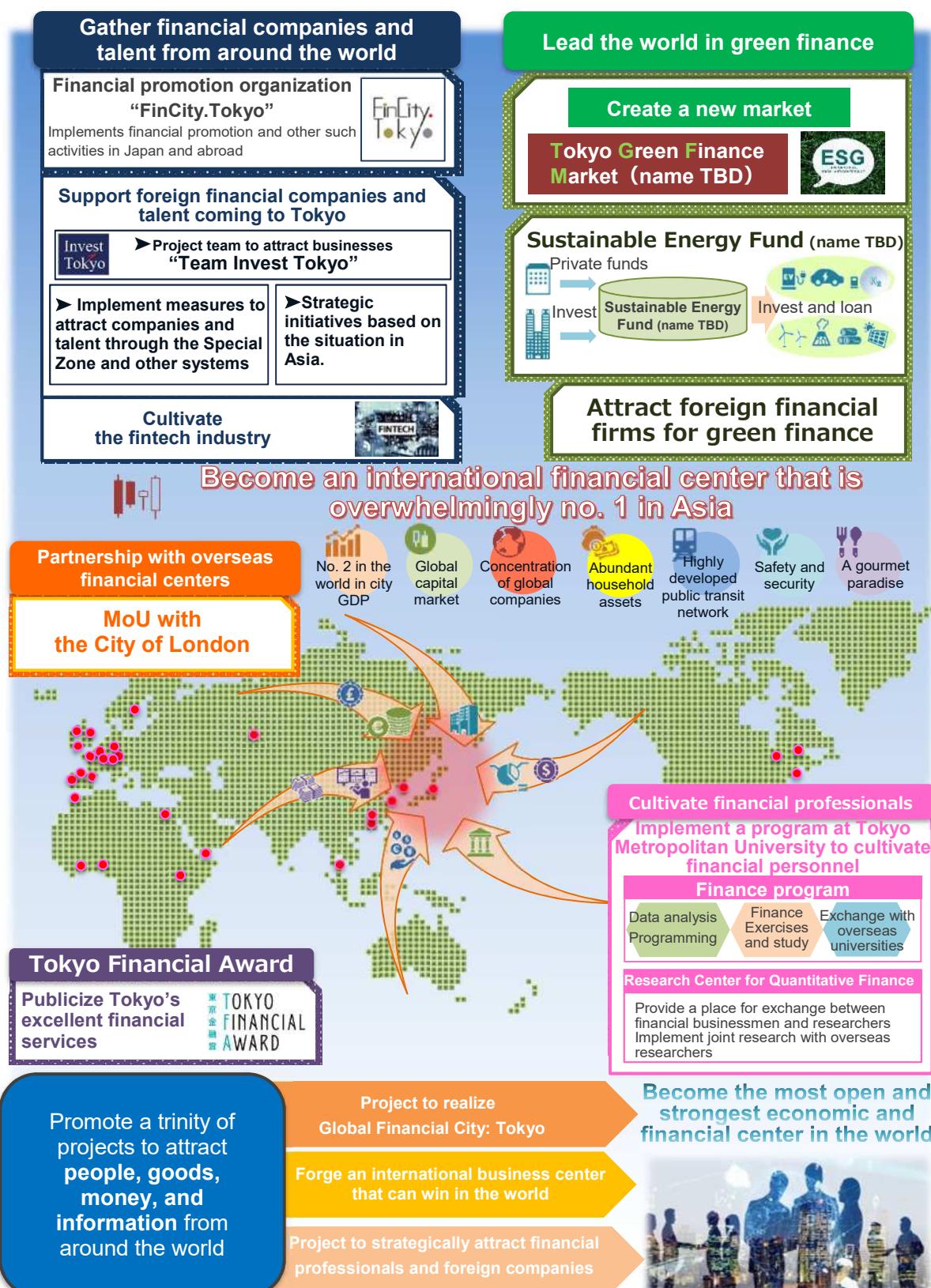
My vision for Tokyo (40s, employed)

I want Tokyo to be a city that provides business opportunities to everyone and attracts people who take up challenges.



Project to realize “Global Financial City: Tokyo”

Implement strategic initiatives that fully use the strengths of Tokyo and establish Tokyo's presence as Global Financial City: Tokyo, the financial hub of Asia and the world.





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**
Raise the percentage of men who take parental leave to 90% or higher
- **Eliminate waiting lists for child day care and after school care and maintain the situation**
Eliminate waiting lists for childcare (day care and after school care) early on and maintain this situation.

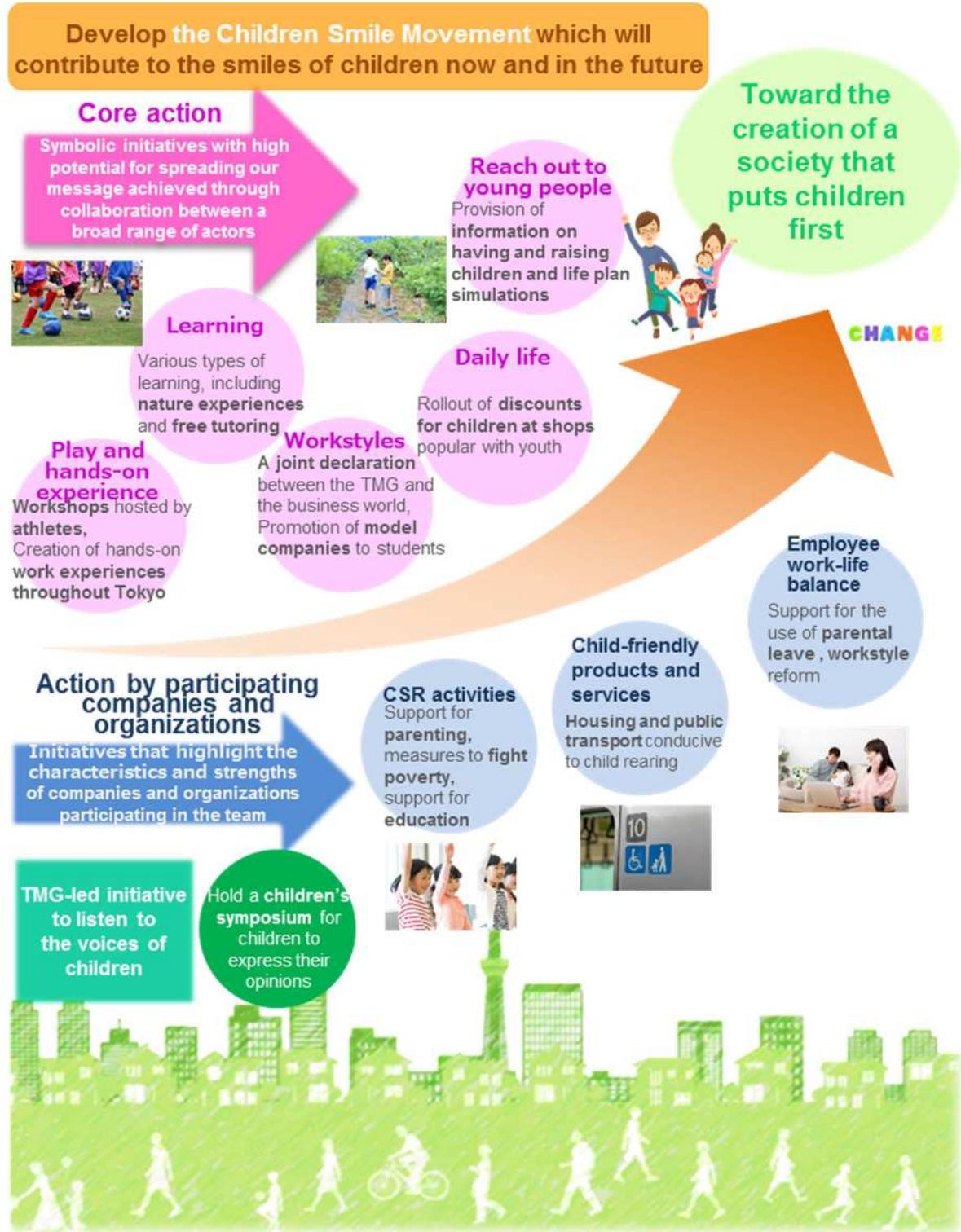
My vision for Tokyo (40s, employed)

I hope that our society becomes one where the generation raising children is looked upon kindly by those around them to create a city where everyone considers how children in the community are raised.



Team 2.07 Project

With the goal of creating a society that puts children first, the TMG, Tokyo municipalities, private sector, universities, NPOs, and others will team up to roll out the “Children Smile Movement.”





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

- Raise the rate of employment for women
57.0% (2019) → 65% (2030)
- Raise the percentage of women appointed to TMG deliberation panels, etc.
32.9% (2020) → Minimum 40% representation of each gender (FY2022)

My vision for Tokyo (30s, stay-at-home spouse)

We hope for a society where there are no gender stereotypes and people can make choices without being bound by their gender.



Tokyo's advanced initiatives to promote the empowerment of women

Partnering with Japan's female leaders to support the success of women nationwide



- Organizing the Vision Network made up of Japanese female governors, mayors, and business leaders to **support the advancement of women nationwide.**

Raising the percentage of women appointed to groups such as TMG deliberation panels



- **To expand the participation of women to the decision making process** and incorporate diverse values and ideas into metropolitan administration, along with further advancing a change in awareness, we will promote initiatives aimed at accelerating the appointment of women to groups, such as deliberation panels established by the Tokyo Metropolitan Government, and encourage relevant organizations to support efforts, and more.

Raising the percentage of women in TMG management positions



- **To support female employees in cultivating a career mindset and building a career,** through efforts such as expanding the career mentor system and providing training tailored to every stage of a woman's career, we will promote the further advancement of women and career building.



Society

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 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

➤ Healthy lifespan

Extend the healthy lifespan* of both men and women in Tokyo.

Men: 82.82 years old; women 85.92 years old (2018) → extend (2030)

*Healthy lifespan for 65-year-olds (until designation as long-term care level 2 or worse)

➤ Senior citizens engaging in social activities

Percentage of seniors engaging in social activities (work, study, community activities, etc.)

61.7% (2015) → 75% (2030)

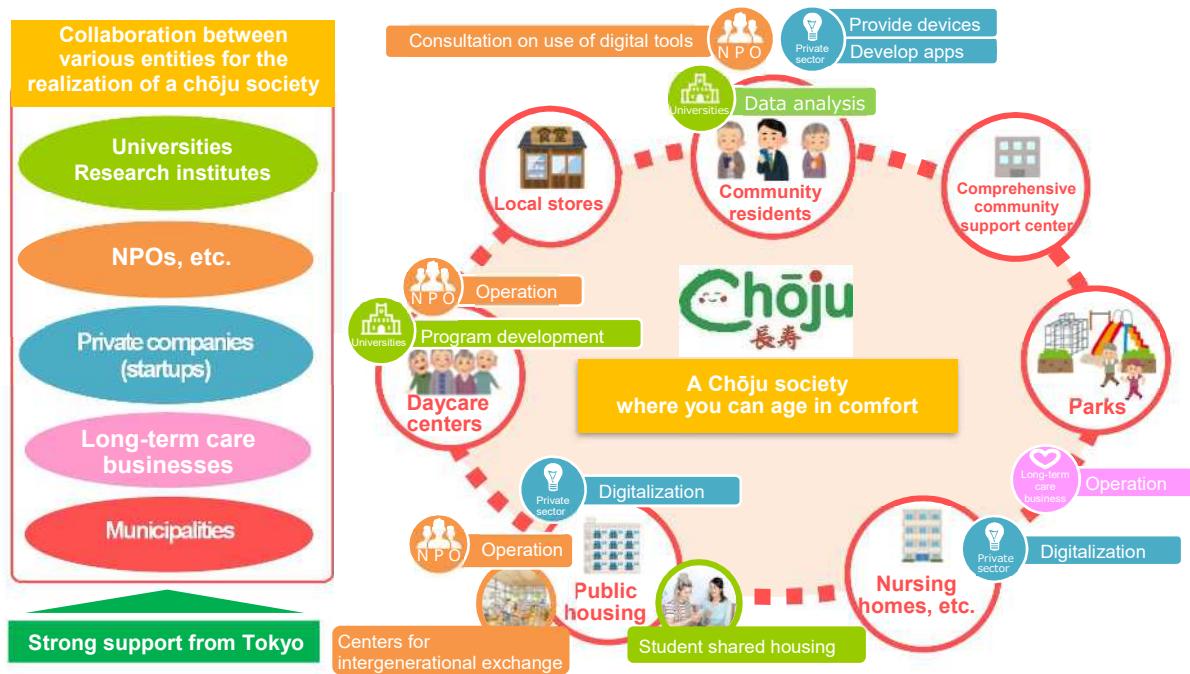
My vision for Tokyo (40s, employed)



I want our communities to be those where, as in the past, neighbors from seniors to children know and help each other.

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.



Support Chōju initiatives according to local circumstances





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, 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

- **Creating places, “our place,” where people can feel they belong**
Implement the project to create “our place” for everyone in all municipalities.
→ Create 1,000 places throughout Tokyo (2030)
- **Dispatch staff for community support**
Provide support to resident associations that are trying to find solutions to local issues in order to revitalize the community.
→ Send staff to support local resident associations a total of 300 times (2030)

My vision for Tokyo (40s, employed)

I want Tokyo to be a place where all generations from children to seniors can interact, acknowledge, and understand each other through the promotion of exchange between child daycare centers, schools, local communities, facilities for the disabled, and senior care facilities.

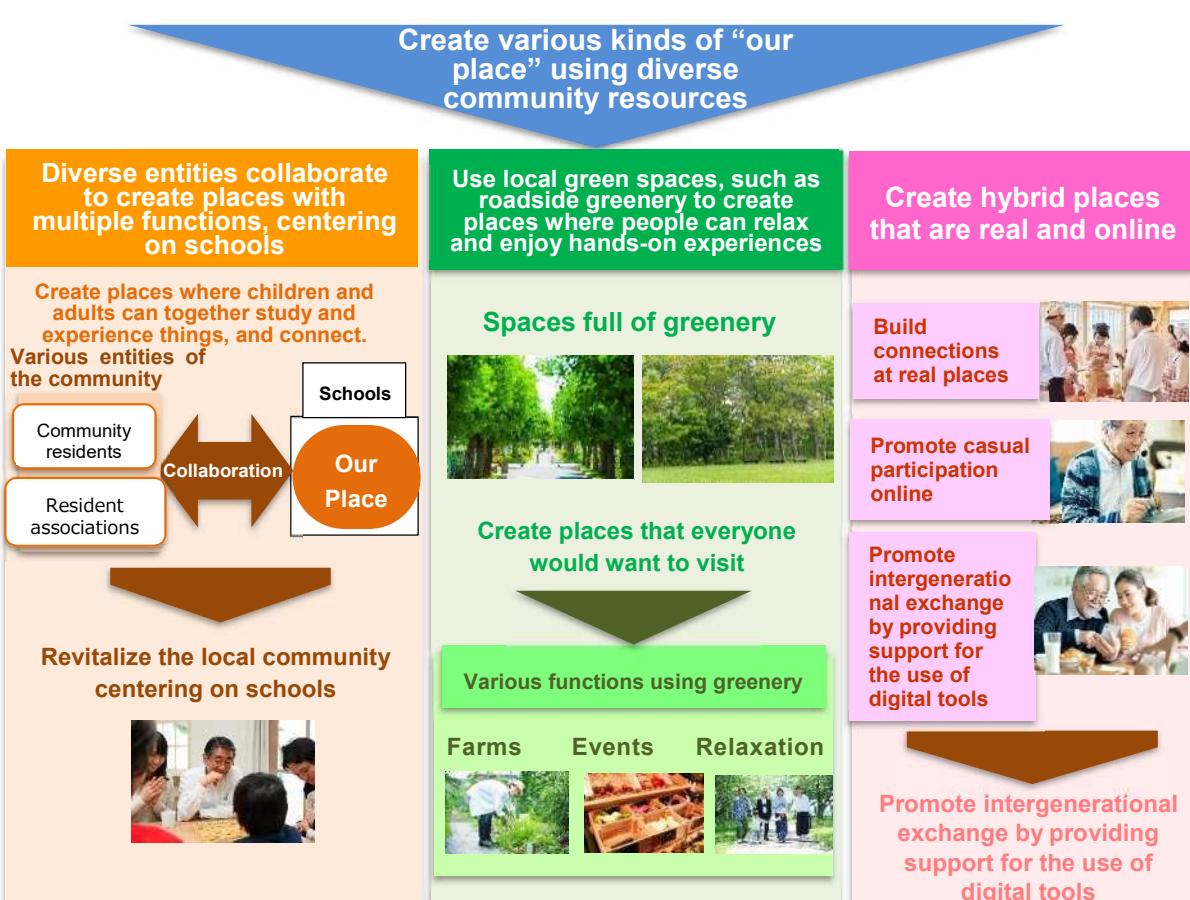


Project to create “our place”

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.



Tokyo provides support according to local needs





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. Furthermore, to ensure that Tokyo continues to be a safe and secure city where its residents can live with peace of mind, we will promote the enhancement of police and firefighting services, vitalization of initiatives for local communities, establishment of a system for the provision of healthcare suited to the needs of a graying society, and other measures.

