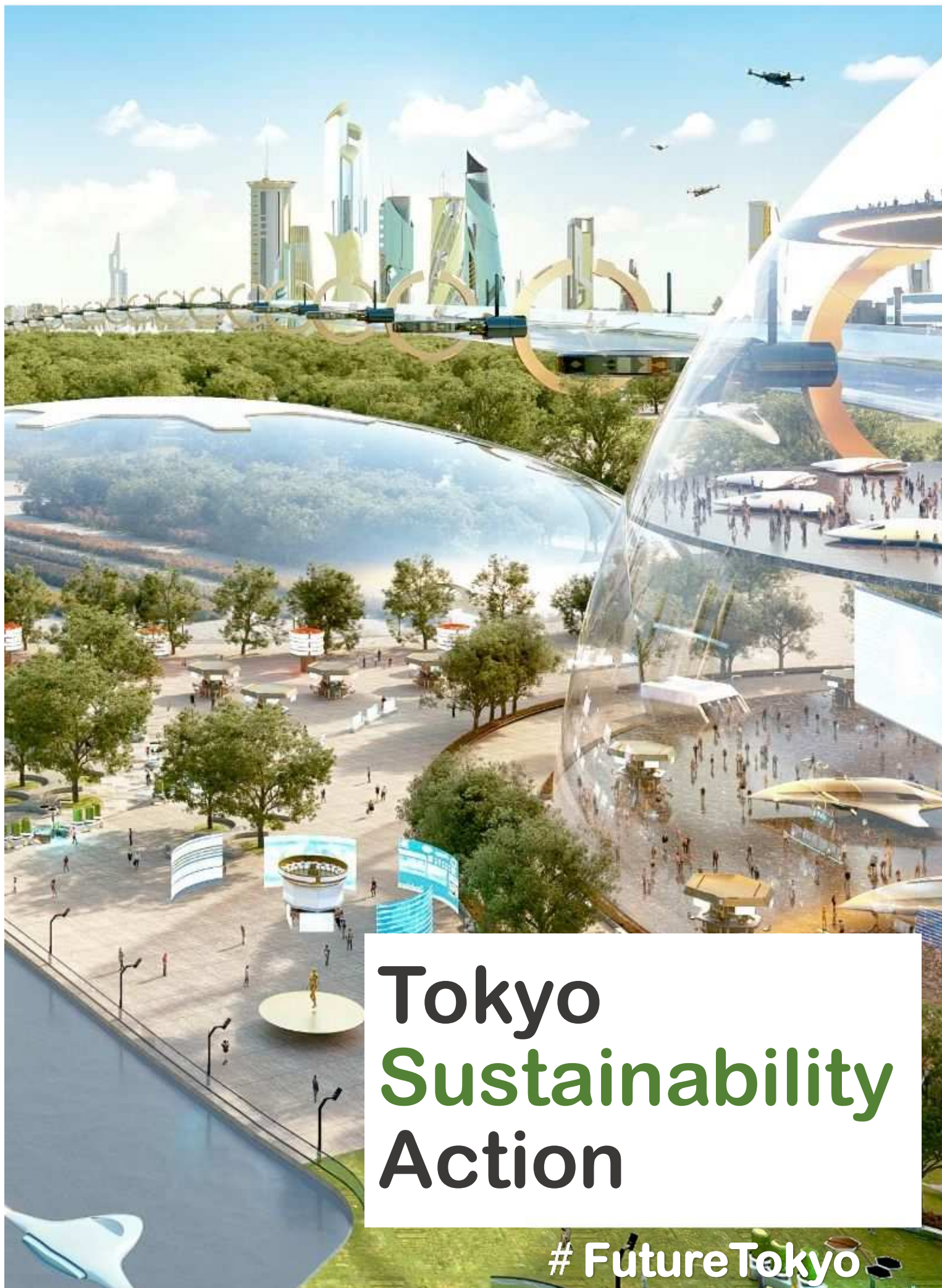




TOKYO METROPOLITAN GOVERNMENT



Tokyo Sustainability Action

FutureTokyo

Contents

Message from Governor Koike Yuriko	2
Executive Summary	3
Overview of Tokyo	5
Confronting the Current Crises	7
Overcoming the crises to realize a sustainable Tokyo	9
Implementing Policies from the Perspective of the SDGs	
Integrating the three dimensions of the SDGs and Realization of a society where “no one is left behind”	13
Tokyo Bay eSG Project (Version 1.0)	15
Smart Tokyo: TOKYO Data Highway Strategy	17
Strategy for Earning Potential in Tokyo and Innovation	19
Strategy for Putting Smiles on the Faces of Children	21
Strategy for Promoting Women’s Empowerment	23
Strategy for Realization of a Chōju (Longevity) Society	25
Strategy for Valuing “Dwellings” and “Community”	27
Strategy for Developing a Safe and Secure City	29
Strategy for Enhancement of Urban Functions	31
Strategy for Making Tokyo a City Filled with Water and Greenery	33
Zero Emission Tokyo Strategy	35
Strategy for Structural Reform of the Tokyo Government	37
All-Japan Partnership Strategy	39
Promoting SDG Initiatives from Tokyo	40
Appendix	
Visions, Strategies and Projects	43
FUTURE TOKYO STORY	84

Message from Governor Koike Yuriiko

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 Yuriiko
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.

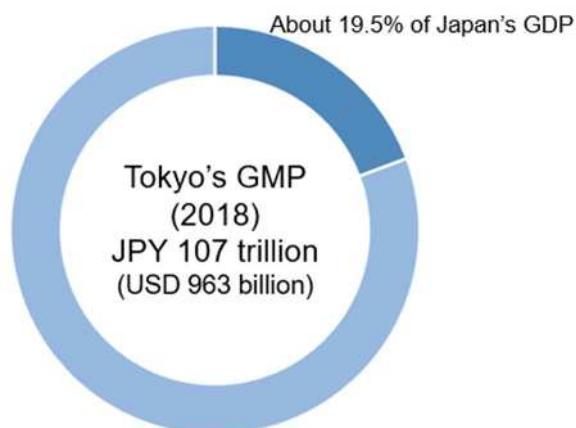
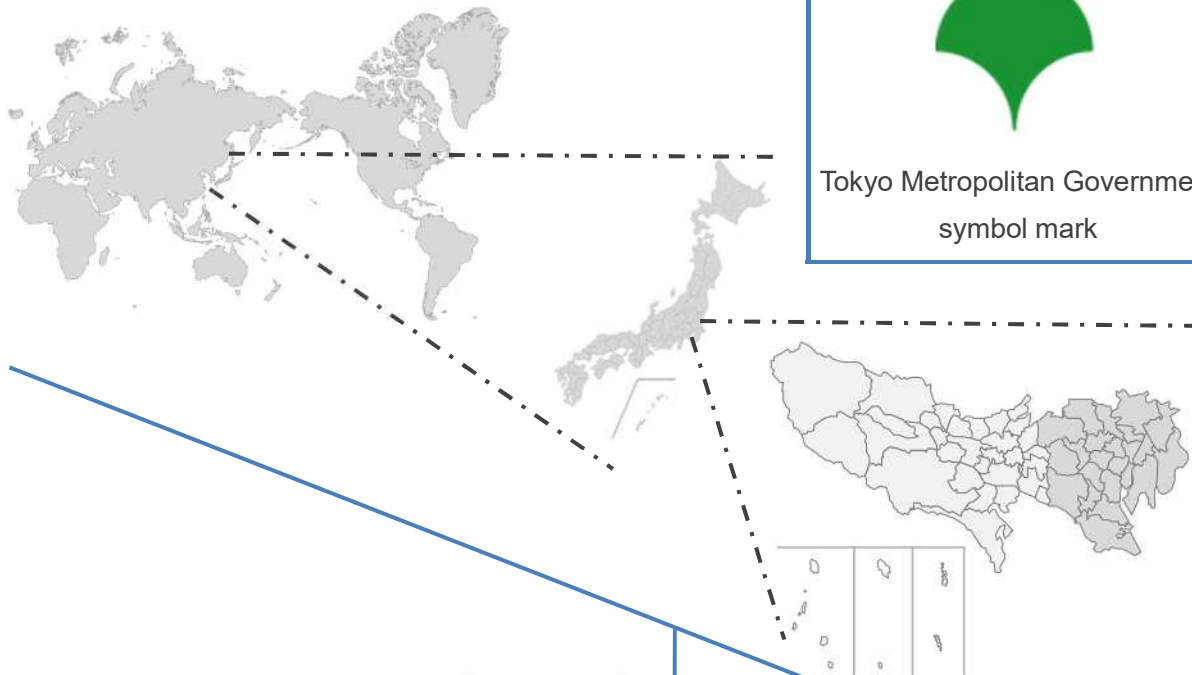


Hosting the Tokyo 2020 Games

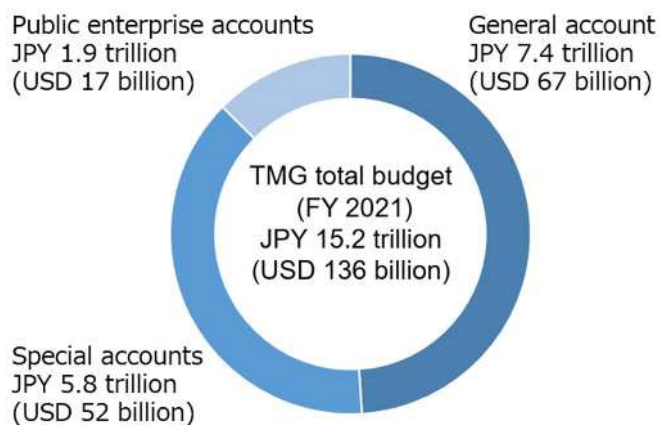
The Olympic and Paralympic Games Tokyo 2020 will be held from July to September 2021. Tokyo is the first city in the world to hold the Summer Paralympic Games a second time. The Tokyo 2020 Games will be one that **significantly advances sustainability initiatives**, such as by contributing to the realization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



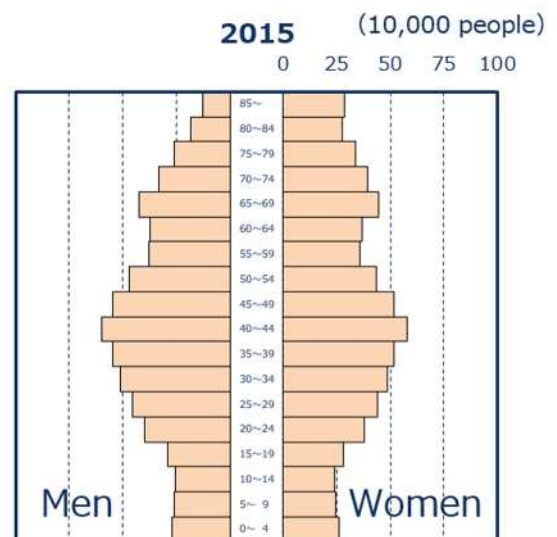
Location of Tokyo



Source: Bureau of General Affairs, TMG: "Annual Report on Tokyo Metropolitan Accounts (FY 2018)"



Source: Tokyo Metropolitan Government: "FY 2021 Overview of the Tokyo Metropolitan Government Budget Proposal"



Source: Ministry of Internal Affairs and Communications: "National Census"

Tokyo's population (March 2021)

13,942,024

Men: 6,849,488

Women: 7,092,536

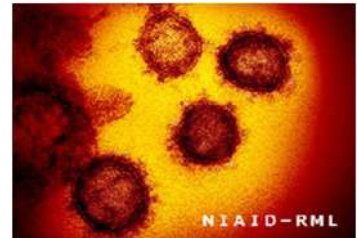
Source: Bureau of General Affairs, TMG: "(Estimated) Population of Tokyo Metropolis" (as of March 1, 2021)

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.