Policy goals for 2030

- Acceleration of the removal of utility poles throughout Tokyo
 - All metropolitan roads* (in the 2040s)
 - Along primary disaster response routes
 - Area within the Ring Road No. 7 (FY2035)
 - Areas around major stations** Completed at 80 stations (FY2035)
- *Length of roads designated for improvement 2,328km (Metropolitan roads with sidewalks at least 2.5m wide completed through planned widening.)
- ** 80 stations (Area within an approximate 500m radius around stations)
- Disaster response routes such as port roads (FY2035)
- Promotion of further construction of regulating reservoirs

Total storage capacity of regulating reservoirs in Tokyo
2.56 million cubic meters (FY2019) → Approx. 5.1 million cubic meters (FY2030)



My vision for Tokyo (60s, employed)

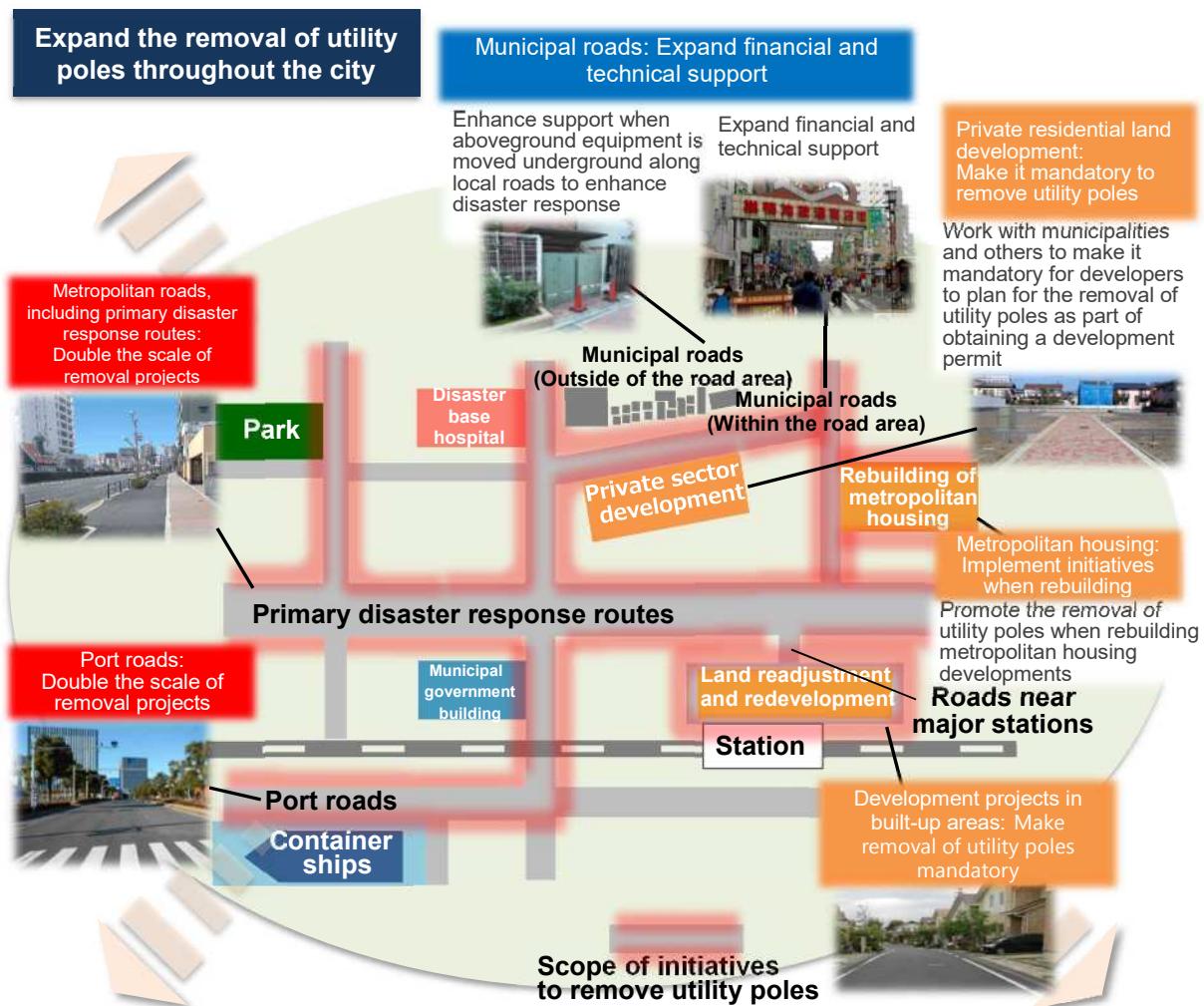
A variety of measures are being taken so that damage is minimized even if a natural disaster such as an earthquake or typhoon occurs.

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.

Seven strategies to accelerate the removal of utility poles

- ① Speed up removal along metropolitan roads
- ② Speed up removal along port roads, etc.
- ③ Promote removal in the Tokyo Islands
- ④ Enhance support for removal along municipal roads
- ⑤ Strengthen city planning initiatives
- ⑥ Expand the ban on the installation of new utility poles
- ⑦ Promote technical development and cost reduction





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



By promoting the use of public spaces and renewing built-up areas, we update the city by, among others, increasing open green spaces and waterside areas, introducing the latest technology, and extending the life of urban infrastructure, and transform Tokyo into a more attractive city.

Moreover, along with reinforcing logistics functions, we will also advance initiatives from the perspective of people, such as securing road space for safe and pleasant use by pedestrians and bicycle users.

Policy goals for 2030

- **Generating activity in open spaces**
Number of area management groups
89 groups (2020) → 120 groups (2030)
- **Advancing the development of bicycle lanes**
Bicycle lanes
Approx. 300km (2019) → approx. 550km (2030)

My vision for Tokyo (40s, employed)

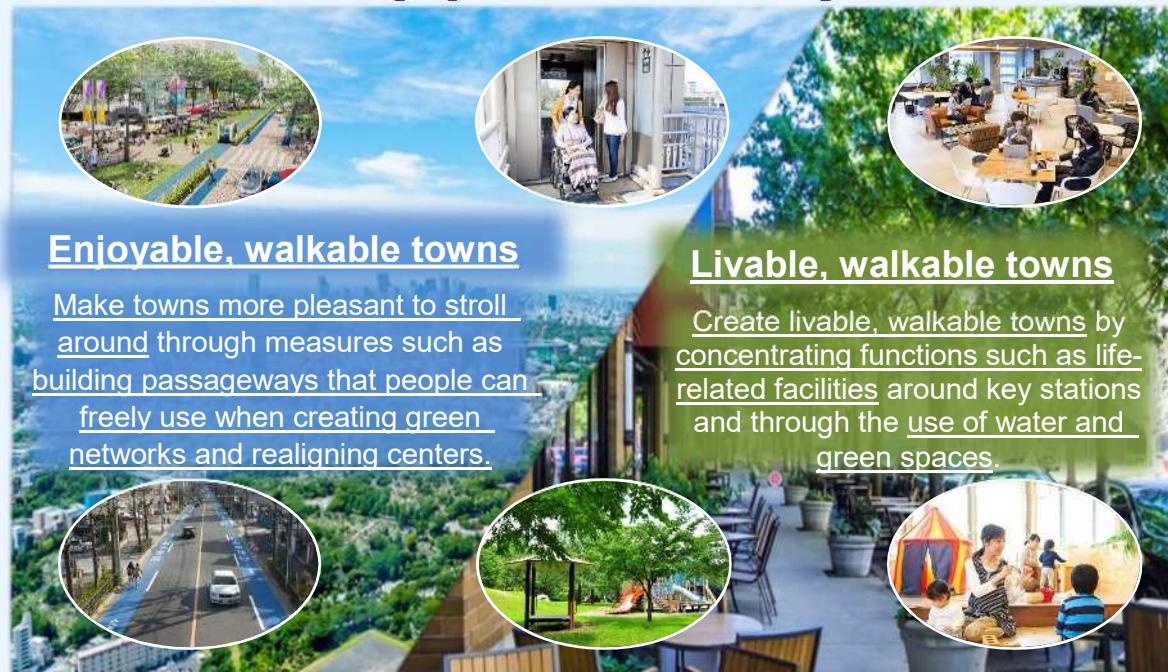
I want Tokyo to develop globally as a city that not only possesses sophisticated urban functions, but also coexists with nature, with natural parks and greenery, and is eco-friendly and people-friendly.



Urban development project for a human-centered, walkable city

In remaking road spaces and areas around stations, we will shift the focus from cars to people and advance initiatives that will allow people to easily stroll around the city.

Creation of walkable towns for enjoyment and daily life



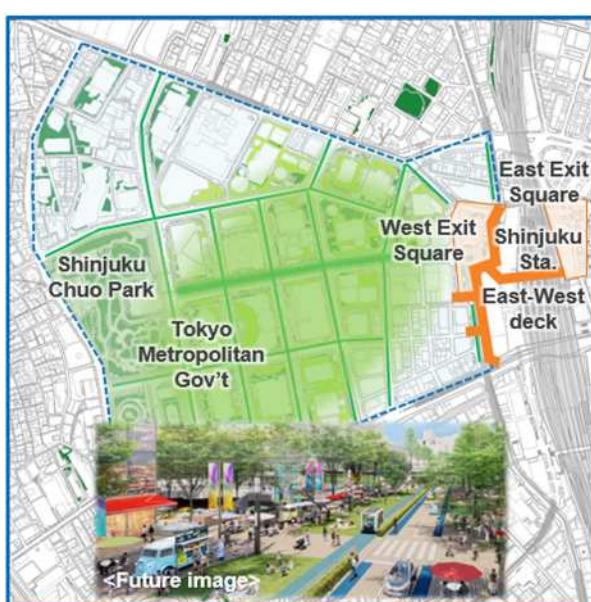
Enjoyable, walkable towns

Make towns more pleasant to stroll around through measures such as building passageways that people can freely use when creating green networks and realigning centers.

Livable, walkable towns

Create livable, walkable towns by concentrating functions such as life-related facilities around key stations and through the use of water and green spaces.

As a pioneering initiative, make Nishi-Shinjuku an area covered with green spaces where people can relax.



Green network centering on Shinjuku Station



<Examples of initiatives in Nishi-Shinjuku>

- Generating liveliness in the park through the energy of the private sector
- Installing 5G smart poles
- Introducing self-driving taxis
- Pioneering development of a 3D digital map of the city





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

- **Promotion of initiatives to create greenery**
 - Open 130ha of new metropolitan park land (FY2030)*
 - Open 107ha of new marine park land (FY2030)*
- *Cumulative total of park acreage open to the public: Metropolitan parks: 2,168ha, Marine parks: 980ha
- **Creation of vibrancy utilizing space along rivers**
 - Creation of vibrant spaces along the water → Promote in 4 areas** (2030)
 - **Asakusa, Ryogoku, Tsukuda/Etchujima area, and Tsukiji
 - Construction of promenades along the Sumida River 33.2km (by the end of FY2019) → 47.5km (Completed along the Sumida River) (FY2030)

My vision for Tokyo (50s, employed)

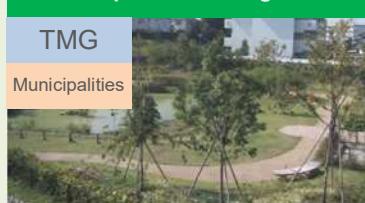


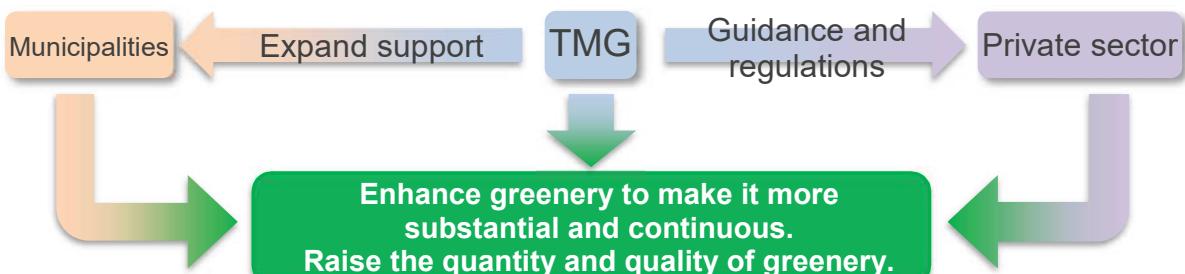
We have parks where everyone can enjoy nature. The air is always clean, and we can see the stars in the night sky.

Project to realize a Tokyo filled with greenery

Taking every available opportunity, we will work to raise the quantity and quality of greenery and promote initiatives which work to increase greenery across Tokyo.

<Main initiatives for realizing a Tokyo filled with greenery>

Using public spaces, create places filled with greenery where people can relax	Promote the designation of areas for the preservation of greenery	Promote greening at facilities along rivers
TMG Municipalities Private Sector	TMG 	TMG 
Develop parks, green spaces, etc., based on city planning	Create forests with less pollen	Create green spaces when private development projects are undertaken
TMG Municipalities	TMG 	TMG Private Sector 
Preserve and utilize productive green land, agricultural land, etc.	Create greenery using metropolitan housing land	Maintain an environment that supports the preservation of biodiversity
TMG Municipalities	TMG Municipalities 	TMG 
Develop marine parks	Form a network of greenery using existing stock	Encourage the greening of building facades and roof space
TMG 	TMG Private Sector 	TMG Municipalities Private Sector 



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 from 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 manners possible, including the utilization of renewable energies and hydrogen.

Policy goals for 2030

- Reduction of greenhouse gas emissions
 - Reduction of greenhouse gases (compared to 2000)
2.8% increase (FY2018 preliminary figure) → 50% reduction (2030)
 - Reduction of energy consumption (compared to 2000)
24.2% reduction (FY2018 preliminary figure) → 50% reduction (2030)
- Usage of renewable electricity
 - Usage of electricity produced by renewable energy
15.3% (FY2018) → about 50% (2030)
 - Adoption of photovoltaic power generation systems in Tokyo
Cumulative total 572,000kW (FY2018) → 1.3 million kW (2030)

My vision for Tokyo (30s, employed)

An eco-friendly Tokyo that has a rich nature, is energy-saving, and uses renewable energies.



Projects for realization of Zero Emission Tokyo and a hydrogen society

Based on the Climate Emergency Declaration: TIME TO ACT, concrete initiatives will be advanced using all means possible to realize Zero Emission Tokyo by 2050.

Tokyo leads the world as its most environmentally advanced city

Reduce greenhouse gas emissions by 50%
(by 2030) *Compared to 2000

Increase use of renewable electricity to about 50%
(by 2030)

▶ Proposing the 2030 Carbon-Half Style for realization of 50% reduction in emissions by 2030

Accelerate actions!!

Reinforce all measures related to addressing climate change from the perspective of sustainable recovery

Phase out the sale of new gasoline-only vehicles
Automobiles by 2030
Motorcycles by 2035

Newly create
the project to realize
a hydrogen society

Vehicles (purchase and development)

- Enhance vehicle subsidies such as by providing additional subsidies in cooperation with the national government
- Study the provision of development promotion subsidies



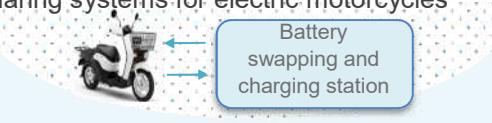
Promotion of collaboration among hydrogen-related companies

- Create demand for hydrogen such as commercial fuel cell vehicles in the national capital



Infrastructure development

- Enhance subsidies for charging facilities
- Provide support for introducing battery sharing systems for electric motorcycles



Utilization of hydrogen produced from renewable energy for urban development

- Promote initiatives incorporating the latest technologies of facilities using hydrogen produced from renewable energy.



Diffusion

- Create a movement by holding EV and FCV races or events using EV motorcycles

(Image)



Expand the use of fuel cell vehicles

- Increase subsidies for FCV, FC buses, and hydrogen stations
- Support the establishment of multi-energy stations



Transformation of the Tokyo Metropolitan Government itself to realize a sustainable city

Strategy

Structural Reform of the Tokyo Government

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 itself **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 make strategic implementation of policy possible.

TMG Structural Reform (New Tokyo Government)



Realize the virtual Tokyo Metropolitan Government concept
for creation of the new Tokyo government
that is a hybrid of “real” and “virtual”



[Investment in things]
Avoid crowding
Secure agility



[Investment in digital]
Promote paperless,
online applications, etc.

Raise the Tokyo government's QOS
(Quality of Service)

Seven core projects



Digital Shift

Digitalization of administrative services

- Digitalization of 169 key procedures
(98% of approval and authorization procedures)
- Paperless • Elimination of affixation of seals



Open Government

Collaboration to find solutions to social issues

- Private companies, etc., generate new services through the use of open data
- Build a strong collaborative style between startups and civic tech and the Tokyo government



Work style innovation

Enhance productivity within the Tokyo government

- Build a new office environment
- Implement Cloud computing (utilization of SaaS *)
- Establish the Bureau of Digital Services

※ Software as a Service

Each Bureau's Leading Projects



Social implementation of advanced technologies

- Early realization of services, etc., using 5G
- Digital education and telemedicine in the Tokyo islands

DX for disaster control

- Increase river monitoring cameras • AI water level forecasts
- Strengthen transmission of information for flooding and storm surge disaster control



Shift to “public relations that can be clearly understood”

- Dashboards for information on budgets and settlement of accounts
- Reconstruct the TMG website into the window to the virtual Tokyo Metropolitan Government

Enhance the convenience of resident services

- Digitalization of applications for various certificates concerning metropolitan taxes
- Cashless payments at places such as parks and zoos



More efficiency and less energy for internal administrative work

- Digitalization of recruitment procedures
- Digitization of child abuse risk assessments

Strengthening partnership with other local governments

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 a strong relationship 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.



Promote mutual cooperation with major cities across Japan

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

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



Resolve challenges shared nationwide, including utilization of Japanese timber



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

Promoting SDG Initiatives from Tokyo

We will ensure the effectiveness of the Future Tokyo strategy to realize a sustainable city.

The Future Tokyo: Tokyo's Long-Term Strategy **action plan** sets forth the concrete schedule for projects up to fiscal 2023. By advancing projects according to the action plan, we will promote the realization of SDGs in Tokyo.

To realize the vision that we aspire to, we will thoroughly implement the **PDCA** (Plan Do Check Action) cycle. Additionally, as there is the need to enhance our ability to immediately respond to emergency situations such as the COVID-19 pandemic, we will also employ the **OODA** (Observe Orient Decide Act) cycle to facilitate a flexible response.

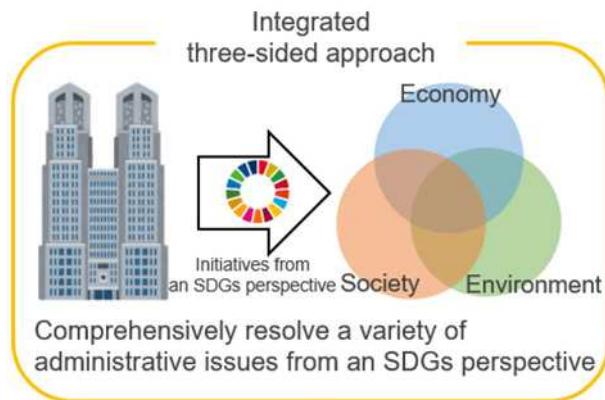
Furthermore, throughout these processes, we will utilize digital tools, such as BI (Business Intelligence) tools, to **update the strategy in an agile manner according to the times and circumstances** and make the status of initiatives visible. These efforts will contribute to improving the QOL (Quality of Life) of Tokyo residents and **making Tokyo a sustainable city**.

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

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

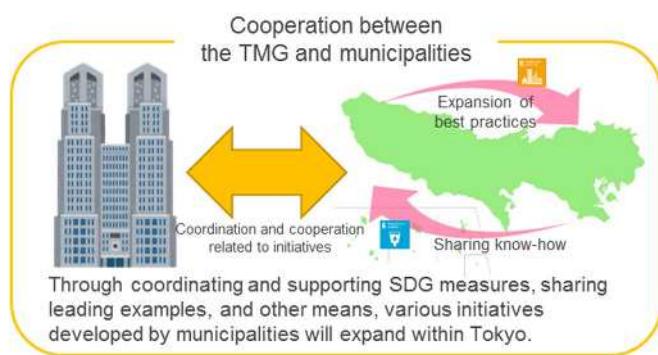
1. TMG to take the initiative to strongly promote policies from the perspective of SDGs

- 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**.
- With respect to initiatives implemented from an SDGs perspective, we will employ the PDCA cycle and have this contribute to solid achievement of project goals and further enhancement of measures.



2. Realize a sustainable Tokyo together with the municipalities

- Tokyo municipalities, who are the closest source of government services for Tokyo residents, will promote distinctive initiatives for 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.**



- Along with supporting proactive initiatives for SDGs tailored to the actual situation in municipalities, the TMG will also work to coordinate its measures with those implemented by municipalities.
- By compiling initiatives developed by municipalities and making information related to those initiatives and the initiatives of the TMG available through means such as a website, we will promote the expansion of best practices, etc.

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 save the planet and working to popularize 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.**



- We will utilize a range of opportunities to raise awareness and promote changes in behavior among various entities such as companies and universities.
- By producing an SDGs badge made from Tama timber, we will work to raise awareness and build enthusiasm for initiatives among the people of Tokyo and companies.
- We will work to enhance the dissemination of information about SDGs by creating a website, leaflets, and other materials.

Collaboration with universities

- Establish 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.
- Implement the Sustainable Development Co-Academic Activities in Tokyo program to support research and other activities related to SDGs.



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

- In the lead-up to realizing the society aspired to by 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.**
- Through efforts such as sharing information via the SDGs for Regional Revitalization Public-Private Partnership Platform, we will promote collaboration with the national government and other local governments.
 - By taking various opportunities to utilize this VLR, such as at international conferences and when meeting with other major cities, we will share Tokyo's initiatives and know-how with the world, etc.



Urban 20 Mayors Summit

- In May 2019, Tokyo chaired the Urban 20 Mayors Summit, which gathers major world cities. At the summit, recommendations on issues such as climate action and social inclusion and integration were adopted to be presented to the G20.
- The introduction to summit's communique clearly states that U20's commitment to firmly identifying links between each city's strategies and SDGs, as well as the U20's stance with regard to achieving a sustainable and inclusive society.



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 Vision 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 the 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 and take on active roles each in their own way
06. A city rich in diversity where people of all backgrounds live together
07. A city full of places and communities where people of diverse backgrounds can gather and support each other

Tokyo: A Safe and Secure City

08. A resilient and beautiful city that protects Tokyo citizens from disasters
09. A city that can handle crime, accidents, fires, and is prepared for health care challenges, protecting citizens’ 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 city that harnesses the power of digital technology to draw out its potential to realize Smart Tokyo (Tokyo’s Society 5.0), providing citizens with a high quality of life
13. The most open city in the world where people, goods, money, and information gather from across the globe
14. The most startup-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 that further increases water and greenery to provide a relaxed and enriched way of life
17. Zero Emission Tokyo

Tokyo: A Fun City

18. A city that captivates the world with its culture and entertainment
19. A “sports field” city where sports are ingrained in everyday life

Tokyo: Moving Forward with All of Japan

20. A city that has further strengthened collaboration with other areas of Japan to realize true coexistence and co-prosperity for Tokyo and the rest of Japan

Strategies and Projects

Strategy 0. Strategy for Overcoming COVID-19

Strategy overview:

The Tokyo Metropolitan Government, public health centers, medical institutions, and other entities in Tokyo will mobilize to implement infection mitigation measures. In addition, we will work to strengthen the safety net for the people and businesses of Tokyo, implementing multifaceted measures to achieve a balance between preventing the spread of infection and maintaining economic activity to overcome the pandemic together.

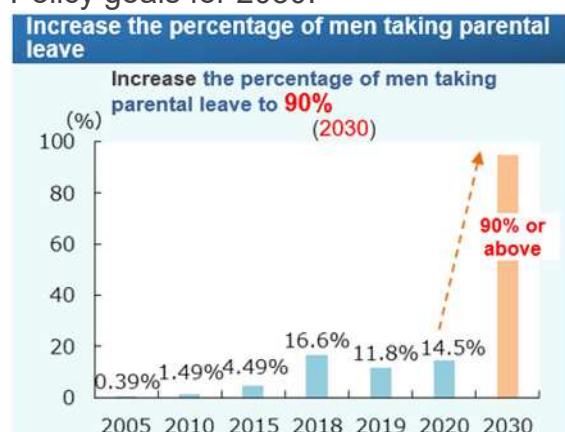
Building on this experience, we will create a city resilient to infectious diseases that can effectively mitigate outbreaks of unknown infectious diseases.

Strategy 1. Strategy for 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:



Eliminate waiting lists for child day care and maintain the situation



Project for Fully Supporting Childbirth and Parenting



- We will promote seamless support programs for pregnancy, childbirth, and parenting to ensure that people can have and raise children with peace of mind and experience the joys of parenting.
- In light of increased stress among children and parents/guardians due to the COVID-19 pandemic, we will strengthen efforts to create an environment where both children and parents can live happily.

Project for Fully Supporting Municipalities Engaged in Parenting Initiatives



- In order to become the “world’s most child-friendly city, where children can grow up strong and healthy,” the Tokyo Metropolitan Government will provide full support to Tokyo municipalities that propose and promote advanced, ambitious child-oriented policies formulated through dialogue with children, parents, those considering becoming parents, and those involved in raising children, as well as urban development conducive to parenting with the aim of expanding such measures throughout Tokyo.

Team 2.07 Project



- Positioning children and parenting as a top social priority and aiming to create a society that puts children first, the Tokyo Metropolitan Government, Tokyo municipalities, private sector, universities, NPOs, and others will team up to roll out the “Children Smile Movement” to put smiles on the faces of children now and in the future.

Developing Educational Programs to Teach the Importance of Parenting



- Programs tailored to each level of education (elementary, junior high school, high school, and university) will be implemented to give young people opportunities to interact with children early on and provide them with various experiences that teach 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

(Appendix) Visions, Strategies and Projects

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

Marriage Support Project



- We will implement various initiatives designed to encourage those who want to get married but have yet to take the first step.

Strategy 2. Strategy to Support 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 develop detailed support tailored to each child to tackle issues such as bullying and school absenteeism.

Policy goals for 2030:

Create smart schools

Shift to individually tailored education by providing mobile terminals and establishing a communication environment

- Realize a “one device per student” learning environment
3.9 students/device → **100 % (2020)**
- Establish a high-speed communications network
Percentage of regular classroom with LAN installed
16.6% (2018) → **100% (2021)**
- Realize evidence-based learning
Implement at all Tokyo Metropolitan High School (FY2023)
- Work style reform for teachers
Continue efforts to establish an upper limit on the number of hours worked at Tokyo Metropolitan schools, etc.
(Maximum number of hours as prescribed in the Policy regarding the Upper Limit on the Number of Hours Worked at School, etc. for Teachers and Staff at Public Schools in Tokyo)

Raise the percentage of students who advance to universities with a STEM focus

Promote science and math education to boost the number of Tokyo Metropolitan High School students who advance to STEM undergraduate courses

31.6%
(FY2019) → **40% (FY2030)**

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 and grow.

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 human resources with the skills to independently thrive in the era of Society 5.0, and cultivate talent to lead the field of *monozukuri* (manufacturing) using technologies such as AI and IOT.

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 activities tailored to each child and provide them with detailed support.

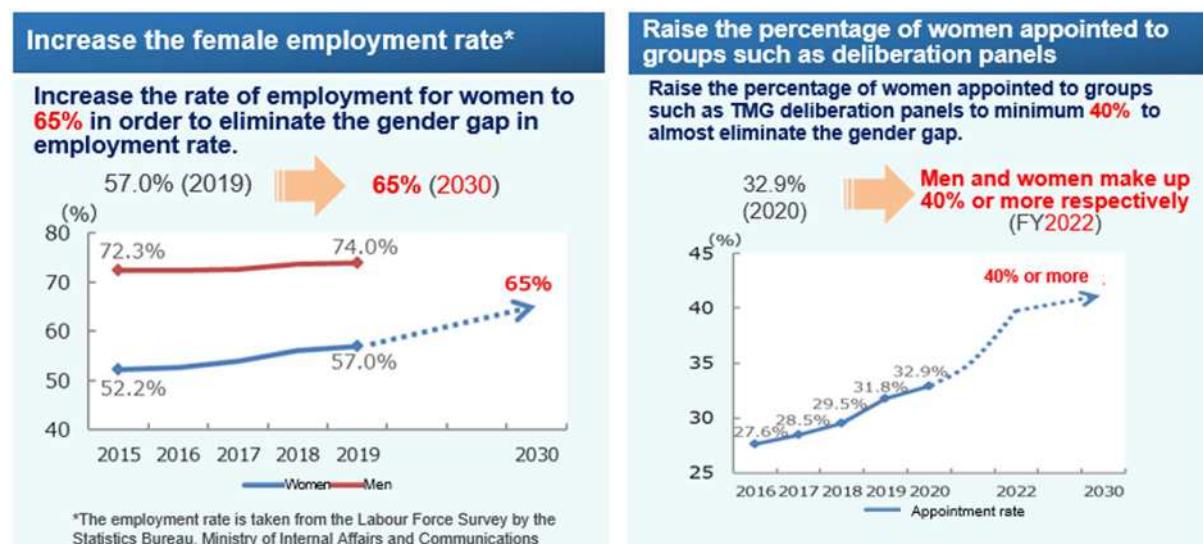
Strategy 3. Strategy for Promoting Women's Empowerment

Strategy overview:

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.

(Appendix) Visions, Strategies and Projects

Policy goals for 2030:



Project to Support Women in Pursuing the Life and Career They Want



- To enable women to choose the way they want to live and work, allowing them to shine in their own way, we will develop various types of detailed support for each stage of a woman's life covering a range of areas, including education, employment, pregnancy, childbirth and parenting, and community activities.

Project for Changing Society's Mindset toward Female Participation



- We will strategically engage in efforts to raise awareness and educate the public to create a society where female participation is considered the norm, eliminating stereotypes such as "men work, women stay at home" and "one must choose between work or a private life" and ensuring that women can succeed at work and at home in their own way.
- The Tokyo Metropolitan Government will lead the way in implementing initiatives to promote the participation of women 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 appliances, and seminars on housework and parenting related skills.

Education for Exploring Different Life Plans



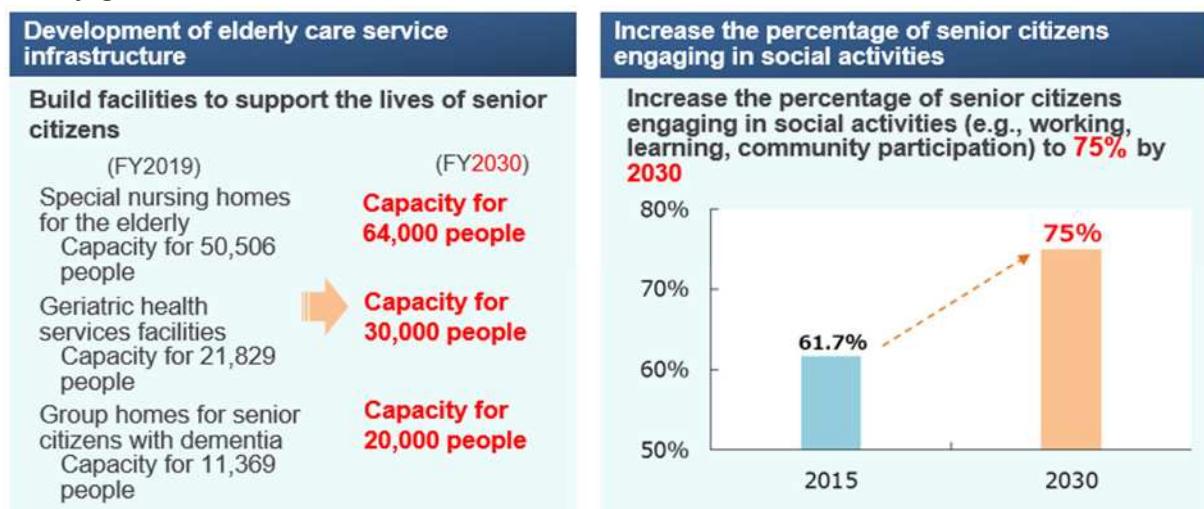
- We will provide opportunities for the younger generation to interact with people from diverse backgrounds so that they will not be bound by stereotypical gender roles and will be able to actively develop their own perspectives on family life and work.

Strategy 4. Strategy for 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:



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 throughout Tokyo.

Project for Supporting People with Mobility Impairments



- We will provide support, such as delivery services from shopping arcades and shops on wheels, to ensure that people with mobility impairments can buy what they need in their community with peace of mind.
- We will develop efficient local public transportation networks to make Tokyo a highly convenient city where everyone can travel easily.
- We will roll out initiatives, including installing railway platform doors and providing multiple barrier-free routes, to ensure that people can travel safely, freely, and comfortably in and around railway stations.

Project for Making Elderly Life Fulfilling



- In the “era of a 100-year life,” the period from age 65 to 75 or 85 is the most fulfilling period in which elderly people can make use of their experience, expertise, etc. We will provide various types of support and health-maintenance programs to ensure that people between the ages of 65 and 85 can engage in work, learning, hobbies, and local activities as they so desire.

Project for Living with and Promoting Prevention of Dementia



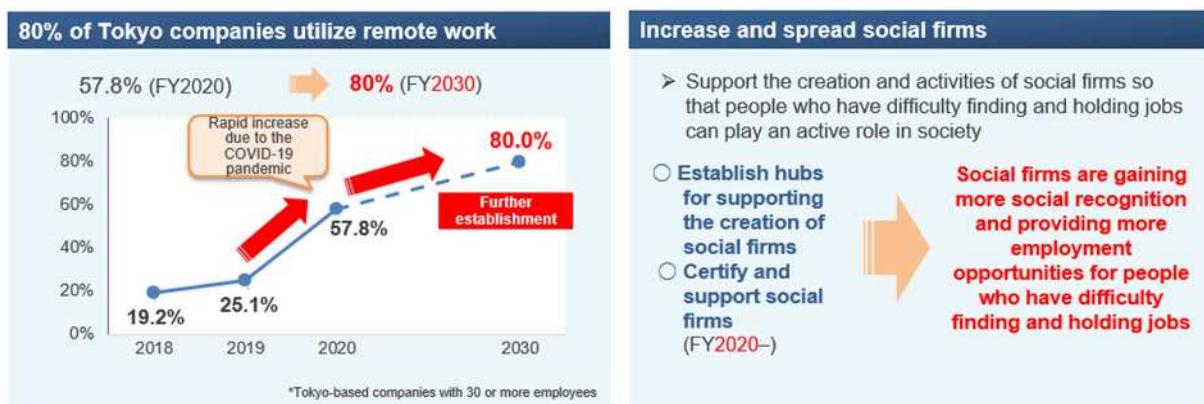
- We will promote initiatives to enable people with dementia to continue to lead fulfilling lives in their communities with dignity, and use the big data accumulated by the Tokyo Metropolitan Geriatric Hospital and Institute of Gerontology to further new dementia prevention measures based on AI and other technology.

Strategy 5. Strategy for Realizing Work Styles that Allow 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:



Project for Supporting Work Styles that Fit the New Era



- We will achieve flexible work styles such as remote work and the use of satellite offices, which have rapidly developed in response to the COVID-19 pandemic. These workstyles enable people to work without being bound by time, place, or other factors.
- We will create an environment in which women, senior citizens, foreign residents, and other individuals can actively work as they desire, 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



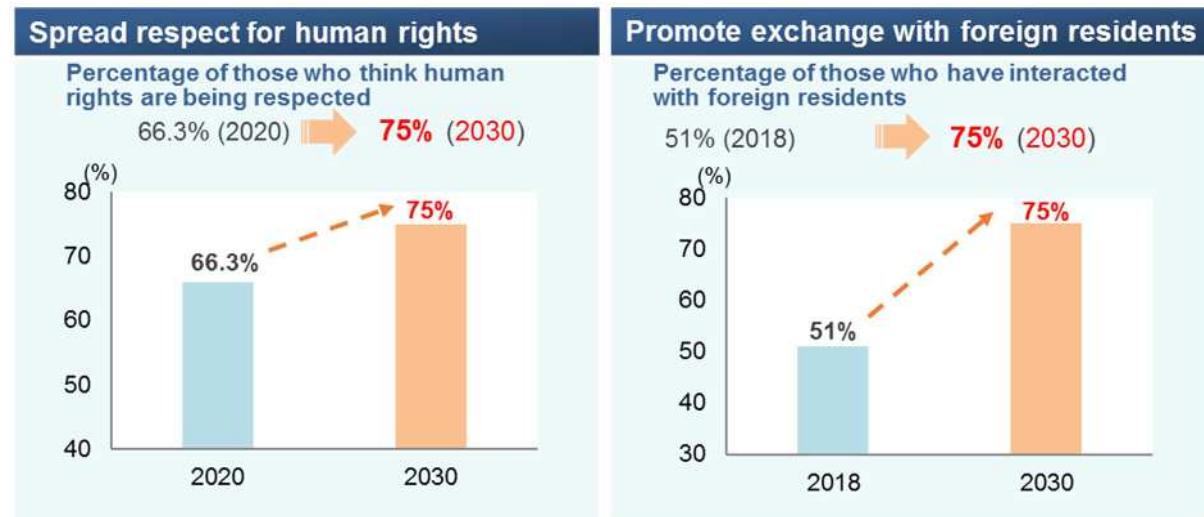
- From the viewpoint of social inclusion, we will support the creation and business operations of social firms, which offer a new employment framework for those who have difficulty working.