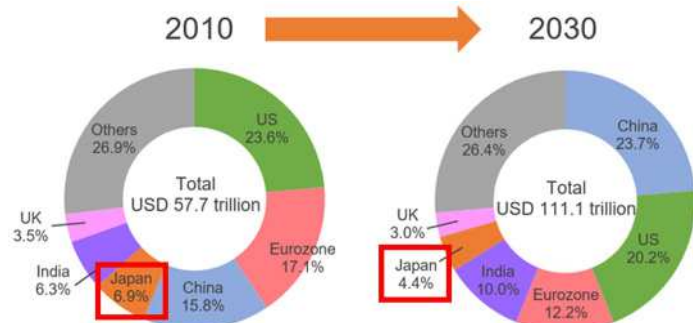
On the other hand, **the young population and working age population are, by 2060, expected to fall by about 30 percent and 20 percent, respectively, from 2015 levels.**



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

～復興・後継の精神を受け継ぎ、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

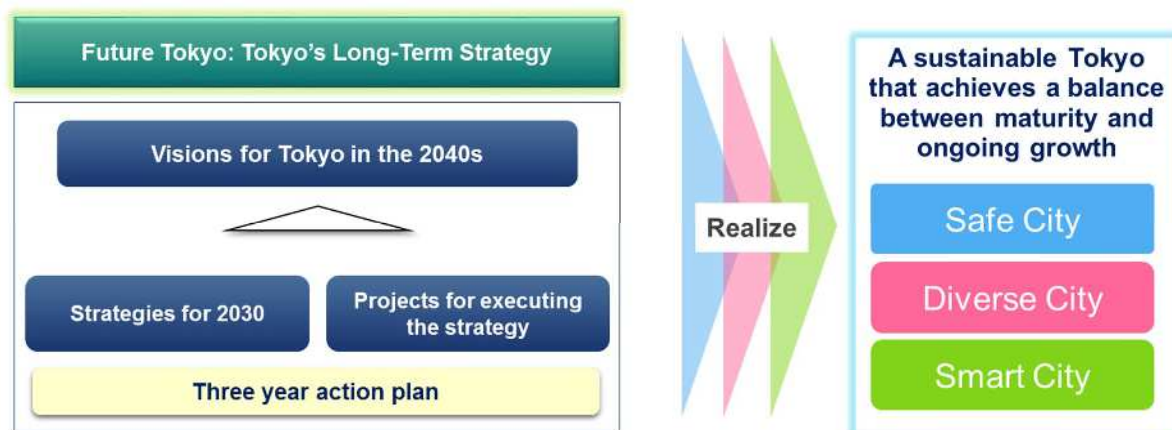
Structural reform is another core focus of Future Tokyo. The COVID-19 pandemic has had a major effect on the way we work and live, including greater use of telework. However, at the same time, it has **once again revealed structural challenges faced by Japanese society**, including Japan’s slow progress 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.



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

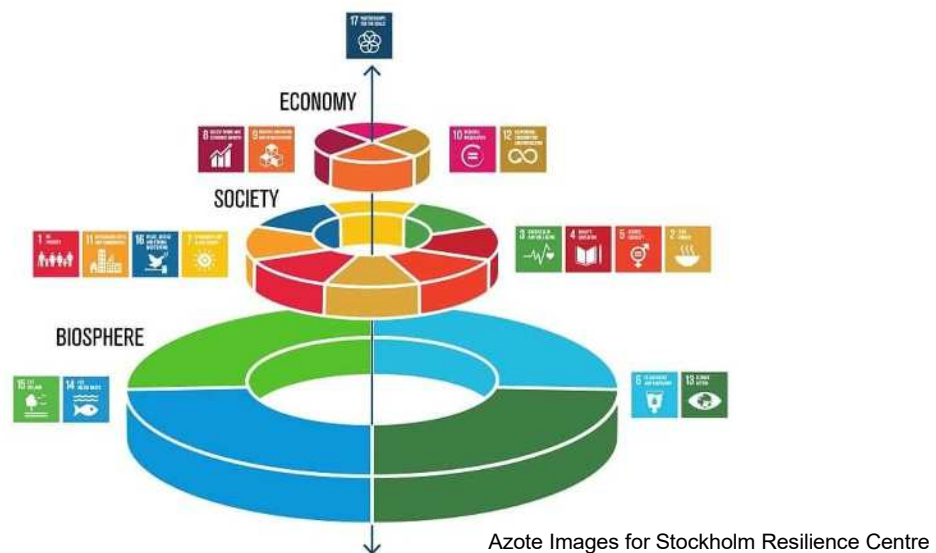
Integrating the three dimensions of the SDGs

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**

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 Earning Potential in Tokyo 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

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

Our Vision: Step I

Rollout of projects that leverage the potential of the bay area

Roll out priority projects such as implementation of field testing for advanced technologies, development of the 5G infrastructure, and the gathering of startups.

Transition to ZEVs as a means to provide public transportation in the area

Green tech initiatives

Rollout of testing related to energy systems

Provide a testing field to roll out initiatives such as testing related to energies (wind power generation and floating solar power generation systems, methane gas use, etc.) and waste disposal.

Implementation of cutting-edge technologies



Implementation of technologies
Provision of services

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



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)

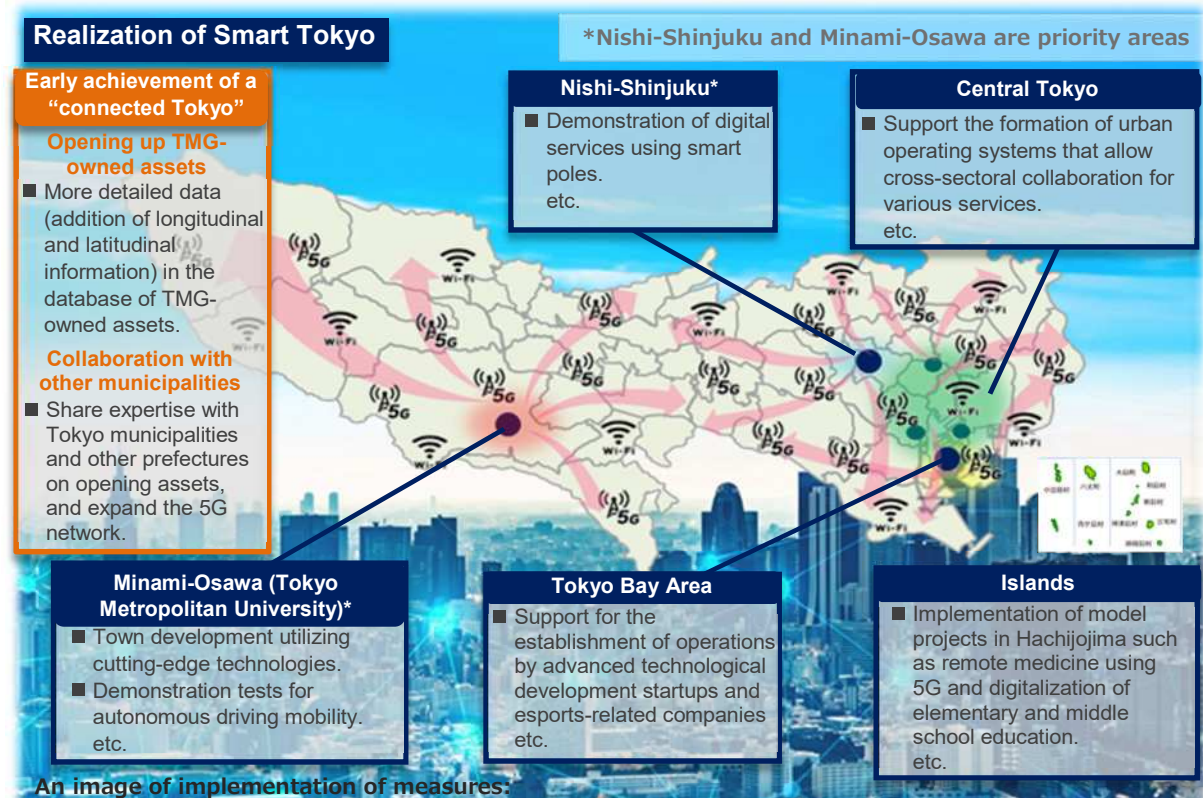
My vision for Tokyo (30s, employed)

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:

Hop

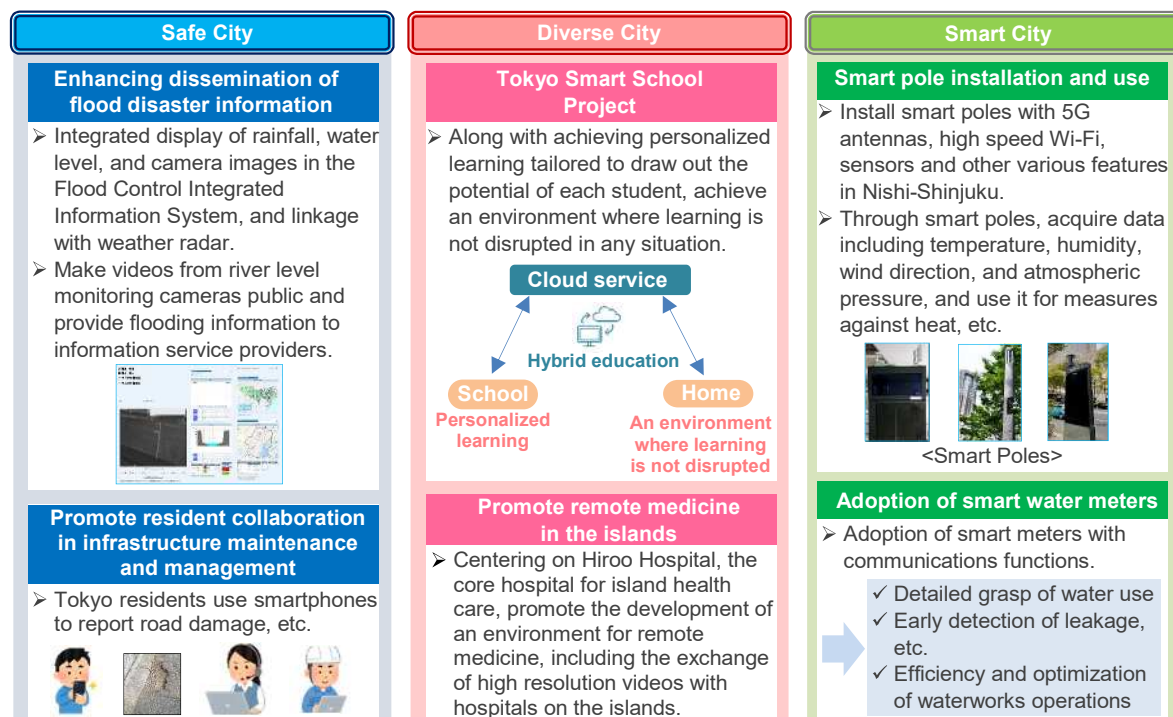
Front-running implementation

Step

Implementation throughout Tokyo

Jump

Implementation throughout Japan





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

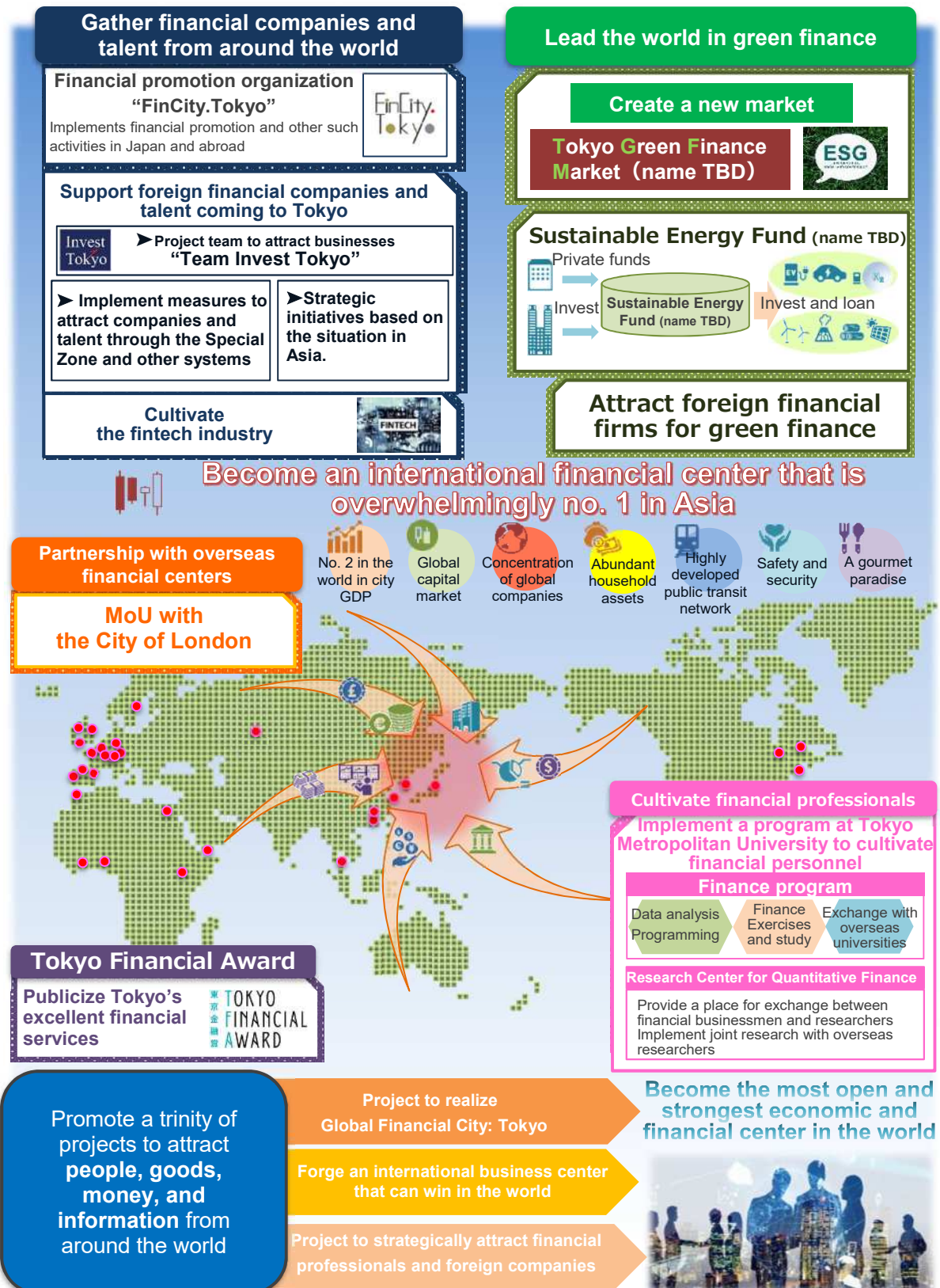
My vision for Tokyo (40s, employed)

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.