Strategy 6. Diversity and Inclusive Society Strategy

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 realize a diversity-rich city that allows each and every individual's personality to shine to drive innovation for creating new value.

Policy goals for 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 different 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, local resident associations, and other entities in promoting multilayered intercultural cohesion policies under an improved structure for implementation.

Project for Creating Universal Design Communities



- In preparation for the Tokyo 2020 Games, we have worked to remove both tangible and intangible barriers in the area surrounding sports stadiums, train stations, and hotels, among other locations. From the perspective of developing this initiative into an urban legacy, we will vigorously support Basic Barrier-Free Plans and Master Plans for Promoting Facilitation of Smooth Movement, etc., implemented by municipalities in accordance with the revised Barrier-Free Act and promote urban development that incorporates universal design throughout Tokyo.
- In addition to improving infrastructure we will implement mobility support policies based on digital technology, such as autonomous mobility and a universal MaaS available to all, in Barrier-free Promotion Districts ahead of other locations, 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 realize a truly inclusive society by promoting disability awareness, creating an environment that enables people with disabilities to live in their community safely and with peace of mind, 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. Strategy for 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.

(Appendix) Visions, Strategies and Projects

Policy goals for 2030:

Maintain and improve the housing environment

Encourage the submission of management status reports in accordance with the relevant ordinance to promote the appropriate management and renewal of apartment/condominium buildings

Percentage of apartment/condominium buildings required to submit reports that completed filing them

Approx. 50%
(As of November 2020) → 80%
(End of FY2025)

Maintain the percentage of "other vacant houses"** to the 20-year average of 2.31% or less of the total number of houses, in contrast to other areas across Japan where the vacancy rate is increasing

"Other vacant houses" include houses whose owners/tenants have not lived there for a long period of time because of job relocation, hospitalization, etc., and houses that are scheduled to be demolished for rebuilding, etc.

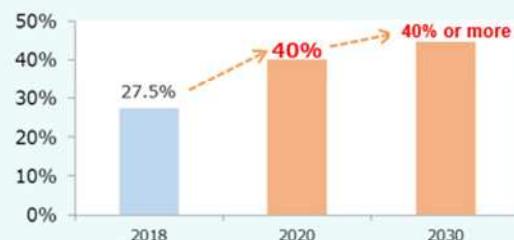
Percentage of "other vacant houses"

2.35%
(FY2018) → Maintain the current level
(2.31%) (FY2025)

Increase the volunteer rate*

Increase the volunteer rate to 40% or higher

27.5% (FY2018) → 40% (FY2020) → 40% or more (FY2030)



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

Project for Improving Housing Focusing on Residents 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 Tokyo Metropolitan Government-Owned Facilities, etc.



- 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 spaces for interaction on the site of Metropolitan housing complexes.
- We will promote the establishment of new hubs in public housing complexes that can serve as the center of the local community.

-
- We will renovate the former National Children's Castle building into the Tomin no shiro (tentative name meaning Tokyo citizens' castle), a hub complex for realizing diversity, utilizing it as a facility where visitors can interact and grow.

Support Project for Leaving No One Behind



- To prevent children, young people, single parents, those in need, people with disabilities, senior citizens, shut-ins, and others facing various problems or uncertainty from becoming isolated from society and enable them to 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 local resident 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 firmly establish a culture of volunteering as a legacy of the Tokyo 2020 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.

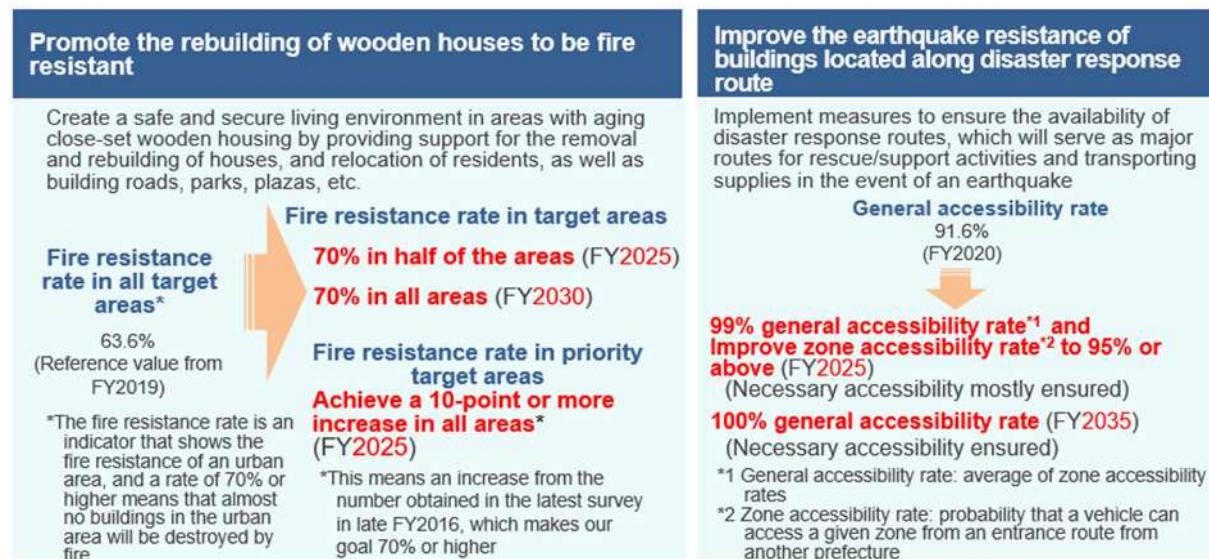
Strategy 8. Strategy for Developing a Safe and Secure City

Strategy overview:

To prepare for a major earthquake directly striking the capital, which could happen at any time, and events 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.

(Appendix) Visions, Strategies and Projects

Policy goals for 2030:



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 river basins, including the construction of revetments and regulating reservoirs, sewerage storage facilities, shoreline protection facilities, and measures carried out on the occasion of urban development projects, and will also promote the use of advanced technology to upgrade flood gates to enhance their operating capabilities, etc.
- In accordance with the Action Plan for Heavy Rainfall, we will accelerate existing initiatives, introduce new measures such as expanding the area for intensive measures, and improve sluice and other facilities, implementing initiatives based on lessons learned from Typhoon Hagibis (2019).

Implementation of Regional 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 varied forms of evacuation including staying at home or sheltering-in-place when possible and voluntary evacuation, and ensure that other possible means are employed to save lives throughout Tokyo, thereby enhancing our capacity to mitigate damage caused by large-scale typhoons and floods.
- We will focus efforts on developing Tokyo's disaster prevention capabilities 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 municipalities concerned, among other measures.

Project for Mitigating Potential Damage from an Earthquake that Directly Strikes Tokyo and Other Disasters



- By enhancing the functions of the Tokyo Tachikawa Regional Disaster Prevention Center, the center will be able to better partner with the Tokyo Metropolitan Government Disaster Response Headquarters to implement emergency measures tailored to each community's characteristics and disaster situation, thereby protecting the lives and property of Tokyo citizens.
- When a disaster strikes, we will provide speedy support throughout Tokyo 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 Accelerate Removal of Utility Poles, we will not only remove poles along metropolitan roads, but also enhance support for removal by municipalities along municipal roads, and promote urban development initiatives to accelerate the shift to underground power lines across the whole of Tokyo.

Project for Building a Fire Resistant City



- Building on the achievements of our Ten-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

(Appendix) Visions, Strategies and Projects

resistant.

- We will steadily implement initiatives for improving disaster-prevention capabilities, such as advancing the construction of designated routes for improvement to create firebreak belts, promoting initiatives to transform close-set wooden housing areas into attractive residential areas, and improving areas dense with wooden structures.
- In addition to improving areas with close-set wooden housing, we will also maintain and enhance disaster resistance in areas with farmland.

Project for Thorough Seismic Resistance



- In accordance with the TMG Plan to Promote Seismic Retrofitting (partially revised in March 2021), we will promote initiatives for improving the earthquake resistance of buildings along designated disaster response routes, houses, designated structures, etc.
- To prepare for earthquakes, etc., we will promote the construction of seawalls, flood gates, and interior embankments, as well as earthquake-resistant wharves to serve as logistics hubs, etc.
- We will promote initiatives to ensure the functionality of all urban infrastructure, including installing earthquake-resistant joint pipes to effectively mitigate water supply failure, enhancing the earthquake resistance of sewer pipes and manhole connection ports to ensure sewer functions, and advancing the seismic reinforcement of pillars in underground sections of the Toei Subway.

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 activities.

Project for Protecting Tokyo Citizens from Traffic Accidents



- We will achieve the world's safest traffic environment and smooth traffic flow, as well as high convenience by utilizing digital technology.

Project to Enhance Systems for Protecting People from Fires and Disasters



- We will use cutting-edge technology with the aim to further improve systems for receiving emergency calls, training for rescue and fire units, the working environment, among other efforts to protect Tokyo citizens from all kinds of fire and disaster.

Project for Stimulating Resident-led Activities to Promote Safety in Local Communities



- 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 participate, and stimulate local organizations by supporting local activities employing digital technology.

Project for Emergency Medical Services which Save Lives



- In response to the increase in demand for emergency medical services, due to an advancing super-aged society and other reasons, we will secure emergency medical services and build efficient operating systems. In addition, we will promote initiatives to educate about appropriate ambulance use.

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 the Tokyo Metropolitan Hospital and Tokyo Metropolitan Health and Hospitals Corporation System



- 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. Strategy for Enhancement of Urban Functions

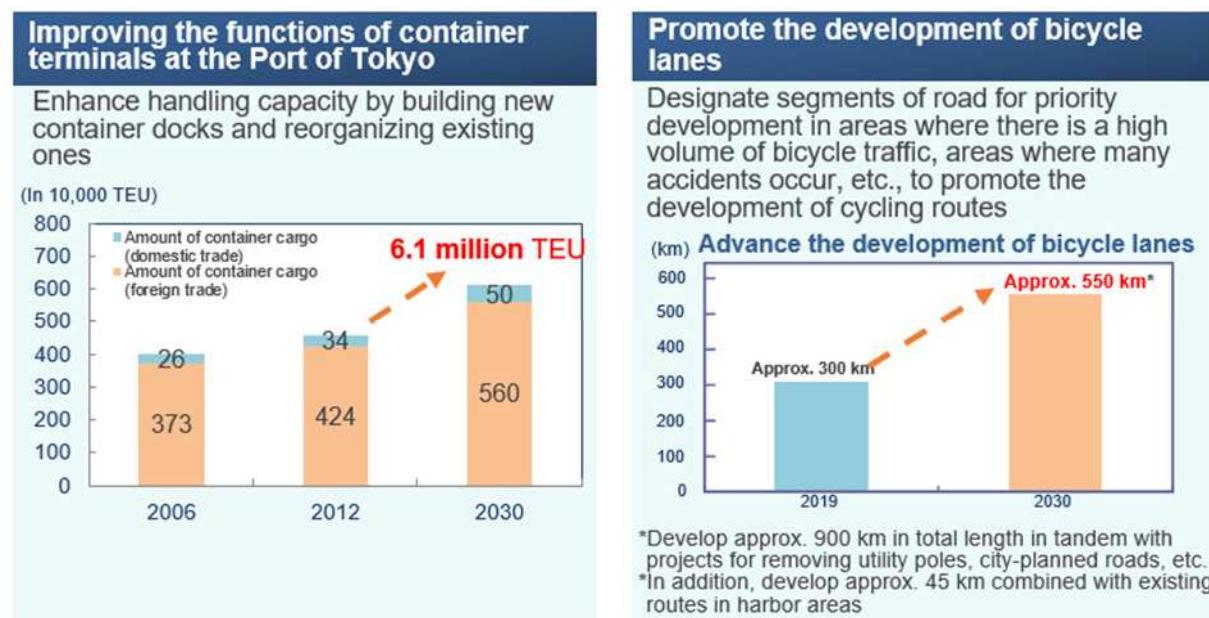
Strategy overview:

By promoting the use of public spaces and renewing built-up areas in Tokyo, we will promote the creation of spaces where people can gather and relax, including open green spaces and waterside areas. In addition, we will promote the concentration of high-quality, diverse urban functions, including introducing the latest technology, to further update Tokyo to make it a state-of-the-art city. And, by systematically extending the life of urban infrastructure and renewing it, we will transform Tokyo into an attractive, world-class city.

We will further enhance arterial roads, the public transportation network, and airport, harbor and logistics functions that support the activities of Tokyo, and also promote initiatives from the perspective of people, such as ensuring that

pedestrians and cyclists can use road space safely and comfortably.

Policy goals for 2030:



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 pedestrian passageways, walkways, and bridges in and around railway stations, improving conditions for bicycle users (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 compact urban development, we will promote initiatives aimed at developing compact, smart communities to realize walkable cities.
- Roads in areas where smooth traffic flow has been achieved through efforts such as the formation of the arterial road network will serve as valuable spaces for “generating relaxation” in the city.
- Aiming to create a bustling environment through the utilization of 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.
- Through initiatives in which we partner with the private sector to demonstrate the potential appeal of parks, including Park PFI, and other efforts, we will promote the “Grand Reform of Tokyo Metropolitan Parks” with the aim to develop parks that everyone can use with ease. .

Formation of Attractive Hubs that Strengthen 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 develop a hub for global exchange that makes Tokyo more attractive and conveys the appeal of the city to advance development in phases.
- We will capitalize on the bay area's strengths, including its proximity to central Tokyo, its function as a gateway to other areas of Japan and the world, and its concentration of legacies from the Tokyo 2020 Games, and advance studies to develop the area into one that gathers people and investment from around the world, generates new values, and creates the future.

Promotion of Urban Development to Realize Smart Cities Based on Local Characteristics



- In order to create a compact, smart city where people can live comfortably, we will promote local development in combination with land utilization planning. In addition, we will work to support and promote the combined utilization of various modes of transport, including buses and taxies, demand-responsive transport, and bicycles, paired with the latest technology to enhance the transportation environment, with facilities such as stations as hubs, so that anyone can travel with ease.
- In the Tama area, we will carry out urban development projects that utilize land owned by the Tokyo Metropolitan Government and the latest technology. We will also encourage urban development initiatives taken by municipalities in the area, including measures to support the “new normal” such as initiatives for remote work and digital transformation, and create a diverse innovation creation hub unique to Tama.

Implement More Advanced Maintenance and Renewal of the Infrastructure that Supports Japan's Capital, Tokyo



- We will promote infrastructure management that includes systematic preventive maintenance of road, river, and other facilities, and extend the service life of infrastructure based on inspection results. We will also improve the efficiency and accuracy of routine management and disaster response capabilities through the use of drones, for example.
- In addition to developing staff with the advanced technical skills needed for infrastructure management and urban development and providing support to municipal employees to improve their technical skills, we will promote measures to secure human resources proficient in digital technology.

(Appendix) Visions, Strategies and Projects

- We will promote renewal of urban infrastructure in conjunction with urban development, such as a project to relocate the Metropolitan Expressway underground in the Nihombashi area.

Further Enhancement of the Public Transportation Network



- We will systematically implement measures to enhance international competitiveness by improving access to and from overseas, increase the vitality and attractiveness of the Tama area, and develop and improve railway networks to contribute to convenience, etc.
- We will operate a BRT (Bus Rapid Transit) service that connects central Tokyo and the waterfront area, 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 promoting the installation of platform doors, establishment of multiple barrier-free routes within stations, establishment of barrier-free transfer routes between transportation providers, and uniform signage.
- We will create convenient and lively transport hubs that integrate stations and the towns where they are located.

Project for an Airport and Sea Port to Win the International Competition between Cities



- 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 and reorganizing container terminals and improving operations using AI and other digital technology.
- We will steadily promote initiatives to make water transportation a popular means for tourism and transport.

Project for Solving the Missing Link to Enhance the Speed of Travel



- Working to complete the expressway network, we will promote efforts to open the Tokyo Outer Ring Road (Gaikan) between the Kan-etsu Expressway and Tomei Expressway and fully open the Metropolitan Inter-City Expressway (Ken-o-do) and make it four lanes at the earliest possible time, and work with the national government and relevant organizations to commercialize the Tokyo Outer Ring Road section linking the Tomei Expressway to Wangan-doro Avenue as soon as

-
- possible.
- In order to steadily advance these projects, we will utilize project liaison meetings and other means to share information with relevant parties, etc.
 - Regarding roads that promote regional exchange and cooperation (Daini Tokyo Wangan-doro, etc.), we will reach out to the national government, among other entities, with the aim to firm up and implement plans.

Project for Creating a Smooth, Easy-to-Use Road Network for All



- We will develop and construct roads to complete the arterial road network in Tokyo's special-ward and Tama areas and advance the elimination of railroad crossings through the implementation of continuous grade separation projects, thereby facilitating comfortable, stress-free road travel, forming a road network that transcends prefectural borders to integrate the functions of the entire Greater Tokyo Area.
- We will promote initiatives for the construction of city-planned roads, including roads that contribute to urban development and revitalization of the city and new routes to be studied.
- We will advance the consideration of the selection of locations where grade separation projects should be implemented, including at congested intersections and routes that cover long distances.
- In addition to making the Metropolitan Inter-City Expressway and expressways inside this loop dedicated ETC (electronic toll collection) expressways, we will promote efforts to make use of expressways more pleasant and trouble-free, including introducing congestion pricing and the eliminating toll booths where expressways managed by different companies meet.

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 regional bicycle networks and promoting bike sharing in accordance with the Tokyo Metropolitan Cycling Promotion Plan, in order to create safe and convenient bicycle routes and improve conditions for cyclists.
- In order to prevent the use of designated school routes and other narrow roads in residential areas as short cuts, we will promote the development of local arterial roads.
- In order to decongest roads by making improvements to intersections, such as by establishing right-turn lanes, we will formulate the Fourth Suisui Intersection Plan (tentative name), and promote development.

Project for Optimization of the Distribution of Goods



- Aiming to further invigorate the central wholesale market that supports our dietary life (maintenance and enhancement of functions, expansion of distribution routes, implementation of BCP measures, etc.), under a management plan to be formulated, we will strategically promote sustainable market management with an eye to the post-COVID era.
- To respond to the diversification of logistics demand in recent years, including e-commerce, we will promote the renewal and development of logistics hub functions, as well as improve logistics efficiency by facilitating logistics tailored to local characteristics.

Project for Monitoring Changes in Tokyo Caused by the COVID-19 Pandemic



- As a result of the COVID-19 pandemic, a variety of shifts are beginning to occur related to the way that people work and live, and their perception of values. Heightened awareness throughout society related to sustainability, including decarbonization and climate change adaptation, can also be seen. Based on such changes and new perceptions of values, we will reevaluate matters, including how the form a city should take has changed after the pandemic has passed, and enhance urban policies.

Tokyo Bay eSG Project: Creating Japan's Future from Tokyo Bay



- Tokyo's Bay Area not only boasts Japan's leading logistics terminals, it is also home to the Tokyo Waterfront City area which features diverse attractions including commercial, entertainment, and Tokyo 2020 Games-related facilities. Additionally, it has the potential of a vast parcel of new reclaimed land to measure about 1,000ha in the future.
- We will leverage this potential to create a model of a city that fuses "nature" and "convenience" in the bay area where people will gather seeking features that can only be found here even in the digital age.

Strategy 10. Smart Tokyo: TOKYO Data Highway Strategy

Strategy overview:

The COVID-19 pandemic exposed the delay in Tokyo's digital transformation.

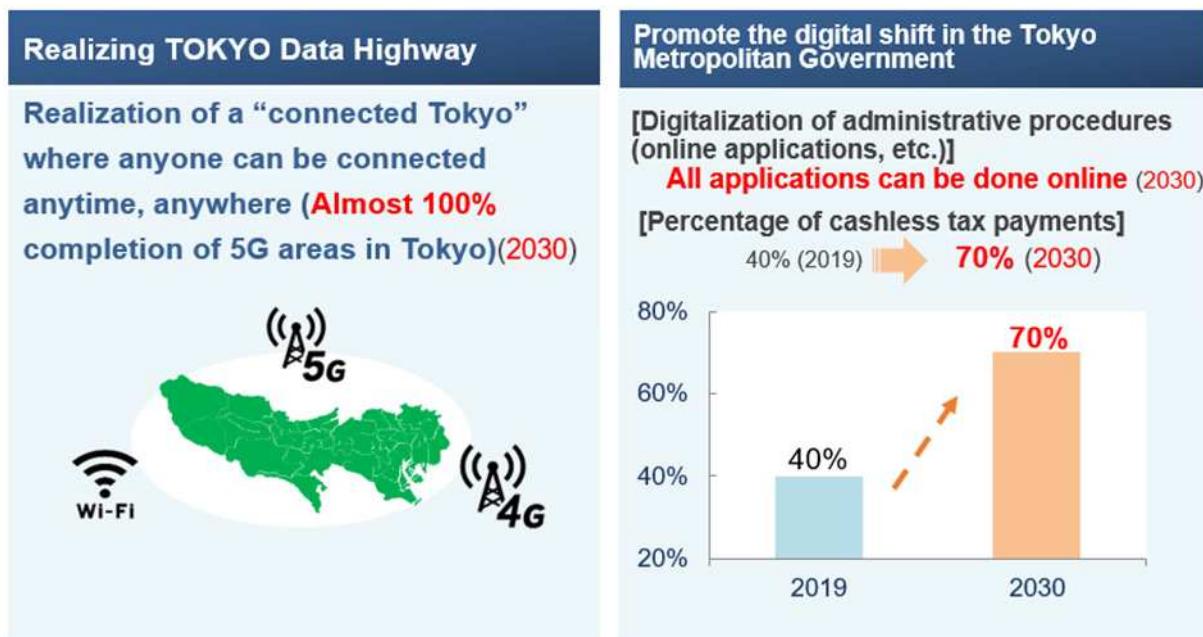
Taking this as an opportunity to boost our digital transformation, we will strongly

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.

By realizing “Smart Tokyo” (Tokyo's Society 5.0), along with raising the quality of life for Tokyo residents, we also aim to become a model city for the world.

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 work to achieve a “connected Tokyo” as soon as possible.
- In “Smart Tokyo” priority areas for implementation, we will intensively promote the implementation of cross-cutting services in that use 5G and other advanced technologies. And, by sharing the outcomes with municipalities in Tokyo, the services will expand to realize “Smart Tokyo” (Tokyo’s Society 5.0).

Project for Speedy Social Implementation of Data-Based Services



- We will strongly promote demonstration projects in a range of fields and realize cross-cutting services through collaborative use of 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 partnership data platform that will enable the integration and collaborative use of various types of data, and create a digital twin environment that combines cyberspace and physical space by promoting the development

and implementation of new data-based services.

Project for Transforming Tokyo Metropolitan Government into a Digital Government



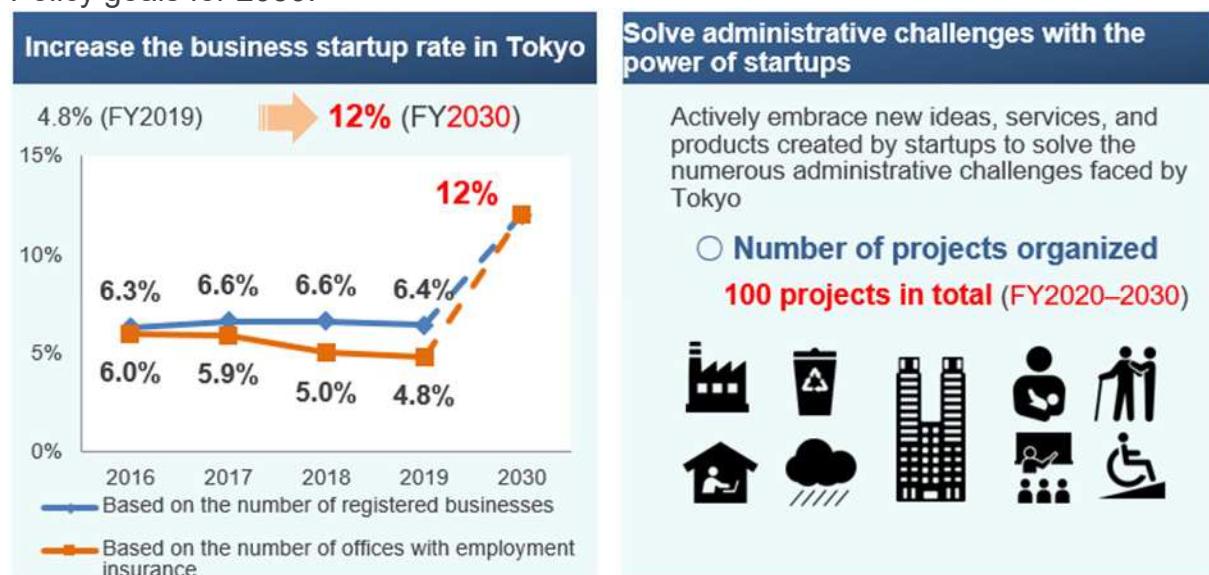
- We will leverage digital transformation to realize the virtual Tokyo Metropolitan Government concept, which aims to transform the Tokyo Metropolitan Government into a digital government, and thereby significantly and consistently improve the quality of Tokyo's administrative services.

Strategy 11. Startup City Tokyo Strategy

Strategy overview:

Startups 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 startups to solve social challenges, and generating sustainable growth, we will transform Tokyo into one of the world's greatest startup cities.

Policy goals for 2030:



Innovation Ecosystem Formation Project



- Using the Startup Ecosystem Tokyo Consortium, among other channels, we will promote the formation of a startup ecosystem and support the creation and growth of startups through industry-academia-government partnerships.
- In order to transform the Tama region into one of the world's most advanced innovation areas, we will promote the Tama Innovation Park Plan.
- Capitalizing on Tokyo's strengths as a city with numerous pharmaceutical companies, investors, universities, and other organizations, we will create an

environment for open innovation and R&D in the fields of drug discovery and healthcare.

Project for Utilizing Startups to Solve Administrative Challenges



- We will apply ideas created by startup companies and civic tech to help solve a broad range of challenges facing the Tokyo Metropolitan Government, and establish a new style of cooperation in which citizens and the local government develop services together.

Project for Nurturing Diverse Startups



- We will strategically roll out initiatives to nurture diverse startups from uncovering seed stage startups through entrepreneurship education and partnerships with universities to cultivate an entrepreneurial mindset to providing support for business management and securing funding tailored to the business' stage of development.

Project for Launching “Future Unicorns” from Tokyo



- By identifying and providing intensive support to promising startups to enable them to achieve rapid growth, we will nurture “future unicorns,” startups which have the potential to evolve into unicorns and drive the economy and business in Tokyo.

Strategy 12. Strategy for a Tokyo That Has Earning Potential and Innovation

Strategy overview:

With social stability and international trust as the foundation, we will build an environment that attracts people, goods, money and information from around the world and transform Tokyo into the most business-friendly city in the world. By utilizing cutting-edge technology and realizing organic cooperation between the various entities supporting Tokyo's economy, we will enhance the productivity and added value of industries in Tokyo to create new business and innovation.

(Appendix) Visions, Strategies and Projects

Policy goals for 2030:



Project to realize “Global Financial City: Tokyo”



- We will implement strategic initiatives that fully use the strengths of Tokyo to restore Tokyo to its position as a global financial hub in Asia.

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 implement regulatory reform, including the use of the special zones system.

Project for Strategic Attraction of Foreign Professionals and Companies



- We will attract foreign professionals, companies, and entrepreneurs to Tokyo, who will collaborate with Tokyo-based companies and human resources to create innovation.

Project for Smart Industrialization Using State-of-the-art Technology



- We will promote the spread of cutting-edge technology by providing technical support that utilizes the local 5G environment, engaging in public-private sector joint R&D, promoting startup development, etc.
- We will enhance productivity and innovate business models across all of 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 startups in Tokyo with opportunities to collaborate with large corporations, universities, research organizations, local governments, and other diverse entities, we will create innovation and realize growth for industries in Tokyo.

Project for Invigorating SMEs and Local Industry for the Next Generation



- We will enhance Tokyo's industrial strength by providing comprehensive support to SMEs facing a variety of business challenges, such as those associated with the creation of new business models for the post-COVID era, business succession, risk management, financing, overseas expansion, and hiring.
- We will achieve local economic growth by revitalizing shopping arcades and the manufacturing industry, which form the core of local industry.

Project for Enhancing Recognition of Tokyo's Industries and Brands



- Through various types of support, 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 the earning potential of Tokyo's agricultural, forestry, and fishery industries by raising productivity through the use of state-of-the-art technology.

Project for Passing on Tokyo's Forests to Future Generations



- Through cultivating momentum for forestation, implementing appropriate forest management, promoting joint lumber utilization with other entities across Japan, and increasing the added value of Tama lumber, we will enhance Tokyo's forestry industry 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, major high-tech companies, and SMEs with advanced technological capacity and combining these entities and individuals with domestic and foreign cutting-edge industries and startups, we will establish the Tama area as 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. Strategy for 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:

Promotion of initiatives to create greenery

Open **130ha of** new metropolitan park land (FY2030)*

Open **107ha of** new marine park land (FY2028)*

*Total newly developed area
Tokyo Metropolitan parks: from 2,038ha to 2,168ha
Marine parks: from 87ha to 980ha



Designate conservation areas

Designate new conservation areas and make land available for public use

Approx. 758ha (FY2019)

<Greenery conservation areas>



Expand by approx. 100ha (FY2050)

<Satoyama conservation areas>



Project to Realize a Tokyo Filled with Greenery



- In accordance with the Comprehensive Policy for Preserving Greenery and other policies, the Tokyo Metropolitan Government and municipalities will take every opportunity to raise the quality and quantity of greenery, including the development of parks and green areas, preservation of farmland and natural areas, and the creation of greenery through urban development by the private sector, and promote initiatives to increase greenery throughout Tokyo.

Project for Seizing upon Urban Development as an Opportunity to Revitalize Waterfront Areas



- We will work with local communities, private developers, and others to highlight the attractions of waterfront areas to create vibrant spaces where people can relax and enjoy.
- By developing centers along the water as part of urban development projects and connecting those locations, we will promote the revitalization of water transport which contributes to vitality along the water and in areas around piers.

Project to Clean Up the Outer Moat



- Taking a long-term approach, we will look at the possibility of restoring the Tamagawa Josui water channel to its original form by again supplying it with water from the Tama River. In the meantime, we will study matters, including securing water sources and the volume of water required to fill the outer moat, improving underground sections of the channel, and methods of constructing new diversion channels, to secure the water needed for the outer moat. In addition, we will engage in activities such as conducting studies of the Tamagawa Josui and considering ways to cooperate with a variety of entities.
- In order to realize a Tokyo that provides warmth and charm, befitting its reputation as a “city of water,” we will advance water quality improvement for the outer moat, which is designated as a historical asset, to offer places to relax to those who work in central Tokyo and invigorate the entire area through the creation of elegant landscapes.

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



- We will work to enhance the ability of forests to replenish water resources to ensure stable river flows and maintain the Ogouchi Reservoir, etc.
- We will work to build resilience to natural hazards to provide a stable supply of

(Appendix) Visions, Strategies and Projects

high-quality water well into the future, and promote the preservation of water quality in public waters.

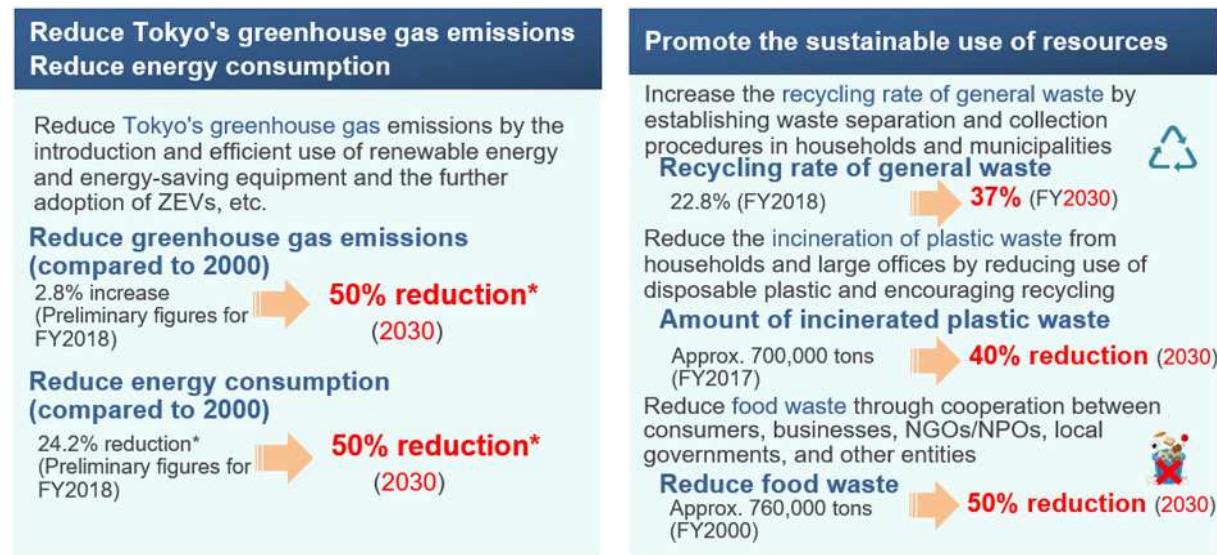
Strategy 14. Zero Emission Tokyo Strategy

Strategy overview:

As a large consumer of energy and resources, it is the responsibility of Tokyo to realize Zero Emission Tokyo by 2050 and contribute to the world's net zero carbon emissions. The actions taken during this decade to the 2030 milestone are crucial for the future.

In order to meet our goal to reduce greenhouse gas emissions by 50% by 2030 in accordance with the "Climate Emergency Declaration: TIME TO ACT," we will advance initiatives through all manners possible, including the utilization of renewable energies and green hydrogen.

Policy goals for 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-based society in a wide range of areas, from mobility to urban development.

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 promote initiatives to realize the city of the future where ZEVs (FCVs, EVs, PHVs) provide transportation.

Project for Promoting the 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 net-zero CO₂ emissions.

Project for Climate Change Adaptation



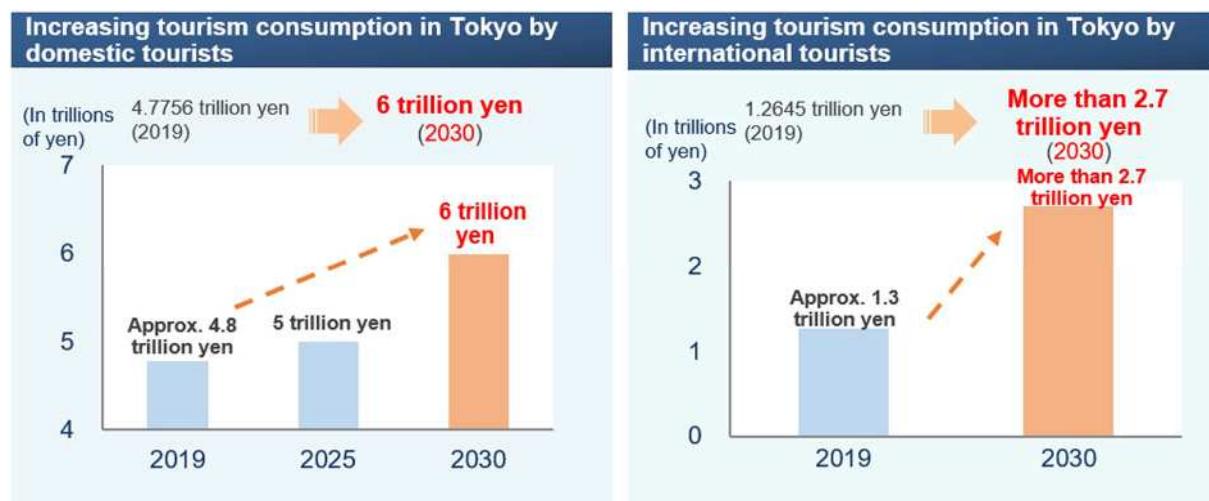
- We will implement measures to prevent and mitigate damage caused by climate change by employing a digital transformation perspective in all fields (natural disasters, health, etc.).