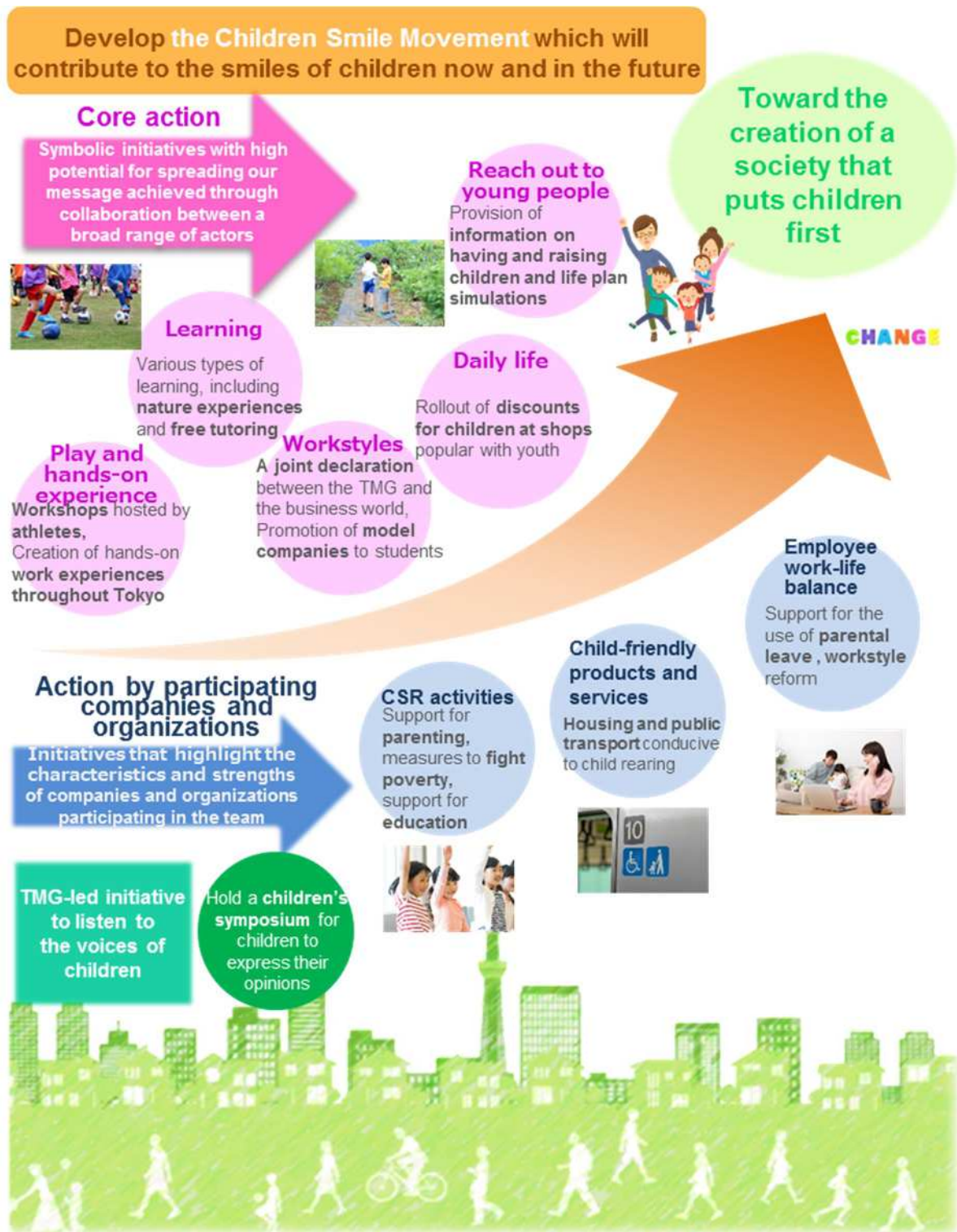
My vision for Tokyo (40s, employed)

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-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.



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)

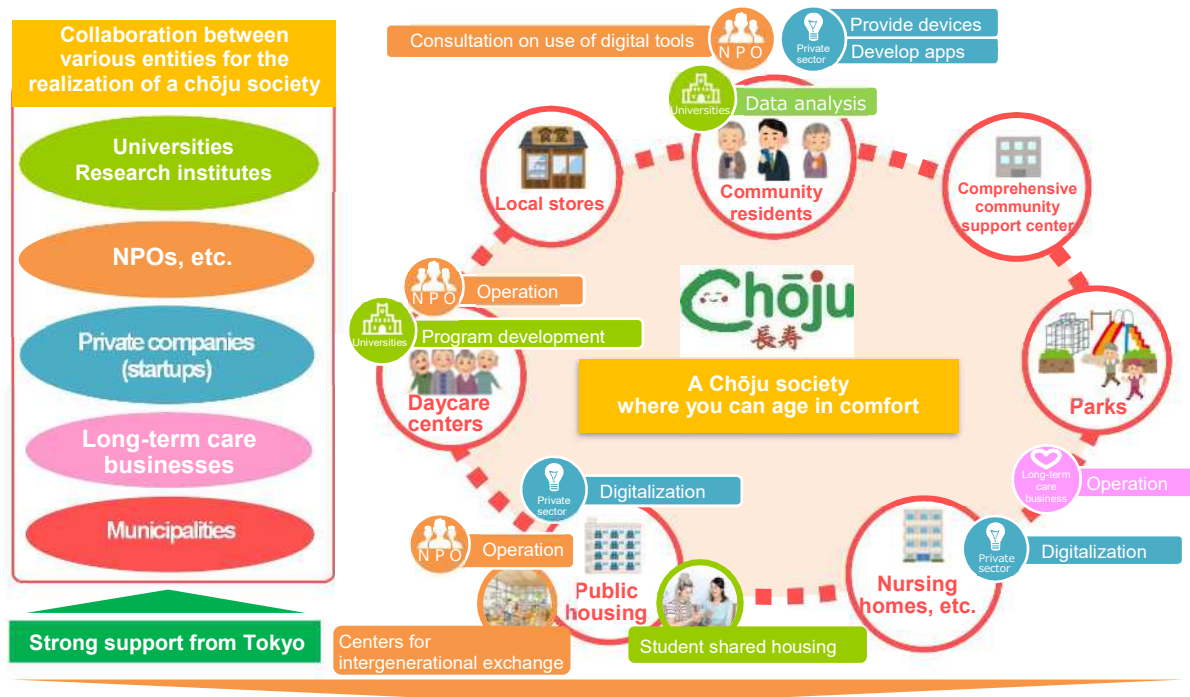
My vision for Tokyo (40s, employed)

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

Measures to address the digital divide

Build a digital environment

- Loan smartphones, etc.



Support the use of digital tools

- Hold classes on smartphone use
- Discover and cultivate those from among the elderly who can provide assistance in using digital tools



Enhance QOL through use of digital tools

Development and provision of apps

- Apps
- Health improvement**
Social participation, exercise, etc.
 - Safety and security**
Watch over, disaster management, etc.

Enhance QOL for seniors
Utilization of big data

Town development for improvement of health

Town development for a healthy long life

Build an environment where people want to be physically active in their community



Provide incentives through health apps

Support and promote ongoing activities for the enhanced health of seniors

Advance the use of digital tools at centers for intergenerational exchange and public housing

Safety and security through use of digital tools

Build an environment through use of advanced technologies that allow contactless interaction at centers for intergenerational exchange, etc.

Watch over senior citizens living alone in public housing through the use of AI, etc.





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)

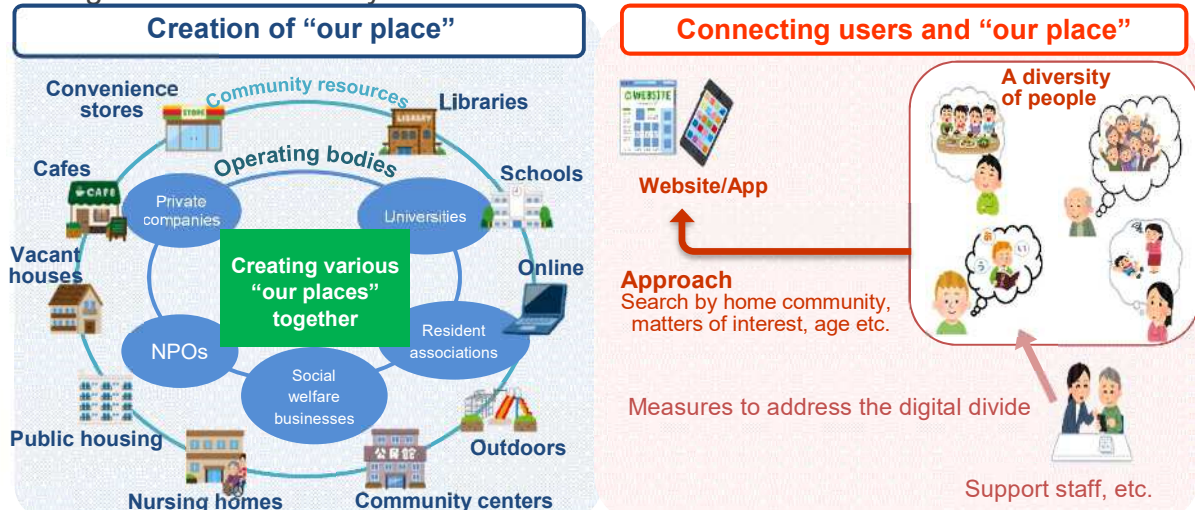
My vision for Tokyo (40s, employed)

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

Create various kinds of “our place” using diverse community resources





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.