Strategy 15. Strategy for Making Tokyo a City of Culture and Entertainment

Strategy overview:

By refining Tokyo's tourism resources, engaging in all-Japan efforts to promote tourism, in which Tokyo and other areas of Japan work together regionally and organically, and fully utilizing Tokyo's soft power, which is the city's strength, we will transform Tokyo into a city that continues to generate "enjoyment" to become a destination that people want to visit again and again.

Policy goals for 2030:



Project for Creating Attractive Tourism Content



- By developing and promoting new tourism content based on local features, we will stimulate demand for micro-tourism and other forms of domestic tourism, increase tourism consumption, and revitalize Tokyo's tourism industry.

Project for Smart Tourism to Experience Destinations through Technology and on Foot



- By utilizing AI and other cutting-edge digital technology and teaming up with startups, we will build an environment where anyone can safely and conveniently enjoy walking through the city and sightseeing.

Project for Strategic Tourism Promotion through All-Japan Efforts



- We will work with local governments and other entities across Japan in many forms, create diverse sightseeing routes, and engage in joint marketing efforts, thereby strategically promoting tourism as a concerted national effort.

Tourism Marketing in Anticipation of the Post-COVID Era



- By providing tourism information and developing tourism content in anticipation of the post-COVID era, we will raise foreign tourists' expectations for Tokyo as a destination and achieve further growth of the tourism industry with the recovery of inbound tourism.

Project for Creating and Promoting the Arts and Culture through a Combination of Physical and Virtual Experiences



- In order to help people regain enjoyment in everyday life and bring more warmth and energy to our lives, we will exhibit art and hold events in physical spaces, such as at locations around the city, and also use digital technology to provide opportunities to experience the arts and culture in the virtual realm, thereby creating and promoting the arts and culture through a blend of real and virtual opportunities.

Project for Improving Well-Being through the Arts and Culture



- We will implement programs that utilize the power of art and resources of cultural facilities managed by the Tokyo Metropolitan Government, present new approaches to solving social challenges that transcend the realm of culture, such as an aging population and the creation of an inclusive society, and promote Japan's pioneering achievements.

Project for Supporting People Engaged in the Arts and Culture



- We will expand emergency measures to support art and cultural activities, the source of Tokyo's appeal, which have been impacted by the COVID-19 pandemic, and provide artists with comprehensive support tailored to each stage of their career, ranging from support for discovery and development to providing opportunities to display talent, and even support for success on the world stage.

Project for Making Art and Entertainment Part of Everyday Life



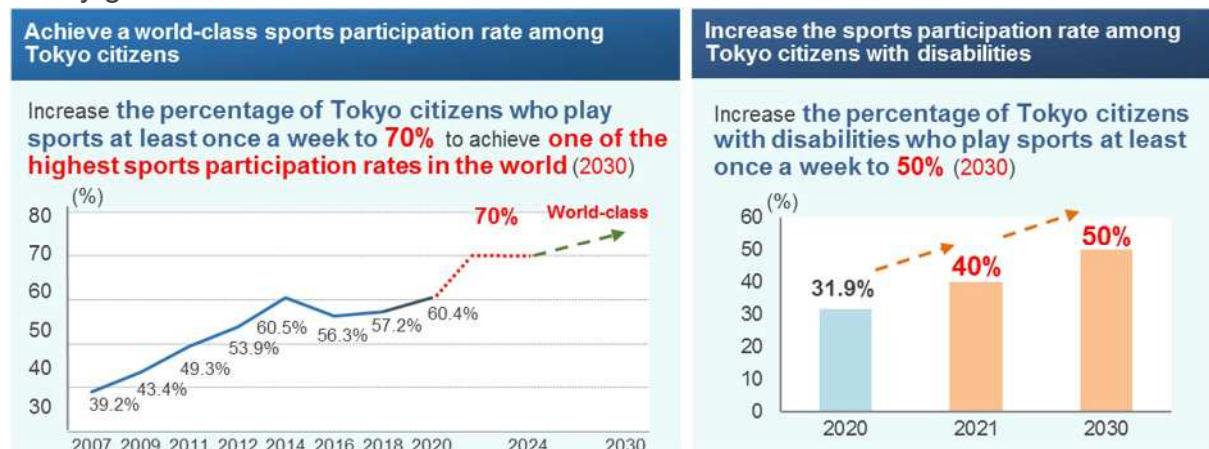
- With a view to the post-COVID era, while leveraging the cultural legacy of the Tokyo 2020 Games, we will maximize the strengths of Tokyo's soft power—art, music, traditional performing arts, entertainment, food, etc.—to make Tokyo a city where people gather and enjoy themselves once again.

Strategy 16. Sports Field Tokyo Strategy

Strategy overview:

By fully leveraging the legacy of the Tokyo 2020 Games to create an environment for people to enjoy playing, watching, and supporting sports, and devising ways to develop the popularity of parasports, we will make Tokyo into a “sports field” city where everyone can enjoy the benefits of the power of sports, such as becoming more healthy and connecting with others.

Policy goals for 2030:



Sports Field Tokyo Project



- We will transform everyday places into locations where Tokyo citizens can enjoy sports and develop new ways to enjoy sports using state-of-the-art technology, thereby making sports part of everyday life in Tokyo.

Sports Venue Legacy Project



- We will fully capitalize on the new attractions of sports facilities, such as the venues that we built for the Tokyo 2020 Games, transforming them into hubs where Tokyo citizens can gather to enjoy sports and other activities.

Parasports City Project



- As a legacy for Tokyo, the world's first city to host the Summer Paralympic Games twice, we will promote initiatives to develop the popularity of parasports so that they can be enjoyed by anyone, anytime, anywhere, always. .

Sports Wellness City Project



- To enable all people to enjoy sports in everyday life and achieve wellness, we will collaborate with private-sector companies with cutting-edge technologies and others to promote digital transformation to create new value and appeal with sports at the core.

Strategy 17. Strategy for Promoting the Tama Area and the Tokyo 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 also facing challenges such as the threat of natural disasters and a declining and aging population. By forging even closer relationships with municipalities for collaboration and cooperation, we will resolve challenges and create communities full of prosperity and vitality together.

Project for Developing Industry in the Tama Area and the Islands



- In order to transform the Tama area into one of the world's most advanced innovation areas, we will promote the Tama Innovation Park Plan.
- We will promote open innovation in the Tama area, as well as business

succession, market expansion, and utilization of local resources that will lead to improving the business foundation of SMEs and promoting local industry.

Project for Promoting Agriculture, Forestry, and Fisheries in the Tama Area and the Islands



- We will enhance productivity and profitability by promoting smart agriculture, forestry, and fisheries.
- By improving recognition of Tokyo's agricultural products, lumber, and seafood and promoting their appeal, we will make these industries attractive ones with high added value.
- By enhancing the foundation for these industries and training human resources in the field, we will establish robust agriculture, forestry, and fisheries for generations to come.

Project for Promoting a New Tokyo-Style Educational Model (Major Initiatives in the Tama Area and the Islands)



- We will roll out a new Tokyo-style educational model that takes into consideration each child's personality and abilities. And, society as a whole will support their growth.

Project for Supporting Work Styles that Fit the New Era



- To enable people in the Tama area to work close to home, we will promote the use of remote work and satellite offices.

Promotion of Urban Development to Realize Smart Cities Based on Local Characteristics



- In order to create a compact, smart city where people can live comfortably, we will promote local urban development in combination with land utilization planning. In addition, we will work to support and promote the combined utilization of various modes of transport, including buses and taxies, demand-responsive transport, and bicycles, paired with the latest technology to enhance the transportation environment, with facilities such as stations as hubs, so that anyone can travel with ease.
- In the Tama area, we will carry out urban development projects that utilize land owned by the Tokyo Metropolitan Government and the latest technology. We will also encourage urban development initiatives taken by municipalities in the area, including measures to support the "new normal," such as initiatives for remote

(Appendix) Visions, Strategies and Projects

work and digital transformation, and create a diverse innovation creation hub unique to Tama.

- In conjunction with the extension of the Tama Monorail Line (Kamikitadai – Hakonegasaki), we will promote sustainable urban development in the municipalities located along the line to ensure that anyone can travel conveniently, diverse forms of lively exchange are generated, urban functions are concentrated in the area around stations, and a good residential environment is created in harmony with nature.
- In the area around Minami-Osawa Station, we will promote urban development initiatives that incorporate cutting-edge technology, including the utilization of land owned by the Tokyo Metropolitan Government and implementation of 5G pilot programs through industry-academia partnerships.
- In the area around Hachioji Station, we will promote urban development initiatives for creating diverse forms of innovation in the Tama area in conjunction with the construction of the Tokyo Metropolitan Tama Business Activation Center.
- By increasing the use of renewable energy in line with the local characteristics of the islands, we will make steps toward achieving “Zero Emission Islands.”

Improvement of Transportation Networks in the Tama Area and the Islands



- We will systematically promote measures to enhance international competitiveness by improving overseas access, increase the vitality and attractiveness of the Tama area, and develop and improve railway networks that contribute to more convenient railway use.
- In order to provide means for tourists and others to access the islands, we will build and improve the harbor facilities needed to increase the reliability of regular ferry services and construct airport terminals, thereby enhancing harbor and airport functionality. Furthermore, we will engage in initiatives for improving user convenience, including the development of transport information provision tools for the islands.
- By making improvements to the Tama area's road network, enhancing airport functionality, and developing logistics hubs, we will make the Tama area's public transportation network more robust.

Project for Supporting People with Mobility Impairments



- We will provide support to enable people with mobility impairments to shop locally with peace of mind, support the introduction of demand-responsive transportation toward the creation of a highly convenient city in which anyone can travel easily, and implement other measures to promote the formation of an efficient local public transportation network.
- 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 barrier-free routes.

Project for Improving Housing Focusing on Residents 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.
- We will focus efforts on adapting to new work styles, creating places for senior citizens to gather and socialize, ensuring safe and secure housing, and improving the housing safety net.

Support for Municipalities Utilizing Urban Development Promotion Concierges



- By centralizing consultations from municipalities and providing support in cooperation with the relevant bureaus, we will promote local urban development measures implemented by municipalities, including community and mobility support programs for the coming era.

Project to Realize a Tokyo Filled with Greenery



- In accordance with the Comprehensive Policy for Preserving Greenery and other policies, the Tokyo Metropolitan Government and municipalities will take every opportunity to raise the quality and quantity of greenery, including the development of parks and green areas, preservation of farmland and natural areas, and the creation of greenery through urban development by the private sector, and promote initiatives to increase greenery throughout Tokyo.

Conserving and Respecting Nature in the Tama Area and the Islands



- Conserving and utilizing Tokyo's rich natural resources, we will create an environment where people and nature can live in harmony.

Sharing Information on the Precious Blessings and Value of Nature



- We will improve the value and attractiveness of natural parks, conserve, utilize, and share information about the rich natural environment, and pass it on to future generations.

Making the Tama Area and the Islands More Disaster Resilient



- Regarding the challenges faced by the Tama area and the islands with respect to preparing for disasters such as typhoons, floods, earthquakes, tsunamis, and volcanic eruptions, we will systematically implement measures to improve infrastructure, as well as effective non-infrastructure measures, and use cutting-edge technology, among other means, to boost disaster preparedness and protect the lives and assets of Tokyo citizens.

Improve Healthcare in the Tama Area and the Islands



- In view of the challenges facing the Tama area and Tokyo Islands, such as an aging population and a lack of medical resources compared to that of Tokyo's special ward area, we will build a system that allows everyone to receive the medical attention they need.

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



- By improving local tourism content that is unique to the Tama area and the islands, utilizing state-of-the-art technology, and other means, we will implement a strategy to enable these destinations to keep attracting visitors from Tokyo, other areas of Japan, and overseas.

Making the Islands Even More Attractive



- Through initiatives to develop a brand identity for the islands and encourage people to settle there, we will build a prosperous and lively community in the islands.
- To draw up a feasible plan for realizing access to the Ogasawara Islands by air while at the same time minimizing environmental impact, we will identify and examine the challenges that exist to improve access to the islands.

Utilizing Digital Technology to Solve Social Challenges Faced by the Islands



- We will implement a project in Hachijojima designed to solve various social challenges faced by the islands, including improvement of living conditions, promotion of industry, and improvement of administrative services, through active use of the 5G network, AI, and other means. Using Hachijojima as a model, the project will then be expanded to other islands, including small, isolated ones, thereby developing a sustainable development model for the Tokyo Islands.

-
- By introducing municipal cloud-based systems and sharing administrative tasks in the Tokyo Islands, we will lessen the burden on administrative staff and provide services to residents in a stable and consistent manner into the future.

Strategy 18. All-Japan Partnership Strategy

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



[Action 1: Build a firm relationship of trust with other areas across Japan and prosper and grow together, through various forms of cooperation]

- By developing a closer relationship with local governments across Japan through various forms of cooperation, including collaboration to solve challenges faced by the entire country and collaboration between prefectures to implement projects that effectively contribute to mutual development, we will achieve growth both in Tokyo and regions outside of Tokyo, which will in turn lead to the development of Japan as a whole.

[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 that share the same goals. And through efforts such as sharing our ambitious initiatives with the world, we will resolve issues together.

[Action 3: While actively providing support when a disaster strikes and support for reconstruction in affected areas, work to expand relationships]

- In recent years, we have seen frequent cases of natural disasters causing severe damage over wide areas. Therefore, local governments across Japan must work together beyond administrative boundaries to respond when a disaster occurs. We will provide active, swift disaster relief and reconstruction support to affected areas outside Tokyo when a disaster strikes and walk the path to recovery together. In addition, we will leverage our experience and know-how to promote cooperation between local governments.

[Action 4: Promoting broad, diverse exchange more than ever]

- In the future, through advances such as developments in the latest technology, establishment of high-speed telecommunications networks, and travel between Tokyo and other areas made possible by the start of Linear Chuo Shinkansen

(Appendix) Visions, Strategies and Projects

high-speed train services and other means, it will be even easier to engage in business or personal exchange. While continuing to function as a hub, Tokyo will actively embrace the latest digital technology to promote diverse forms of exchange, going beyond conventional ways of thinking.

- The formation of deeper ties between the people and companies of Tokyo and regions across Japan will lead to the creation of new value. Exchange will also lead to new forms of collaboration with other regions. We will explore ways to generate a virtuous cycle of exchange between Tokyo and other regions.

Strategy 19. Olympic and Paralympic Legacy Strategy

Strategy overview:

Tokyo is mobilizing all of its resources to advance preparations to overcome the difficulties presented by the COVID-19 pandemic and make the Olympic and Paralympic Games Tokyo 2020 a success.

We will present the Tokyo 2020 Games as a new model for the Olympic and Paralympic Games and **develop our numerous tangible and intangible initiatives into an urban legacy, thereby enriching the lives of Tokyo citizens.**

Strategy 20. Strategy for Structural Reform of the Tokyo Government

Strategy overview:

We will utilize cutting-edge technology to the fullest extent possible and leverage the speed, planning strengths, and creativity of private-sector companies and other entities, in order to realize metropolitan administration that continues to create **optimal administrative services from the Tokyo citizens' point of view**. We will approach our work from **a global perspective** and help solve common challenges faced by the world.

We will build **a sustainable fiscal foundation** that enables us to implement these strategic policies.

Structural Reform of the Tokyo Government (New Tokyo Government): Changing the TMG to Change Tokyo



- Continuing and building on previous reform, we will utilize digital transformation to strongly promote structural reform of the Tokyo Metropolitan Government that delves down deep to the foundation of its systems and structure to improve the quality of administrative services, thereby improving the quality of life of Tokyo citizens and realizing a society where everyone can enjoy safety, security, and happiness.
- We will place top priority on seven core projects that will open the way for further reform, such as the virtual Tokyo Metropolitan Government concept, which leverages digital transformation, with the aim to develop a foundation for digital government by FY2025.
- Leading projects, centered on digital transformation, will also be implemented by TMG bureaus to reform the foundation of their respective systems and structure,

thereby radically changing the way services are provided and work is done in each bureau and establishing a new administrative standard throughout the TMG.

Global City Strategy Project



- In order to become “the city that the world chooses,” we will develop a global network from Tokyo that utilizes the city’s strengths in areas such as the environment, advanced technology, infrastructure technology, culture, sports, finance, and education and strengthen Tokyo’s presence and increase its magnetism.

Sustainable Fiscal Strength to Facilitate Strategic Policy Implementation



- The Tokyo Metropolitan Government is facing an increasingly difficult financial situation due to the adverse economic impact of COVID-19, among other factors. Therefore, we will further refine the fiscal flexibility that we have cultivated to date in order to maintain a sustainable fiscal foundation capable of supporting policy implementation that should be undertaken by the Tokyo Metropolitan Government.

Appendix

FUTURE TOKYO STORY

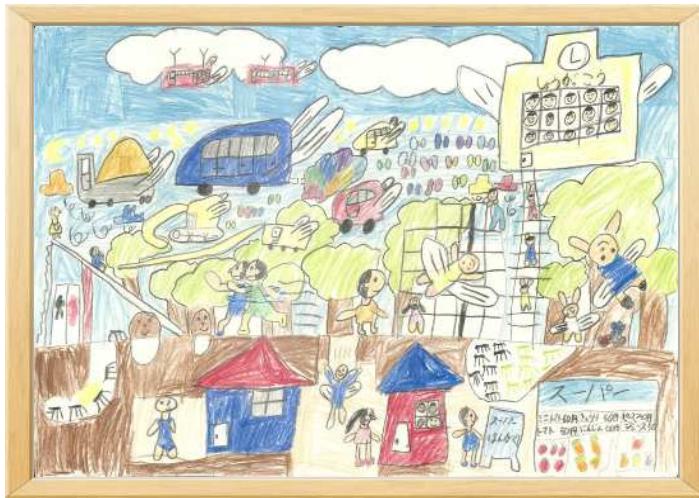
From the next page we feature a manga, FUTURE TOKYO STORY, staged in Tokyo in the future. It was prepared along with the formulation of Future Tokyo: Tokyo's Long-Term Strategy, which forms the basis of this report.

During the formulation of the Future Tokyo strategy, the Tokyo Metropolitan Government held an art contest on "What Tokyo will look like when I grow up." Drawings and essays full of dreams and ideas were sent in from elementary and middle school students in Tokyo.

This manga is based on the grand prize-winning drawing in the lower elementary school grades division, and was prepared to have people of all backgrounds think about future Tokyo.

Art Contest: "What Tokyo will look like when I grow up"

Grand prize winner (lower elementary school grades division)



When I grow up, the entire city of Tokyo will be a park.
You'll be able to run and play anywhere you like.
Cars and trains will fly in the sky.
Homes and shops will be underground.
Elementary schools will be in the sky making them super fun.

"A city completely covered with parks"

(Kato Kotaro, Koto Municipal Dai-ichi Kameido Elementary School)

This drawing and essay are also used on the back cover of Future Tokyo

You can watch the Manga Music Video (MMV) of this manga using the following URL.

<https://youtu.be/PjZNR-zoE9A>

THAT WAS WHEN IT BEGAN...

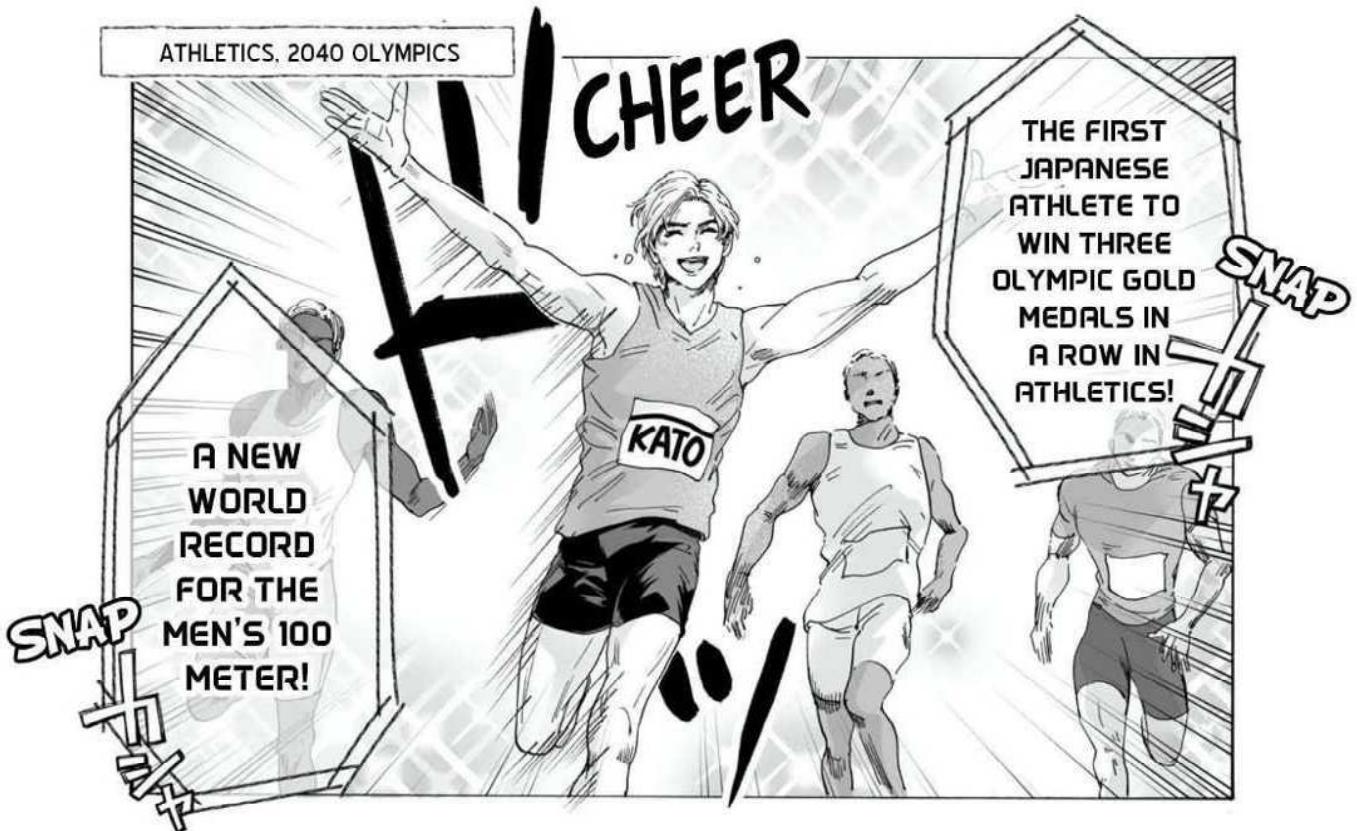
THE YEAR 2020
ART CONTEST AWARDS CEREMONY FOR
DRAWING THE "FUTURE TOKYO" TO HELP
CREATE TOKYO'S LONG-TERM POLICY

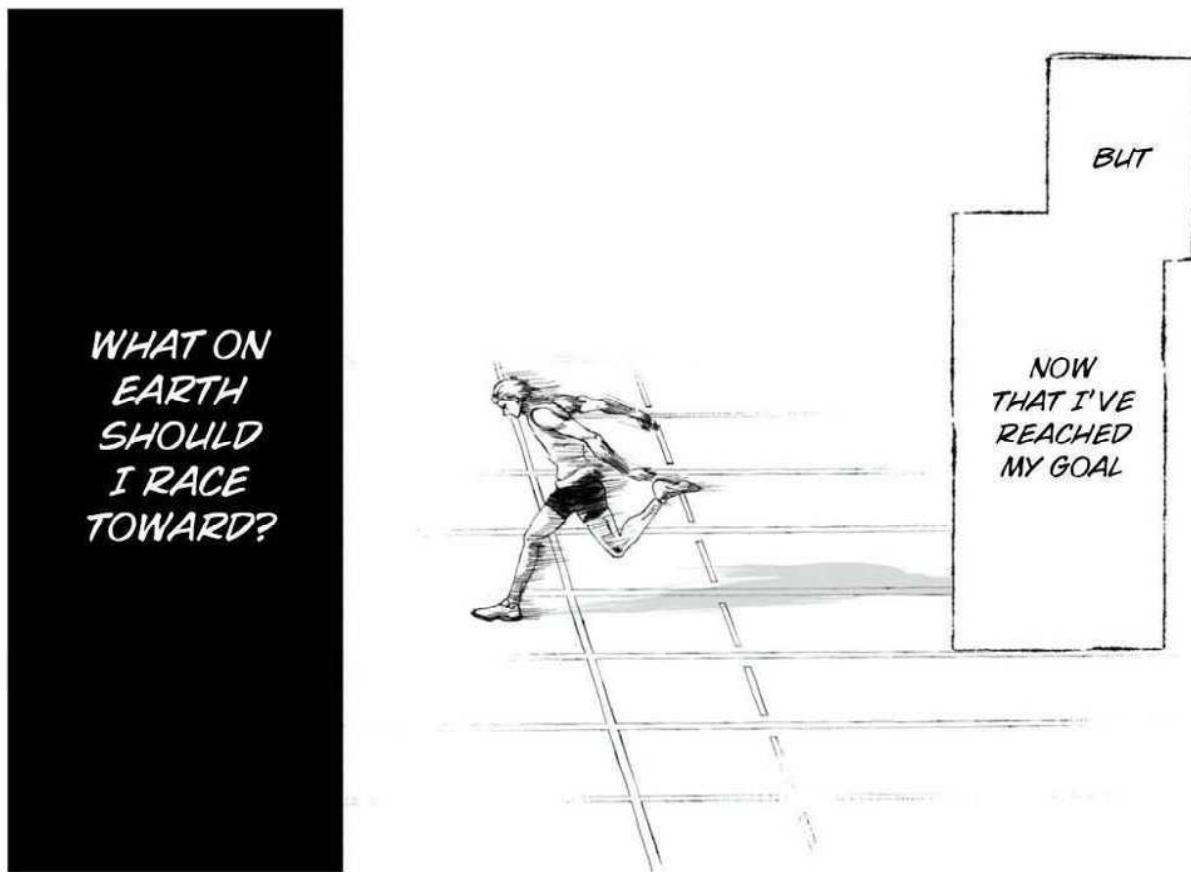
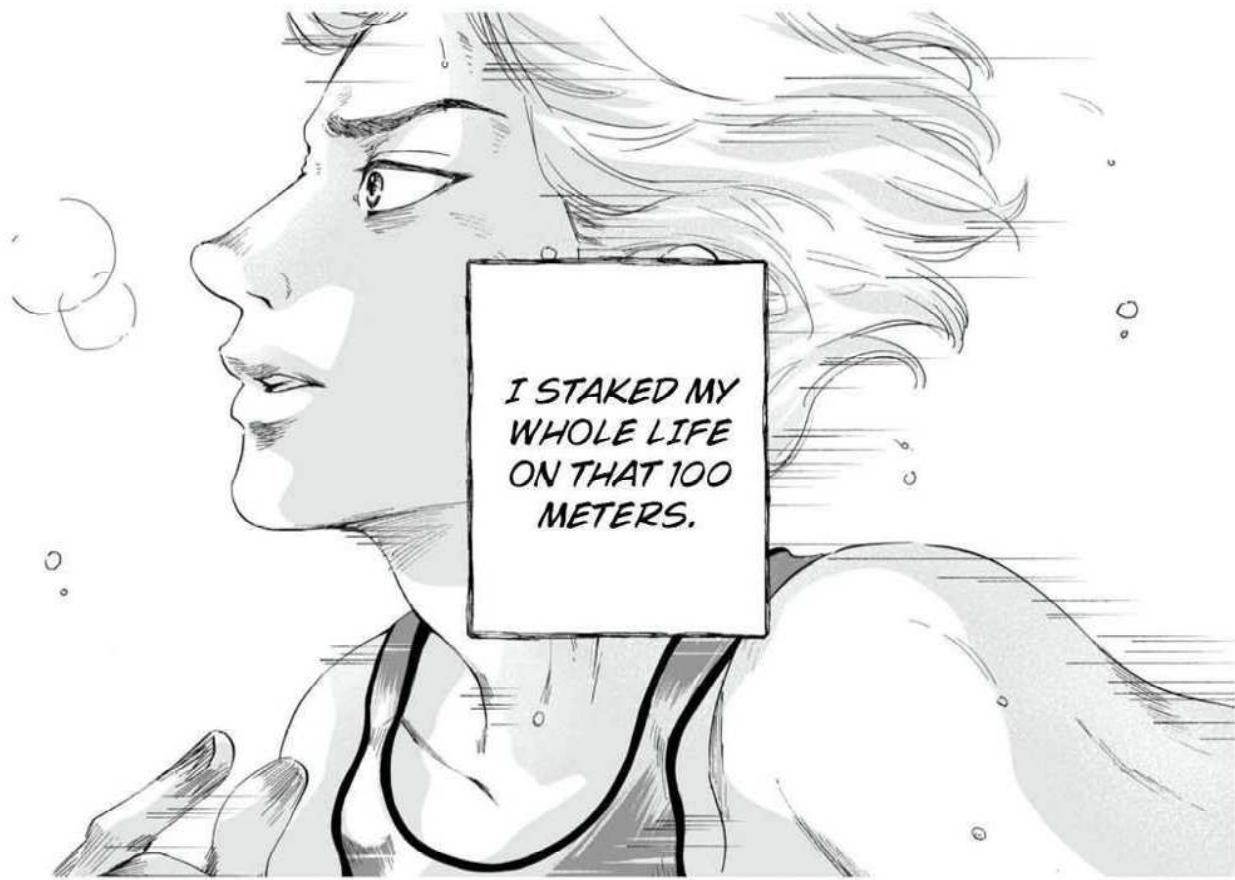


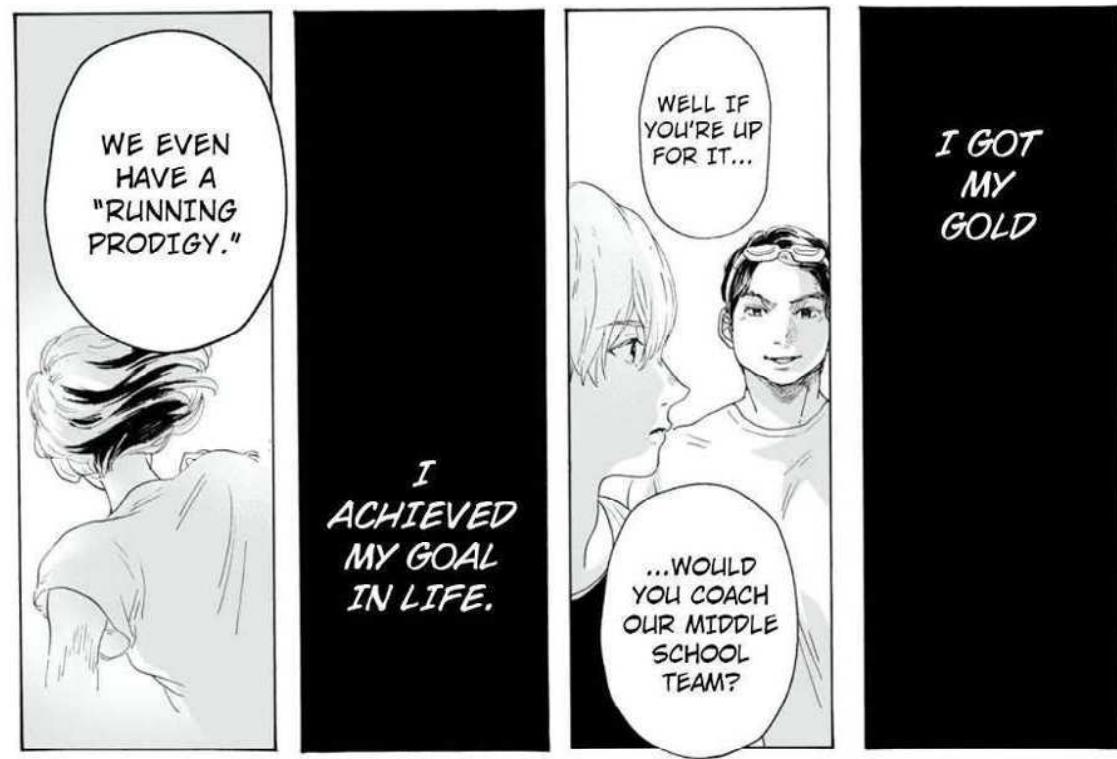


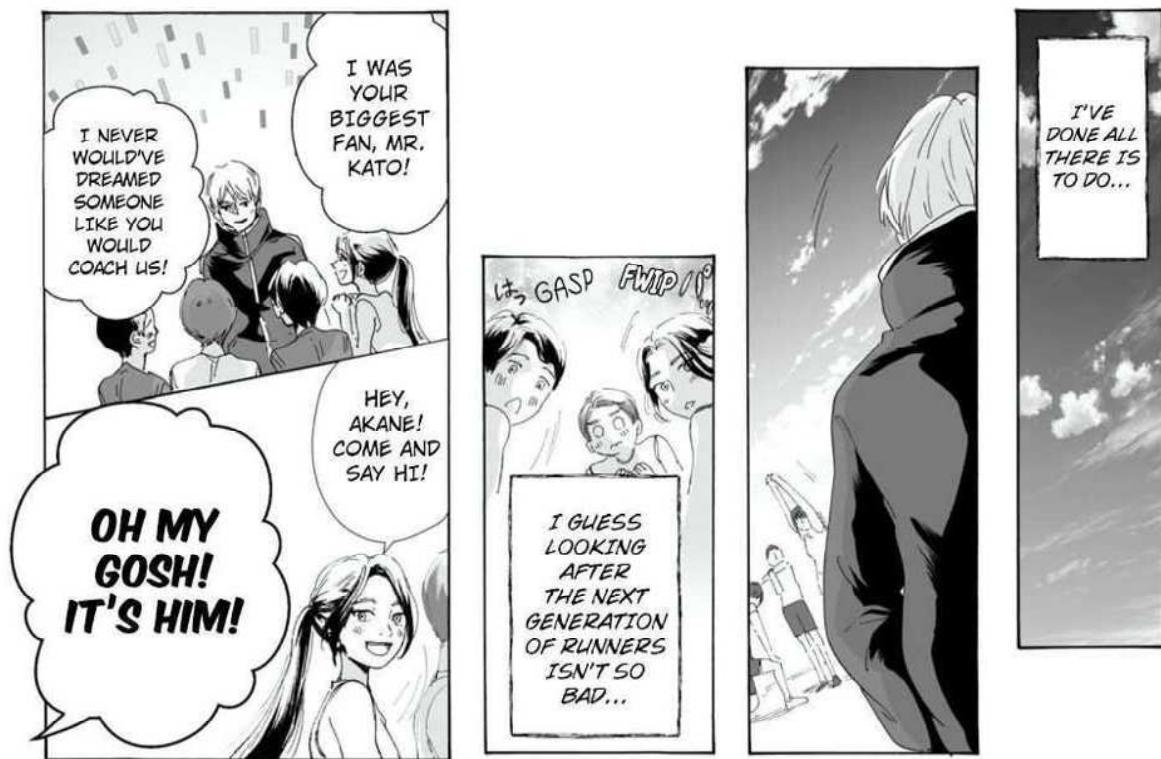
TWENTY YEARS LATER - 2040.