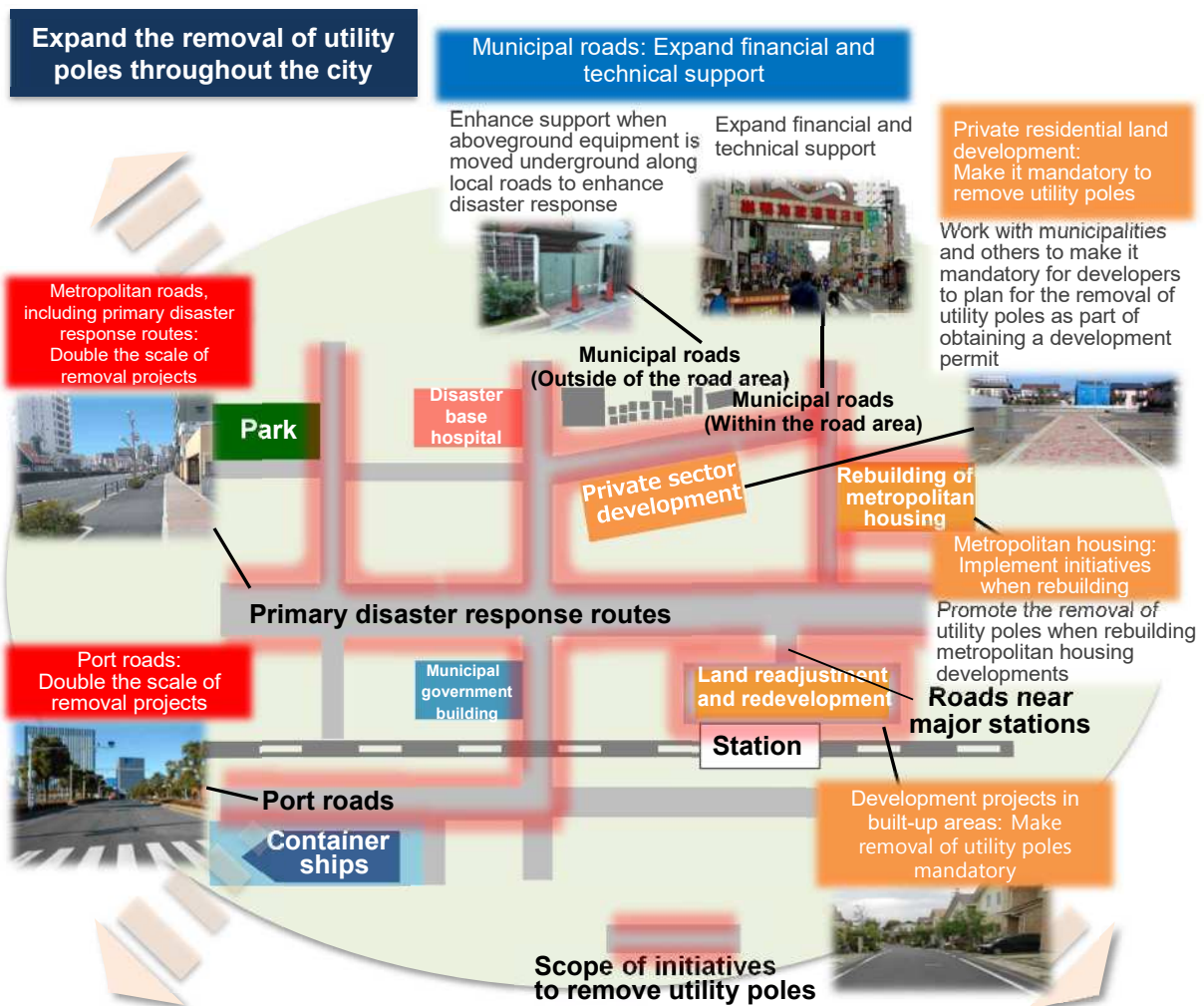
③ Promote removal in the Tokyo Islands

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





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.

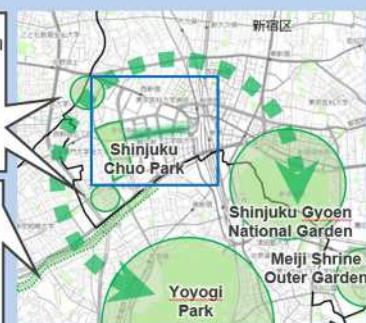


Green network centering on Shinjuku Station

Creation of greenery in urban development



Development of green paths



<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)

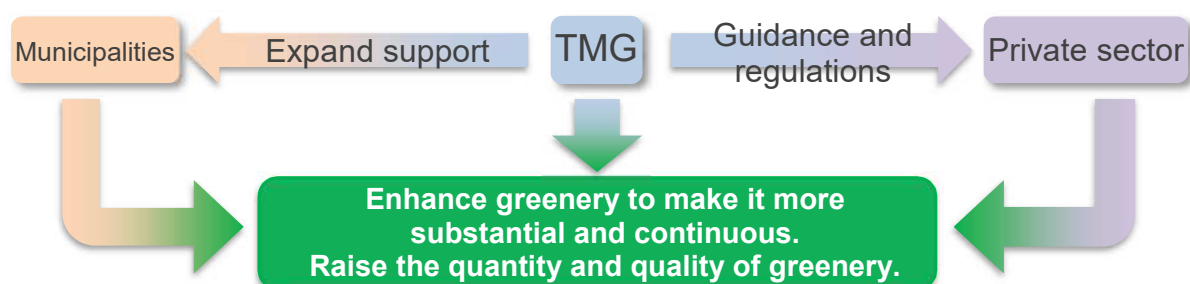


We have parks where everyone can enjoy nature. The air is always clean, and we can see the stars in the night sky.

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>



Zero Emission Tokyo



Vision for the 2040s



- ✓ 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



Online meeting with hydrogen-related companies

Infrastructure development

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



Battery swapping and charging station

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



Fuel cell vehicle

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.



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.

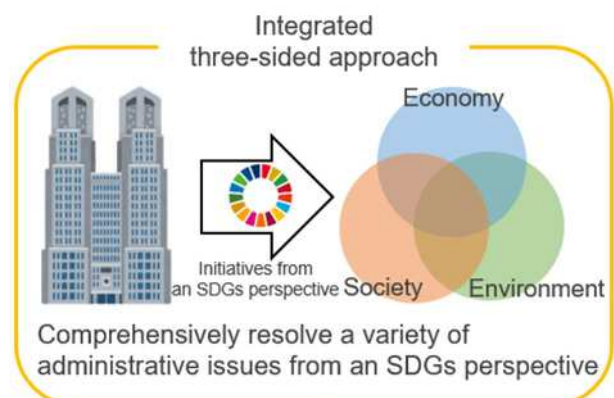
Furthermore, throughout these processes, we will utilize digital tools, such as BI (Business Intelligence) tools, to **update the strategy in an agile manner according to the times and circumstances** and make the status of initiatives visible. These efforts will contribute to improving the QOL (Quality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

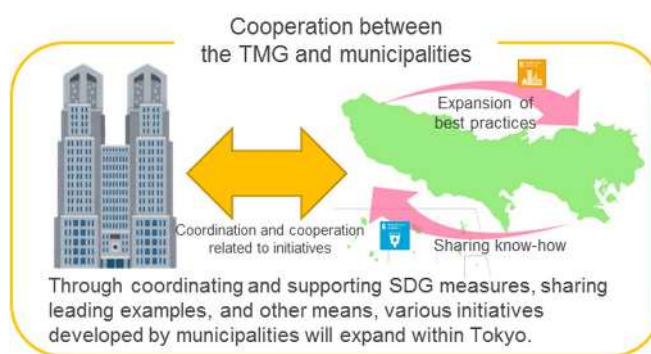
1. TMG to take the initiative to strongly promote policies from the perspective of SDGs

- 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 Visions for the 2040s

Tokyo: A City where People Shine

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

Tokyo: A Safe and Secure City

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

Tokyo: A Leading City in the World

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

Tokyo: A Beautiful City

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

Tokyo: A Fun City

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

Tokyo: A City of Nationwide Cooperation

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

Strategies and Projects

Strategy 0. Strategy for Overcoming COVID-19

Strategy overview:

The Tokyo Metropolitan Government, public health centers, medical institutions, research organizations, and other entities in Tokyo will **make a concerted effort to implement infection mitigation measures**, offer **various programs** to affected Tokyo citizens and businesses designed **to enhance the safety net and prevent new infection while also maintaining economic activity**, and thereby end the COVID-19 pandemic.

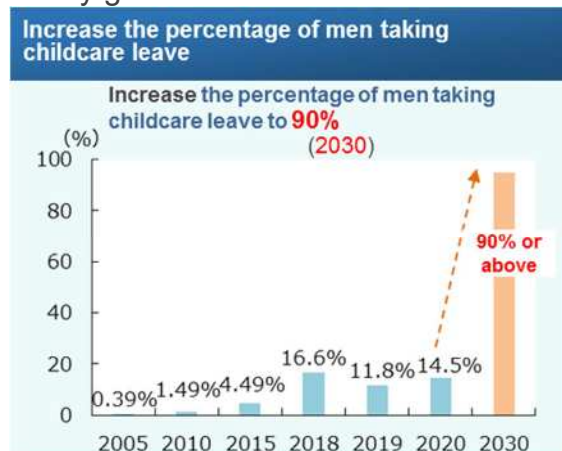
Building on this experience, we will create a city resilient to infectious diseases that can effectively mitigate outbreaks of unknown infectious diseases.

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:



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

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 children’s faces today and in the future.

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



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

Project for Alleviating the Burden of Housework and Parenting



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

promoting the introduction of smart electric appliances, and seminars on housework- and parenting-related skills.

Marriage Support Project



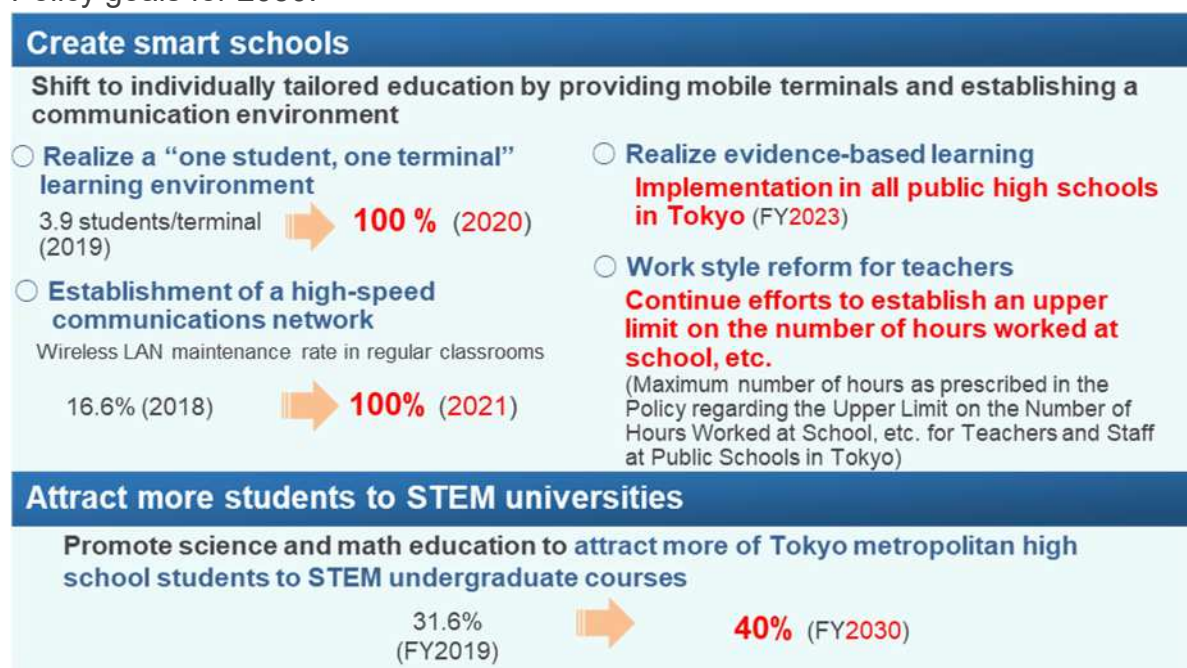
- We will implement various initiatives designed to encourage those who want to get married but are still hesitating.

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 provide meticulous support to each child regarding **bullying, truancy, and other issues**.

Policy goals for 2030:



Project for Promoting a New Tokyo-style Educational Model



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

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



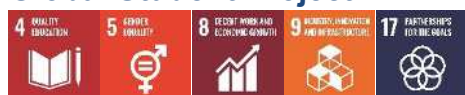
- We will vigorously promote the digitalization of education as a comprehensive tool to motivate children to learn and maximize their potential.

Project for Human Resource Development in the Era of Society 5.0



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

Global Student Project



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

Project for Schools and Society to Support Children



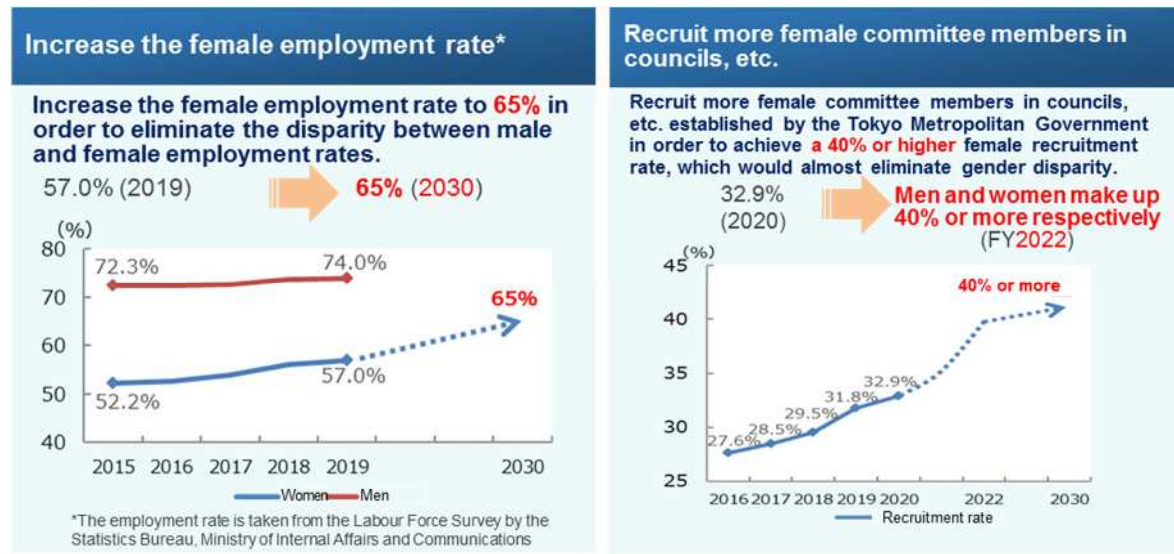
- We will create a wide range of educational opportunities that meet the needs of each child and provide support tailored to each child.

Strategy 3. Strategy for Promoting Women's Empowerment

Strategy overview:

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

Policy goals for 2030:



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



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

Project for Changing Society's Mindset toward Female Participation



- We will strategically engage in awareness-raising and publicity in order to create a society where female participation is considered the norm, eliminating stereotypes such as "men work, women stay at home" and "choosing between work and private life" and ensuring that women can succeed at work and at home according to their preferences.
- The Tokyo Metropolitan Government will lead the way in implementing initiatives for female participation, serving as an example to the national government, municipalities, private-sector companies, and other entities.

Project for Alleviating the Burden of Housework and Parenting



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

promoting the introduction of smart electric appliances, and seminars on housework- and parenting-related skills.

Education for Exploring Different Life Plans



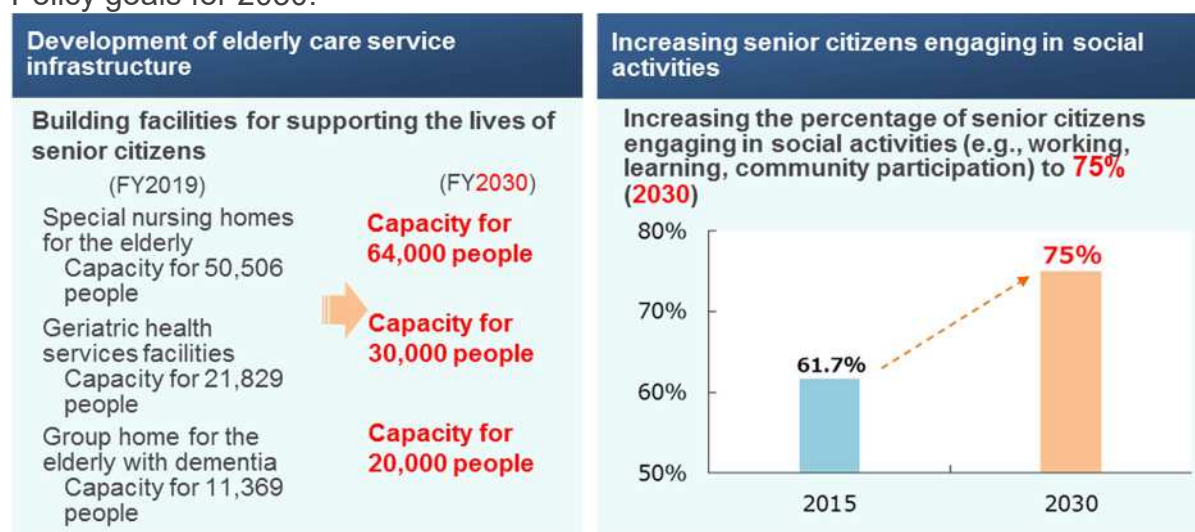
- We will provide opportunities for the younger generation to interact with people from diverse backgrounds so that they will not be bound by stereotypical gender roles and will be able to actively develop new perspectives on family life and work.

Strategy 4. Strategy for Realization of a Chōju (Longevity) Society

Strategy overview:

We will create a world-class, longevity-friendly society in the “era of 100-year lives” by radically changing the concept of “senior citizens,” **building communities where people can live happily and healthily** at any age, developing a **system that enables individuals to participate in local or social activities according to what they want to do**, and implementing **dementia-related measures from the angles of living with and prevention symptoms**.

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 across the whole metropolitan area.

Project for Supporting People with Mobility Impairments



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

Project for Making Elderly Life Fulfilling



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

Project for Living with and Promoting Prevention of Dementia



- We will promote initiatives for building communities where people with dementia can live happily and peacefully, and use the big 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 for the New Era



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

Project for Creating a Society Where Motivated People Shine



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

Lifelong Career Development Project



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

Social Firm Support Project from Tokyo



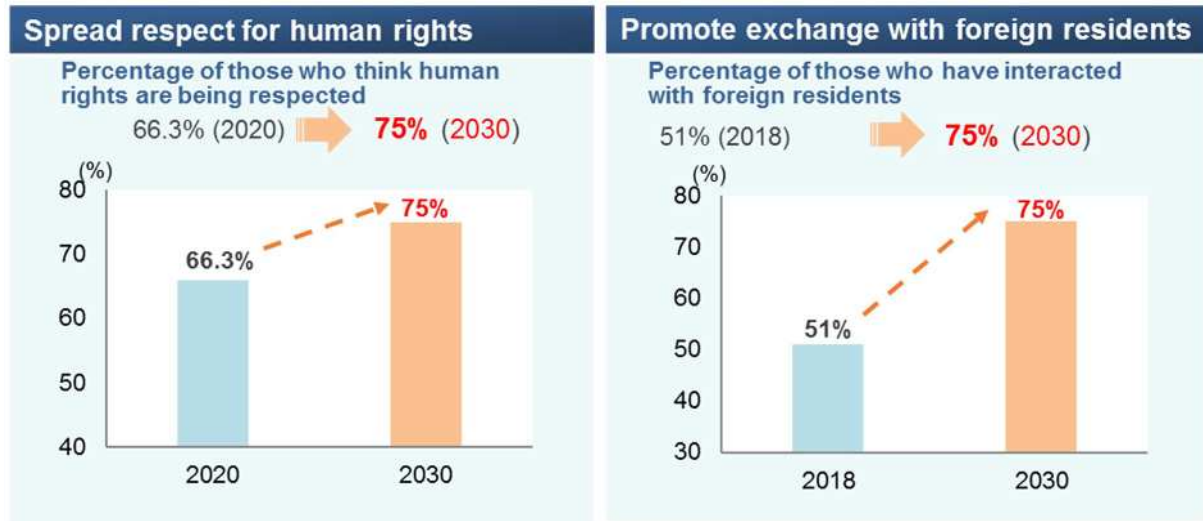
- From the viewpoint of social inclusion, we will support the creation and business operations of social firms, which offer a new employment framework for those with difficulty working.

Strategy 6. Diversity and 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 build a diversity-rich city that can 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 differing backgrounds can support one another in various settings, and create a society built on mutual respect and understanding.

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



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

Project for Creating Universal Design Communities



- In preparation for the Tokyo 2020 Games, we have worked on removing both physical and mental barriers in the area surrounding sports stadiums, train stations, and hotels, among other locations. From the perspective of developing this initiative even further into an urban legacy, we will vigorously support municipalities engaged in initiatives designed according to the Promotion Policy of Smooth Transportation, etc. and Basic Concept of Barrier-Free based on the revised Barrier-Free Act and promote the creation of universal design communities in Tokyo.
- In addition to improving physical facilities, we will first implement mobility support policies based on digital technology, such as autonomous mobility and a universal MaaS available to all, in Barrier-free Promotion Districts, and will later expand the scope.
- We will improve accessibility to information and help develop a barrier-free mindset, and create numerous communities in Tokyo's municipalities in which everyone, including people with disabilities, senior citizens, and foreign residents, can live safely and comfortably.

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



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

Project for Living Happily with Animals

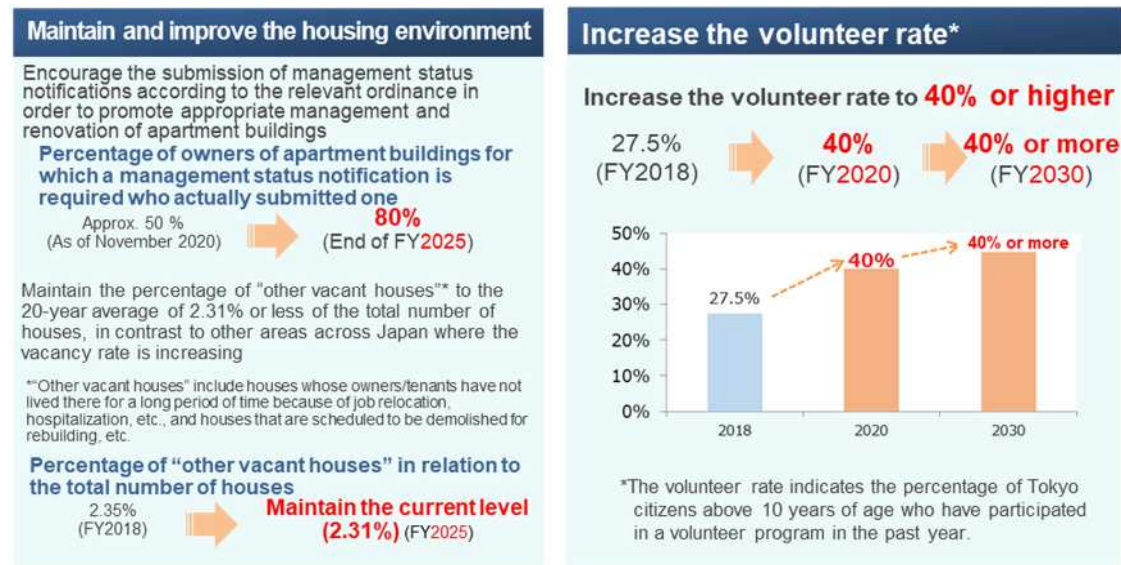


- We will create an environment that enables people to look after animals appropriately and live with them happily.

Strategy 7. Strategy for Valuing “Dwellings” and “Community”

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:



Project for Improving Housing and Life from the Perspective of Resident and Community



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

Project to Create "Our Place"



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

Project for Establishing Communal Spaces in the Tokyo Metropolitan Facilities



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

Support Project for Leaving No One Behind



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

Local Community Revitalization Project



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

Project for Supporting the Activities of “Community Supporters”



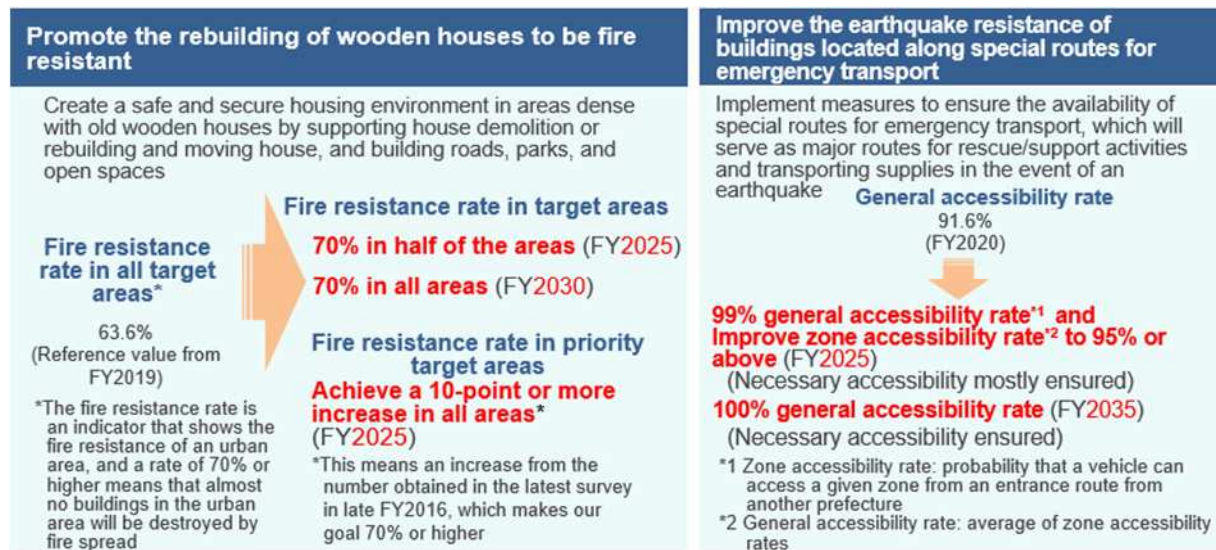
- In order to cultivate a culture of volunteering as a legacy of the 2020 Tokyo Games, we will build the Volunteer Legacy Network (tentative name), a platform for volunteers who were involved in the Games, and enhance support programs for volunteering.
- We will introduce a training course for identifying and developing Community Revitalization Coordinators, develop new human resources through working in communities, and create a system for sharing information on individuals contributing to community revitalization, thereby achieving a virtuous cycle for community supporters.