THE OLYMPICS, ATHLETICS









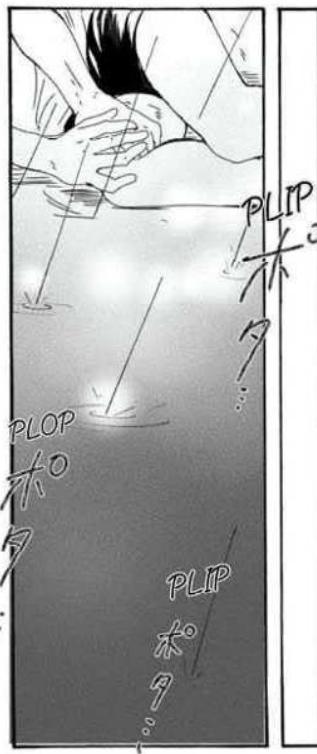


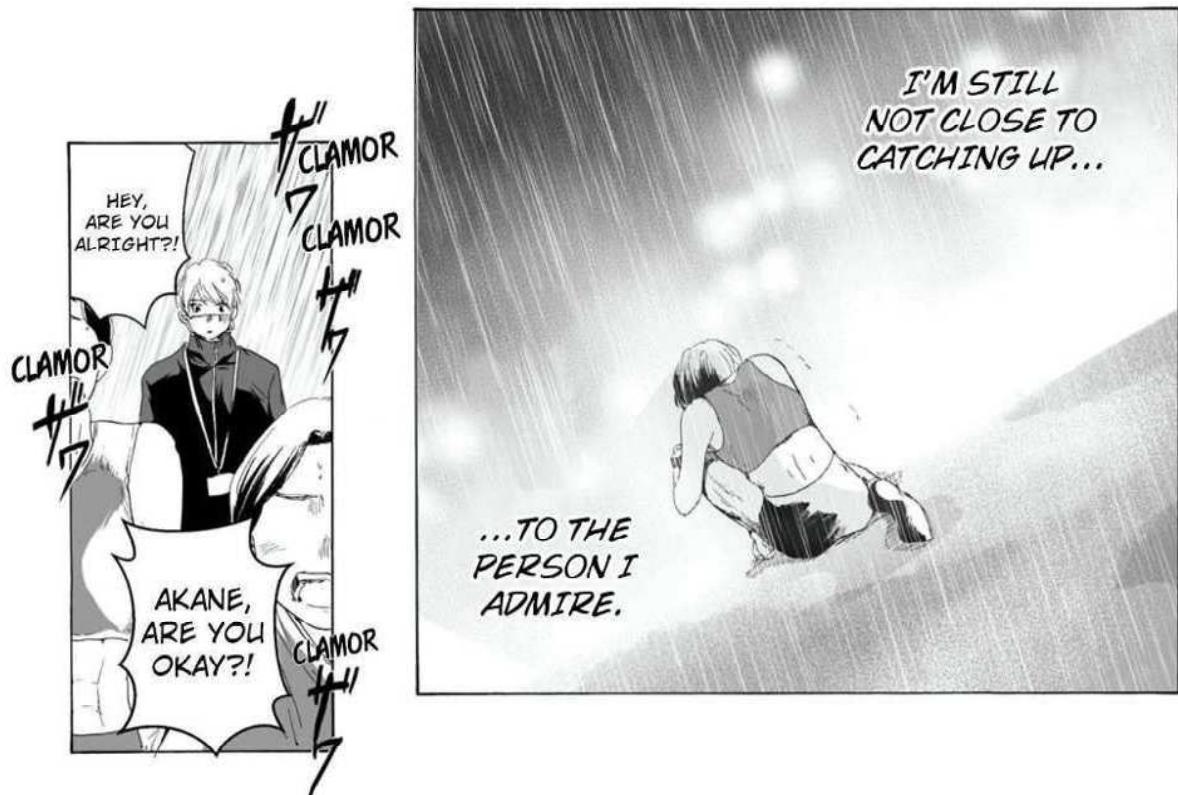


I AM DEFINITELY GOING TO WIN THIS YEAR'S JUNIOR CHAMPIONSHIP!

I'M GOING TO PUSH MYSELF FARTHER THAN EVER BEFORE.



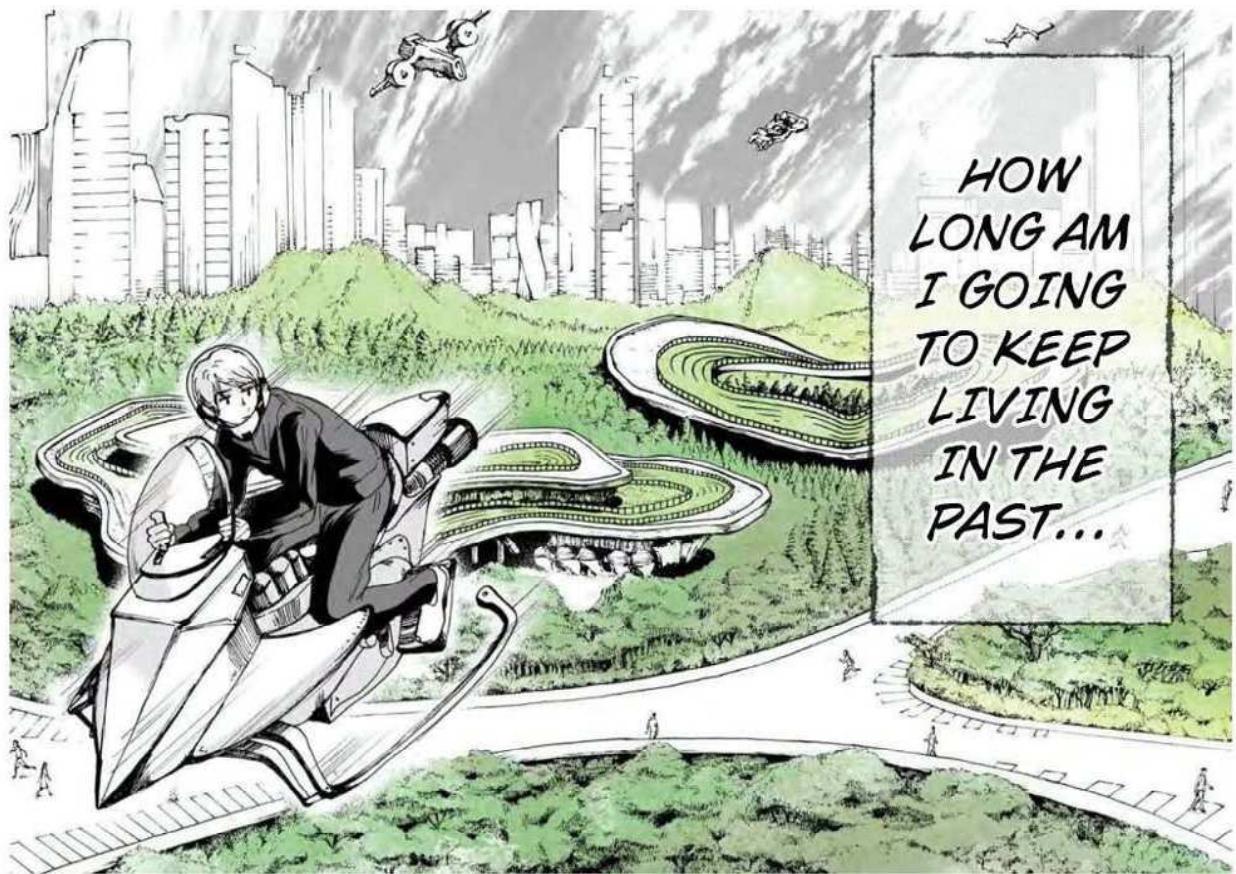


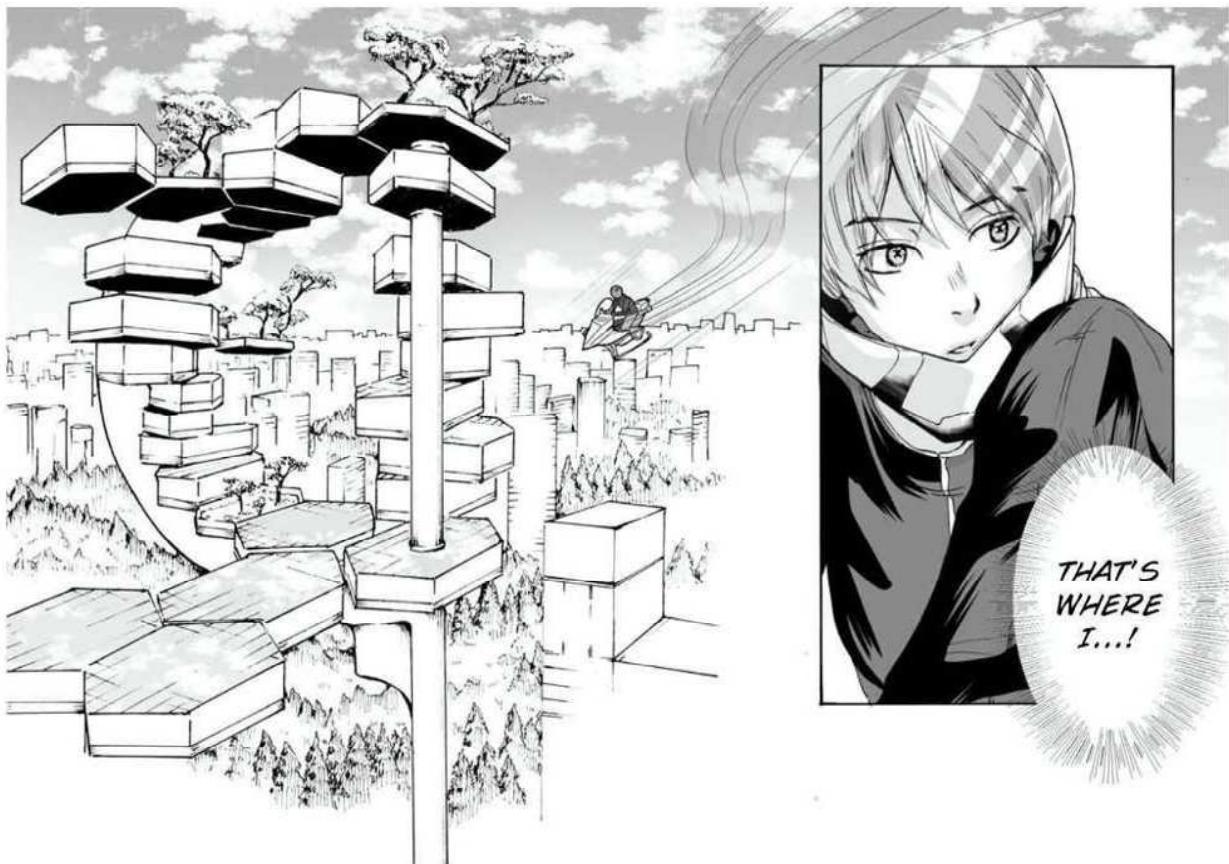
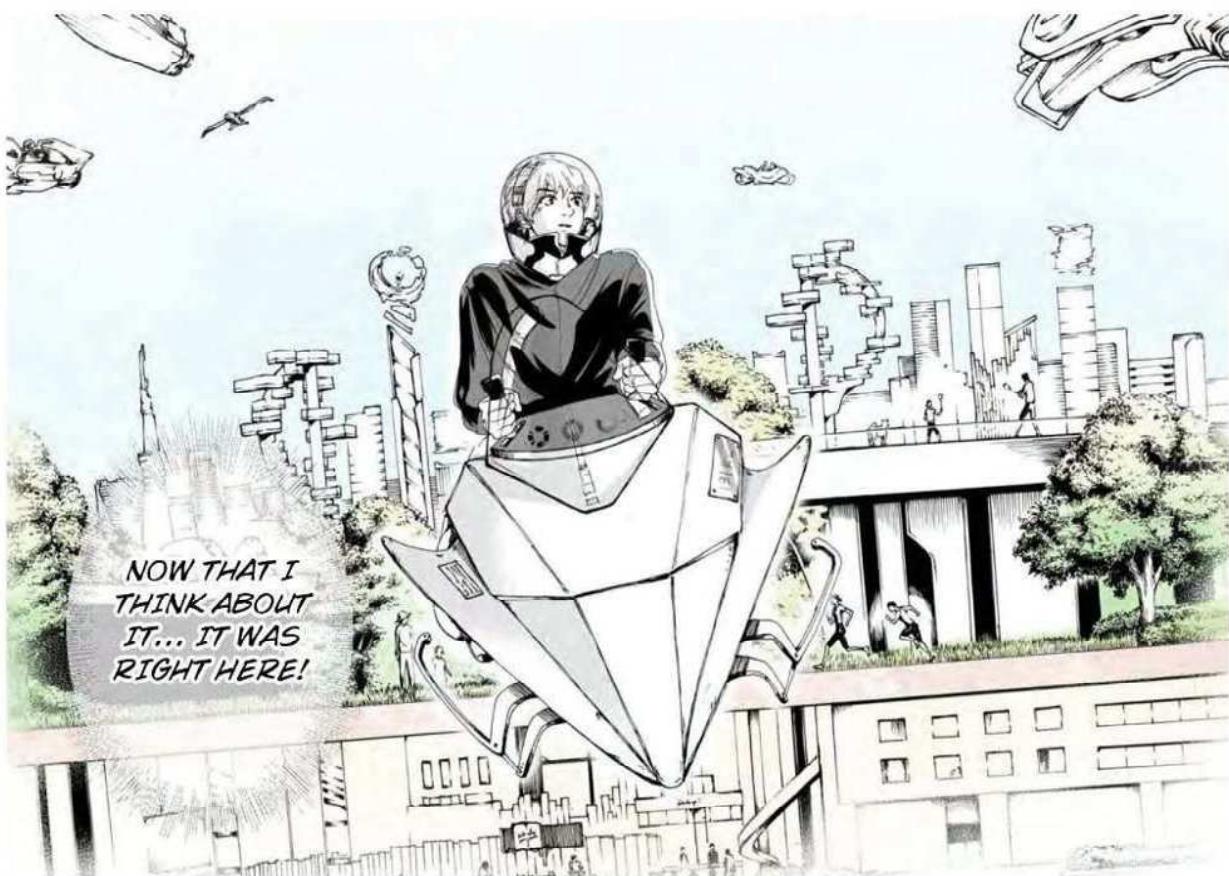




*DISPLAY PATCH:
A TOUCH PANEL THAT CAN BE ATTACHED DIRECTLY TO THE SKIN.
RECORDS DATA SUCH AS HEART RATE.









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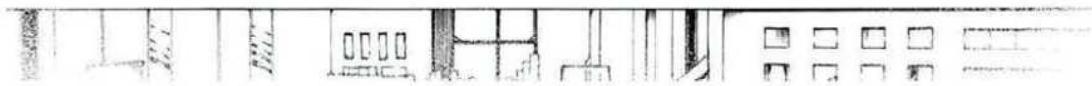










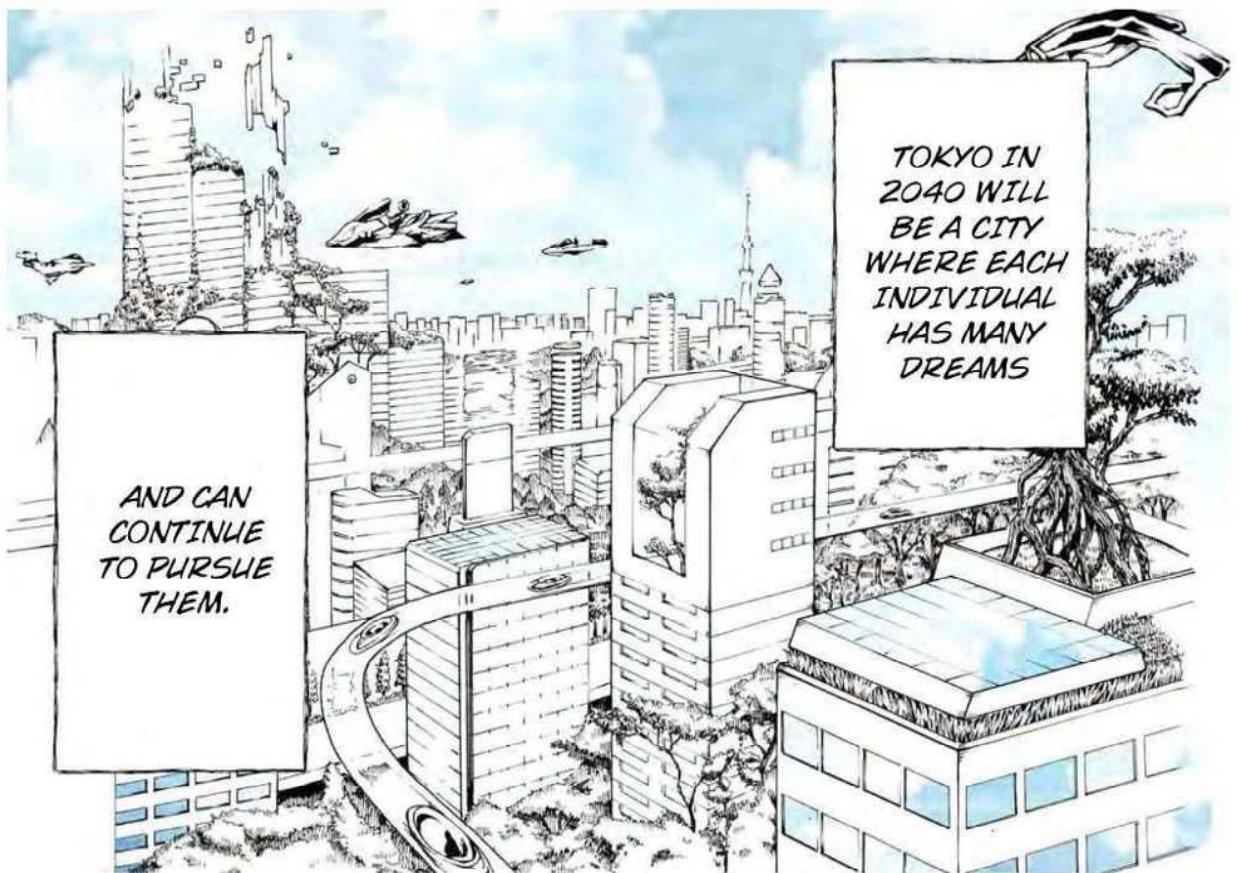






YOU CAN HAVE
MORE THAN
ONE PERSON
YOU WANT TO
BECOME...





A BOLD VISION
FOR THE FUTURE IS
WHAT WILL USHER
IN THE NEW ERA.