Strategy 8. 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 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.

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 the basin, including the construction of revetments and reservoirs, sewer storage facilities, and coastline preservation facilities, measures that contribute to both disaster mitigation and community building, and others, and will also provide support for opening-closing operations of flood gates employing cutting edge technology, for example.
- In accordance with the Tokyo Action Plan for Mitigation of Heavy Rain, we will accelerate existing initiatives, introduce new measures such as the expansion of the scope of enhanced mitigation, and improve sluice facilities, preparing the city for a disaster of the magnitude of Typhoon Hagibis.

Implementation of Wide-area Measures in Cooperation with the National Government, etc.



- To prepare Tokyo for typhoons and heavy rain, which are becoming more intense and frequent, we will implement prevention measures in cooperation with the national government, municipalities, and other entities, promote distributed forms of evacuation including home evacuation and voluntary evacuation, and ensure that other possible means are employed to save lives in the whole metropolitan area, thereby enhancing our capacity to mitigate large-scale typhoons and floods.
- We will focus efforts on developing Tokyo's disaster prevention capacity both infrastructure-wise and system-wise, including the improvement of flood control capabilities by implementing basin-wide flood control measures and constructing seawalls, development of high-ground communities in accordance with the Vision

for Transforming Tokyo into a Disaster Resilient City that we compiled together with the national government and local residents, and other measures.

Project for Mitigating Potential Damage by a Tokyo Inland Earthquake or Other Disasters



- We will enhance the functions of the Tachikawa Local Disaster Prevention Center to enable the center to work with the Metropolitan Office Disaster Prevention Center in providing emergency support tailored to each community's characteristics and disaster situation, thereby protecting the lives and property of Tokyo citizens.
- In the event of a disaster, we will provide speedy support throughout the metropolitan area by utilizing drones and other cutting-edge technology to transport supplies efficiently.

Project for Disaster Prevention Actions and Practices



- Disaster damage will be minimized by each citizen taking disaster prevention measures based on accurate knowledge, and businesses, communities, and local governments working together.

Utility Pole Removal Project



- To prevent utility poles from toppling over when an earthquake or storm occurs, contributing to a smoother response in times of disaster, we will strongly promote the removal of utility poles, not only along metropolitan roads, but also on municipal roads and as part of private sector development to implement the project over a wide area.
- In accordance with our strategy to advancing the removal of utility poles, we will provide more support for metropolitan as well as municipal roads, and promote town development initiatives in order to accelerate the shift to underground power cables across the whole of Tokyo.

Project for Building a Fire Resistant City



- Building on the achievements of our existing 10 year Project to Advance Fire Resistance in Close-set Wooden Housing Areas, we will continue promoting our priority initiatives leveraging what we have learned through past disasters and also enhance measures to make districts in which rebuilding is difficult, such as those where there is no direct connection between buildings and the road, more fire resistant.

- We will consistently implement initiatives for improving disaster-prevention capabilities, such as creating firebreak belts by constructing the designated routes for improvements, renovating close-set wooden housing areas into attractive residential areas, and making improvements to areas dense with wooden structures.
- In addition to making improvements to areas dense with wooden structures, we will maintain and improve the fire prevention capabilities of areas with farmland.

Project for Achieving High-level Earthquake Resistance



- In accordance with the Tokyo Metropolitan Earthquake Resistance Renovation Promotion Plan (partially revised in March 2021), we will promote initiatives for improving the earthquake resistance of buildings built along special routes for emergency transport, houses, special structures, and other buildings.
- To prepare against earthquakes, etc., we will build seawalls, flood gates, and inner revetments and install earthquake-resistant piers that serve as logistics hubs.
- We will promote initiatives to ensure the functionality of all urban infrastructure, including installing earthquake-resistant pipe coupling for effectively mitigating water supply failure, enhancing the earthquake resistance of sewer piping and maintenance hole connection ports to ensure sewer functions, and implementing measures to improve the earthquake resistance of pillars in Metropolitan Subway stations.

Project for Improving Urban Safety Using Cutting-edge Technology



- We will protect the lives and safety of Tokyo citizens by actively utilizing digital technology in areas such as police and crime prevention.

Project for Protecting Tokyo Citizens from Traffic Accidents



- We will achieve the world's safest and smoothest flow of traffic environment and high convenience by utilizing digital technology.

Project for Improving Organizational Structure to Protect People from Fires and Disasters



- We will use cutting-edge technology to improve our whole organizational structure, from receiving emergency calls and team development to operating environment, protecting Tokyo citizens from all kinds of fire and disaster.

Project for Stimulating Local Activities for Community Self-Protection



- We will ensure that activities contributing to community safety and security can be continued in the future by securing adequate community members.
- We will encourage new actors to join the cause, and stimulate local organizations by supporting local activities employing digital technology.

Project for Saving Lives by Emergency Medical Support



- In response to the increase in demand for emergency medical support, due to an advancing super-aged society and other reasons, we will ensure that emergency medical support can be provided to all in an efficient manner and raise awareness about when or when not to call for an ambulance.

Project for Providing High-quality Healthcare in the Era of 100-Year Lives



- In order for people of all ages to be able to live healthily and happily, we will focus efforts on creating an environment that enables anyone to receive high-quality healthcare whenever necessary.

Project for Reforming Tokyo Metropolitan Hospitals and Tokyo Metropolitan Health and Hospitals Corporation's Hospitals



- In order to provide stable and consistent public healthcare and contribute to further improvement of local healthcare, we will promote reform in Tokyo Metropolitan Hospitals and Tokyo Metropolitan Health and Hospitals Corporation's Hospitals.

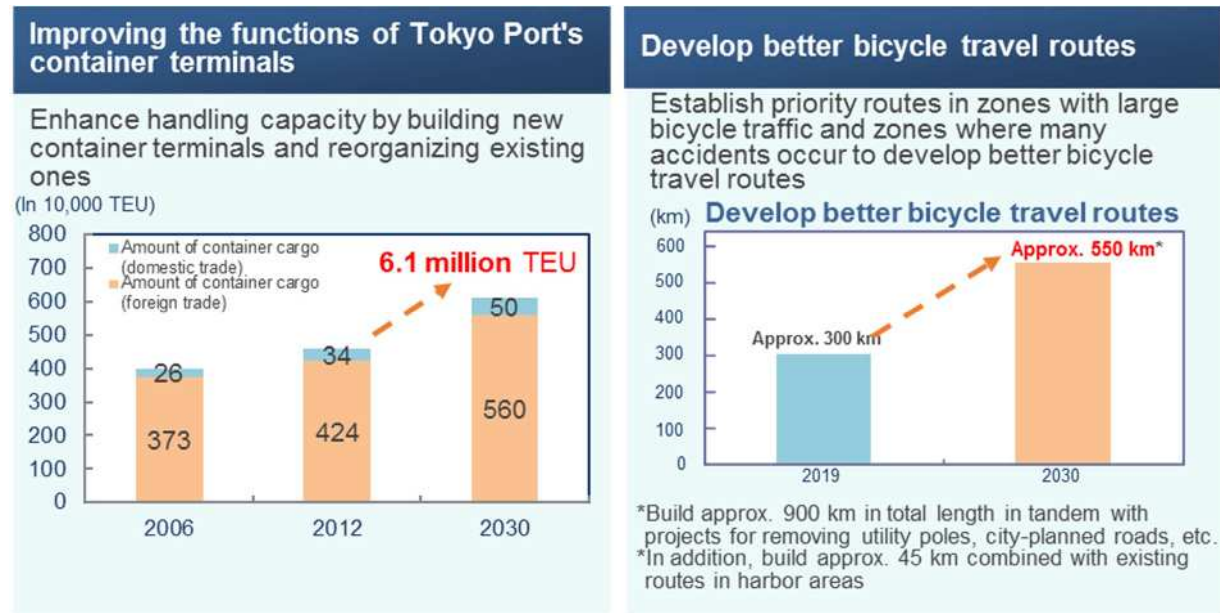
Strategy 9. Strategy for Enhancement of Urban Functions

Strategy overview:

We will **create spaces for people to gather and relax**, through utilizing and renovating Tokyo's public spaces and urban areas to make open spaces with greenery and waterside features, and **update and transform Tokyo into a cutting-edge city** by promoting the integration of diverse, high-quality urban functions, introducing state-of-the-art technology, etc. We will transform Tokyo into a world-class, attractive city by **extending the service life of and renewing** our urban infrastructure **in a planned manner**.

We will further enhance the road system, public transportation network, and airport, harbor and logistics functions that help maintain Tokyo and its people, and also engage in initiatives from the individual's perspective, such as **ensuring that pedestrians and cyclers can travel on roads safely and comfortably**.

Policy goals for 2030:



Urban Development Project for a Human-centered, Walkable City



- We will shift our focus from cars to people when redesigning roads and station areas, establishing free paths and decks in railway stations, improving the conditions for cyclers (establishing routes for bicycles, promoting bike sharing, etc.), and creating spaces rich in greenery, thereby making it easier and more efficient for people to travel on foot.
- In areas that are shifting to a more concentrated form of community building, we will promote initiatives aimed at building compact, smart communities to make it possible for people to travel to everyday destinations on foot.
- By forming major road networks, among other means, we will utilize roads in communities with a smooth traffic flow as valuable recreational areas.
- Aiming to create a prosperous environment by utilizing streets, parks, and other public spaces, we will work with local area management groups and municipalities to carry out initiatives such as Park Street Tokyo.
- We will promote a radical reform of Tokyo Metropolitan parks toward making parks easily accessible to all, including initiatives (e.g., Park PFI) that involve cooperating with the private sector to maximize the potential of parks.

Formation of Attractive Hubs with International Competitiveness



- We will further initiatives toward forming attractive and lively global business hubs where people gather and interact, and encourage outstanding private sector development by utilizing a variety of systems related to urban renewal and development, thereby achieving sustainable renewal of urban areas, developing urban infrastructure, and introducing various urban functions that contribute to

- revitalizing Tokyo.
- As for the Tsukiji district, we will consider ways to create a global exchange hub that can create and spread new attractions of Tokyo, and begin actual development once the plan is decided.
 - We will capitalize on the bay area's strengths, including its proximity to the central district, its function as an arrival point for both domestic and foreign tourists, and its concentration of legacies from the Tokyo 2020 Games, to gather people and investment from around the world, create new values, and explore ways and implement area development projects to transform the area into a place for creating the future.

Promotion of Smart Community Development in Line with Local Characteristics



- In order to create a compact, smart city where people can live a comfortable life, we will promote community development efforts that are combined with land utilization. Furthermore, we will create a transport environment centered around stations in which anyone can travel with ease, by supporting and promoting the combined utilization of various modes of transport, including bus and taxi, demand-responsive transport, and bicycle, and cutting-edge technology.
- In the Tama area, we will carry out community development projects that utilize land owned by the Tokyo Metropolitan Government and cutting-edge technology, encourage community development efforts by the area's municipalities to adapt to remote work, digital transformation, and other aspects of the "new normal," and create a diverse innovation creation hub unique to Tama.

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



- We will strive to extend the service life of infrastructure by building on the results obtained from planned, preventive management and inspection of roads, river facilities, and other structures, and improve the efficiency and accuracy of routine management and disaster response measures by utilizing drones, for example.
- In addition to developing staff with the advanced technical skills needed for infrastructure maintenance/management and community development and helping municipal staff improve their technical skills, we will strive to hire digitally capable individuals.
- We will promote renewal of urban infrastructure in conjunction with urban development, such as moving of the Metropolitan Expressway in the Nihonbashi area underground.

Further Improvement of Public Transportation Network



- We will implement well-planned measures to enhance international competitiveness by improving overseas access, increase the vitality and attractiveness of the Tama area, and improve railroad networks that contribute to more convenient railway use.
- We will operate a BRT that connects central Tokyo and waterfront areas, support pilot programs for demand-responsive transport in municipalities, and implement other measures to promote the formation of a comprehensive, efficient local public transportation network that meets local needs and create a highly-convenient city in which anyone can travel easily thanks to state-of-the-art technology.
- We will make efforts to ensure that railway users can travel safely, freely, and comfortably, by installing platform doors, establishing multiple wheelchair-friendly routes, making transfer routes more wheelchair-friendly, and standardizing sign formats.
- We will create a lively transport hub that integrates station and city.

Airport and Sea Port Project for Winning in Inter-City Competition



- We will continue improving the functions of Haneda Airport and the Tokyo International Cruise Terminal while also implementing measures against COVID-19.
- We will streamline harbor logistics by building/reorganizing container terminals and improving its operations using AI and other digital technology.
- We will engage in initiatives to make boats/ships a popular means for tourism and transport.

Project for Resolving the Missing Link to Enhance Mobility Speed



- We will make efforts toward completing the expressway network, opening the Tokyo Gaikan Expressway (Kan-Etsu Expressway–Tomei Expressway) as soon as possible and opening all lanes on and creating four lanes for the Ken-O Expressway as soon as possible, and work with the national government and relevant organizations to commercialize the Tokyo Gaikan Expressway (Tomei Expressway–Bay Shore Route) as soon as possible.
- In order to implement these projects in a seamless manner, we will utilize the project liaison meeting, etc. to share information with other participants.
- Regarding roads for promoting wide-area exchange and cooperation (e.g., Tokyo Bay Shore Route No.2), we will negotiate with the national government, among other entities, to create a concrete plan.

Project for Creating a Smooth Road Network Accessible to All



- We will build roads to complete the major road network of the central and Tama areas and remove railroad crossings by constructing serial overhead routes, thereby enabling comfortable, stress-free road travel, forming a road network transcending prefectural borders, and integrating the functions of the whole Tokyo metropolitan area.
- We will promote initiatives for constructing city-planned roads, such as roads that contribute to community-building and urban revitalization and completely new roads.
- We will promote considerations such as the selection of locations where multi-level crossings should be constructed at congested intersections and roads where is expected to be used for long distances.
- In addition to making the lanes of the Metropolitan Intercity Expressway and expressways inside this loop into dedicated ETC (electronic toll collection), we will promote efforts to make expressways even smoother and more comfortable, including the introduction of toll fees tailored to congestion conditions and the elimination of toll booths located between expressway companies.

Project for Creating Convenient Road Spaces for Everyday Use



- In response to changes in social conditions, such as those associated with the “new normal,” we will engage in developing wide-area bicycle networks and promoting bike sharing in accordance with the Tokyo Bicycle Utilization Promotion Plan, in order to create safe and convenient bicycle travel routes and improve the conditions for cyclists.
- In order to prevent people from using narrow roads in residential areas, such as roads for children use to go to school as short cuts, we will improve major roads in local areas.
- In order to decongest roads by making improvements to junctions, such as by establishing right-turn lanes, we will formulate a development plan (Fourth Junction Improvement Plan (tentative name)) and put it into action.

Project for Optimization of Distribution of Goods



- Aiming to further invigorate the central wholesale market that supports our dietary life (maintenance and improvement of functions, expansion of distribution routes, implementation of BCP measures, etc.), we will formulate a Management Plan (tentative name) and strategically promote sustainable market management in order to adapt to the post-COVID era.
- In response to the recent growth of e-commerce and other increasingly diverse logistical demands, we will revamp and develop logistics base functions and also

streamline logistics by making distribution easier while taking into account local characteristics.

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



- The COVID-19 pandemic is causing changes in people's work styles, lifestyles, and values, and there is a growing awareness around sustainability, concerning decarbonization and climate change mitigation, etc. After bringing the COVID-19 pandemic to an end, we will monitor these changes occurring in Tokyo so that we can make improvements to urban policy based on such changes and new values.

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



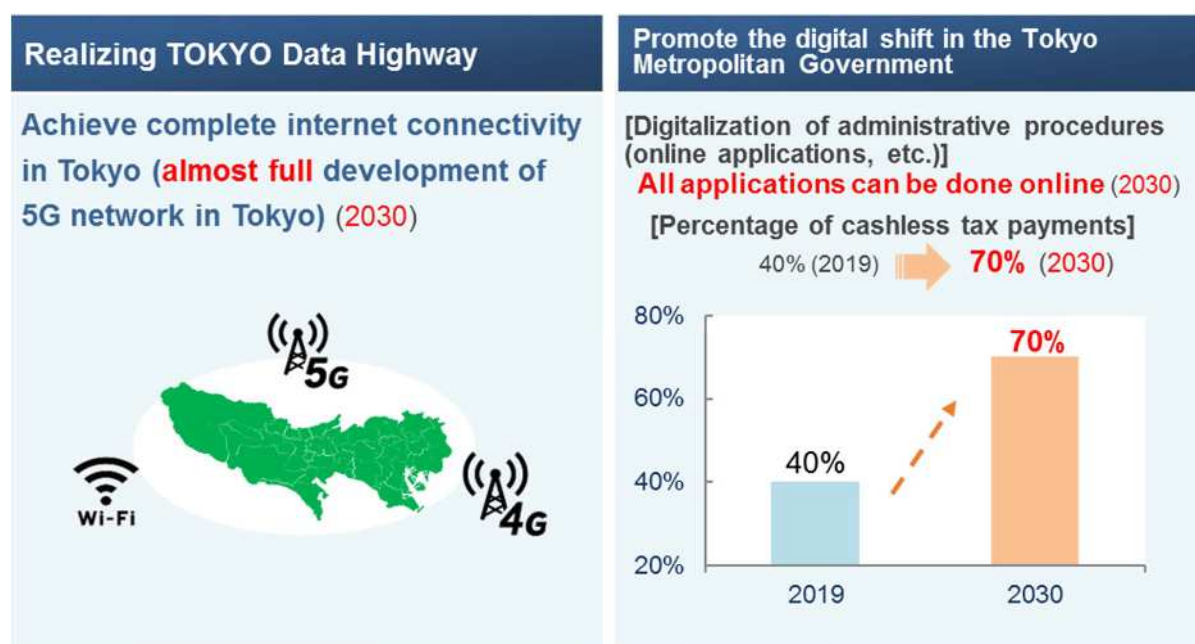
- The bay area is full of potential. In addition to having one of Japan's major logistics terminals, it serves as a waterfront sub-center with commercial functions, entertainment, facilities related to the Tokyo 2020 Games, and many other attractive features. Moreover, it has the potential of a vast parcel of new reclaimed land to measure about 1,000ha in the future.
- We will capitalize on this potential to create an urban model in the bay area that integrates "nature" and "convenience" and offers people with a unique experience even in a digital age.

Strategy 10. Smart Tokyo: TOKYO Data Highway Strategy

Strategy overview:

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

Policy goals for 2030:



TOKYO Data Highway Project



- By encouraging telecommunications carriers to establish 5G base stations and working more closely with Tokyo's municipalities, we will try to achieve a "connected Tokyo" as soon as possible.
- We will create a "Smart Tokyo" (Tokyo's Society 5.0) by focusing on introducing cross-cutting services utilizing 5G and cutting-edge technology in urban areas where we are experimenting the Smart Tokyo project and by sharing the achievements with other municipalities in Tokyo.

Project for Speedy Social Implementation of Data-based Services



- We will focus on promoting demonstration projects in various fields and achieve cross-cutting services based on data collaboration.
- We will train professionals with advanced AI skills who are capable of identifying and solving real problems.

Project for Creating a Digital Twin Environment



- While striving to build consensus among Tokyo citizens and businesses, we will build a public-private sector collaboration data platform that will enable the integration and collaboration of various types of data, and create a digital twin environment that combines cyberspace and physical space through promoting

the development and implementation of new data-based services.

Project for transforming Tokyo Metropolitan Government into a Digital Government



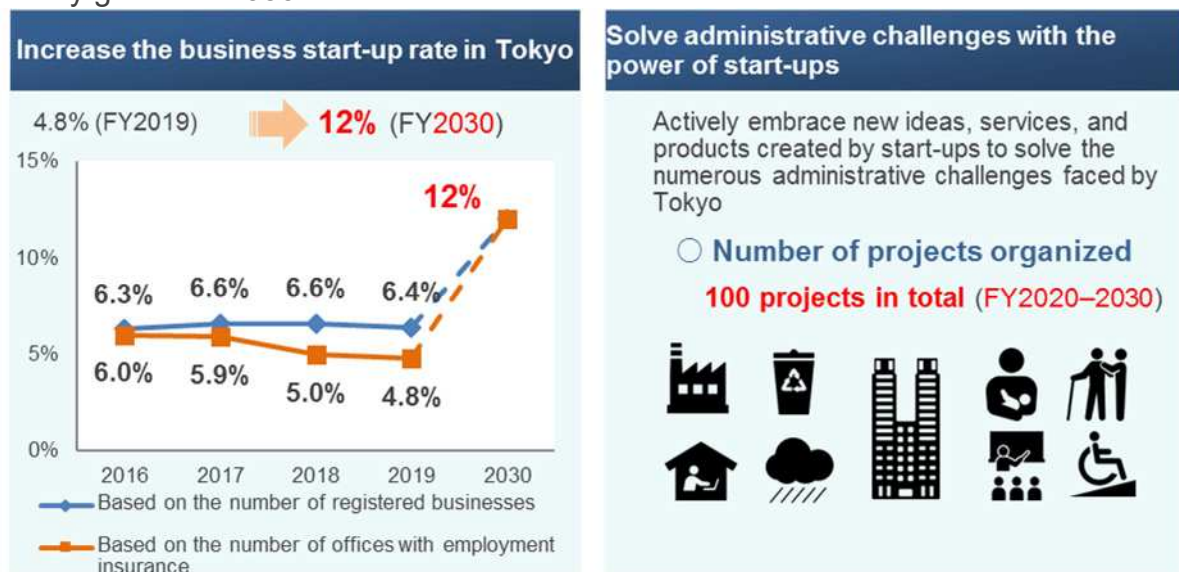
- We will leverage digital transformation solutions to realize our “Concept of Virtual Tokyo Metropolitan Government,” which aims to transform the Tokyo Metropolitan Government into a digital government, and thereby significantly and consistently improve the quality of administrative services in Tokyo.

Strategy 11. Start-up City Tokyo Strategy

Strategy overview:

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

Policy goals for 2030:



Innovation Ecosystem Formation Project



- Using the Start-up Ecosystem Tokyo Consortium, among other channels, we will promote the formation of a start-up ecosystem and support the creation and growth of start-ups through industry - university - 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 Enabling Start-ups to Solve Administrative Challenges



- We will enable start-up ideas 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 Start-ups



- We will strategically engage in initiatives to nurture diverse start-ups, ranging from entrepreneur education, collaboration with universities, cultivation of an entrepreneurial mindset, and other activities leading to new ideas and business to management and capital raising support tailored to specific growth stages.

Project for Nurturing “Future Unicorns” in Tokyo



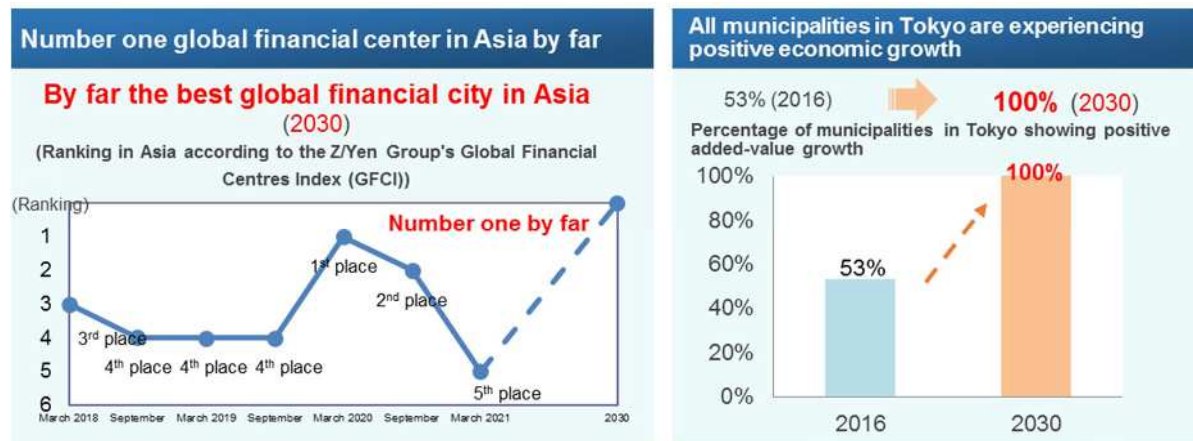
- By identifying and providing intensive support to promising start-ups to enable them achieve rapid growth, we will nurture “future unicorns” with the potential to evolve into unicorns and play a leading role in Tokyo’s economy and business world.

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

Strategy overview:

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

Policy goals for 2030:



Project to realize “Global Financial City: Tokyo”



- We will 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.

Formation of an International Business Hub to Beat Global Competition



- In order to transform Tokyo into the best business city in the world, we will work with the national government to promote deregulation with the special zone system, etc.

Project for Strategic Attraction of Foreign Professionals and Corporations



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

Project for Smart Industrialization Based on State-of-the-art Technology



- We will promote the adoption of cutting-edge technology by providing technical support that utilizes the local 5G environment, engaging in public-private sector joint R&D, promoting start-up development, etc.
- We will enhance productivity and innovate business models across the whole industry by supporting initiatives for creating smart factories and introducing cutting-edge technology, for example.

Open Innovation Creation Project



- By providing technologically advanced SMEs, local manufacturers, and start-ups in Tokyo with opportunities to team up with large corporations, universities, research organizations, local governments, and other diverse entities, we will create innovation and enable local industry to grow.

Project for Revitalizing SMEs and Local Industry for the Next Generation



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

Project for Enhancing Recognition of Tokyo's Brands



- Through providing support through various channels, we will enhance the potential and creativity of Tokyo's industries and establish the prestige of Tokyo's brand in the world.

Project for Creating the Best Gourmet City in the World



- To establish Tokyo's position as the "kitchen of the world" and the best gourmet city in the world, we will strategically engage in efforts to enhance Tokyo's attractiveness as a gourmet mecca even further.

Tokyo Smart Agriculture, Forestry, and Fishery Project



- We will enhance Tokyo's agricultural, forestry, and fishery revenue generation potential by improving productivity using state-of-the-art technology.

Project for Passing on Tokyo's Forests to Future Generations



- Through cultivating momentum for forestation, implementing appropriate forest development measures, promoting joint lumber utilization with other entities

across Japan, and increasing the added value of Tama lumber, we will enhance Tokyo's forestry capacity and create a forest cycle sustainable for the next 100 years and beyond.

Tama Innovation Park Plan



- By integrating the Tama area's universities, research organizations, professionals, big tech companies, and SMEs with advanced technological capacity and combining these entities and individuals with domestic and foreign cutting-edge industries and start-ups, we will transform the Tama area into one of the world's most advanced innovation zones.

Tokyo Metropolitan University Rebirth Project



- We will transform Tokyo Metropolitan University into a university that nurtures and develops advanced professionals and creates new knowledge to solve global challenges.

Strategy 13. 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:

Promote greening initiatives

Develop **130 ha** of Tokyo Metropolitan park area (FY2030)*

Develop **107 ha** of marine park area (FY2028)*

*Total newly developed area
Tokyo Metropolitan parks: from 2,038 ha to 2,168 ha
Marine parks: from 873 ha to 980 ha



Designate conservation areas

Designate and publicly acquire new conservation areas

Approx. 758 ha (FY2019)

Expand by **approx. 100 ha** (FY2050)

<Greenery conservation areas>



<Satoyama conservation areas>



Project to Realize a Tokyo Filled with Greenery



- In accordance with the Comprehensive Policy for Greenery Establishment, among other policies, the Tokyo Metropolitan Government and municipal governments will develop parks and green spaces, maintain farmland and natural areas, create greenery as part of private urban development projects, and take all other available opportunities to raise the quantity and quality of greenery and promote initiatives which work to increase greenery across Tokyo.

Project for Combining Community Development and Waterside Restoration



- Cooperating with local communities, businesses, and other entities, we will leverage waterside features to create lively spaces where people can relax and have fun.
- By developing waterside hubs as part of community development projects and connecting those hubs, we will promote transport by water as a means to bring prosperity to waterside spots, harbors, and surrounding areas.

Outer Moat Cleaning Project



- Considering the possibility of getting water for the Tamagawa Josui water channel from its source, Tama River, and restoring the Tamagawa Josui to its original form in the long run, we will, for the time being, explore ways to secure the water sources and water volume needed to introduce water into the outer moat, make improvements to the culvert section, and install new waterways, securing the water needed for introduction into the outer moat. We will also conduct a survey on the Tamagawa Josui and consider ways to work with diverse entities.
- In order to transform Tokyo into a beautiful, water-abundant city boasting many waterways, we will improve the water quality of the outer moat, which is a historical asset, provide people working in central Tokyo with places to relax, and revitalize the whole area by creating an elegant landscape.

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



- We will enhance the water source recharging function of forests, secure a stable volume of river water, and maintain the Ogochi reservoir.
- We will not yield to natural threats, maintain a stable supply of high-quality water for generations to come, and maintain the quality of public waters.

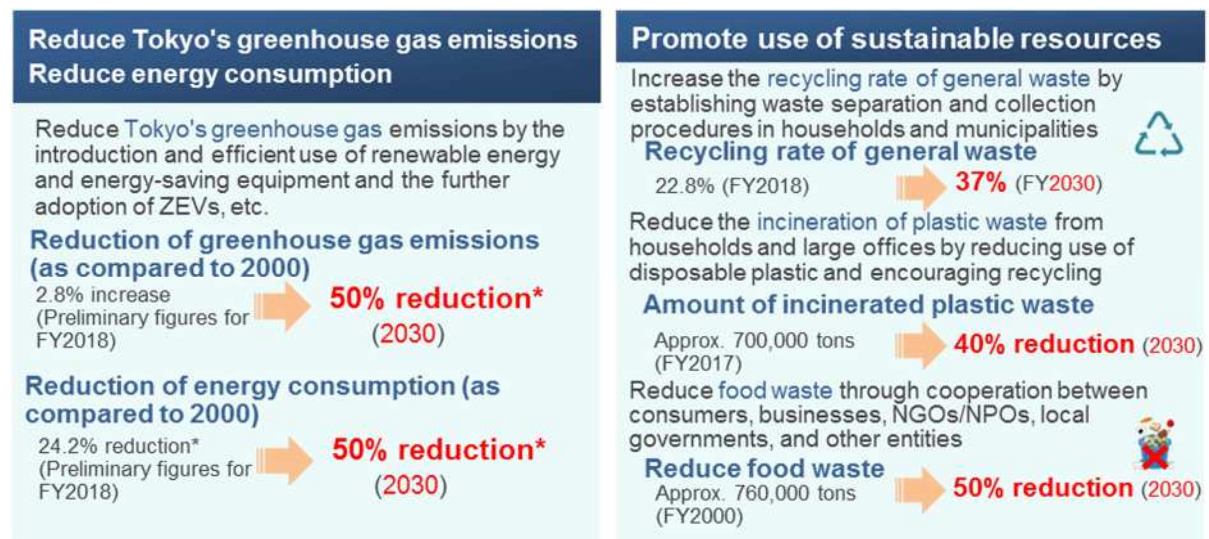
Strategy 14. Zero Emission Tokyo Strategy

Strategy overview:

As Tokyo consumes a huge amount of energy and resources, our mission is to **achieve zero emissions** by 2050, which will in turn **contribute to achieving net zero CO₂ emissions globally**. The decade from 2020 to 2030 will be a vital milestone in the process.

In order to meet our target of **reducing greenhouse gas emissions by 50% by 2030** in accordance with the “Climate Emergency Declaration: TIME TO ACT,” we will use all available means, such as the **utilization of renewable energy and green hydrogen**, to make tangible progress.

Policy goals for 2030:



Project for Realization of a Hydrogen Society



We will promote the development and utilization of hydrogen technology, and thereby accelerate the shift toward hydrogen use in a wide range of areas, from mobility to community-building.

Zero Emission Energy Project



- From the perspective of sustainable recovery, we will work with Tokyo citizens, businesses, municipalities, universities, and other entities to accelerate initiatives in various areas.

Zero Emission Mobility Project



- We will engage in initiatives for creating a city where ZEVs (FCVs, EVs, PHVs)

come and go freely.

Project for Promoting Sustainable Use of Resources



- By reducing the generation of waste and promoting recycling, we will transform Tokyo into a sustainable recycling-oriented city that can contribute to achieving zero CO₂ emissions.

Project for Adapting to Climate Change



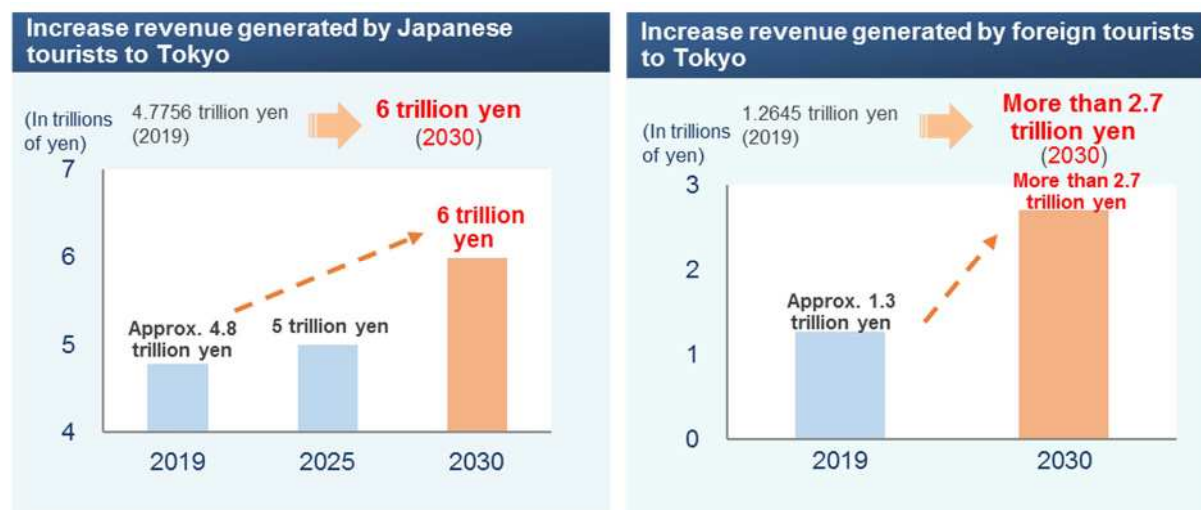
- We will implement measures to avoid and mitigate damage caused by climate change in all fields (natural disaster, health, etc.), employing a digital transformation perspective.

Strategy 15. Culture and Entertainment City Strategy

Strategy overview:

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

Policy goals for 2030:



Project for Creating Attractive Tourism Content



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

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



- By utilizing AI and other cutting-edge digital technology and teaming up with start-ups, we will build an environment where anyone can safely and conveniently enjoy on-foot sightseeing.

Project for Strategic Tourism Promotion as All-Japan



- 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 Tokyo's attractiveness as a destination for foreign tourists and achieve further growth of the tourism industry with the recovery of inbound tourism.

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



- In order to help people regain enjoyment in everyday life and bring more warmth and energy to life, we will hold art exhibitions in urban areas and other physical spaces and also provide the opportunity to participate virtually in art and cultural events by utilizing digital technology, thereby creating and spreading art and culture by combining the physical and virtual worlds.

Project for Improving Well-Being through Art and Culture



- We will carry out programs that utilize the power of art and resources of cultural facilities managed by the Tokyo Metropolitan Government, present new approaches to solve social challenges that transcend the realm of culture, such as aging population and creation of an inclusive society, and share our pioneering achievements domestically and internationally.

Project for Supporting People Engaged in Art and Culture



- We will expand emergency measures to support art and culture that have been impacted by the COVID-19 pandemic, and provide comprehensive, stage-tailored support, ranging from discovering and developing talent to providing activity opportunities and enabling success abroad, to those engaged in art and culture, which are the sources of Tokyo's attractiveness.

Project for Making Art and Entertainment Part of Everyday Life



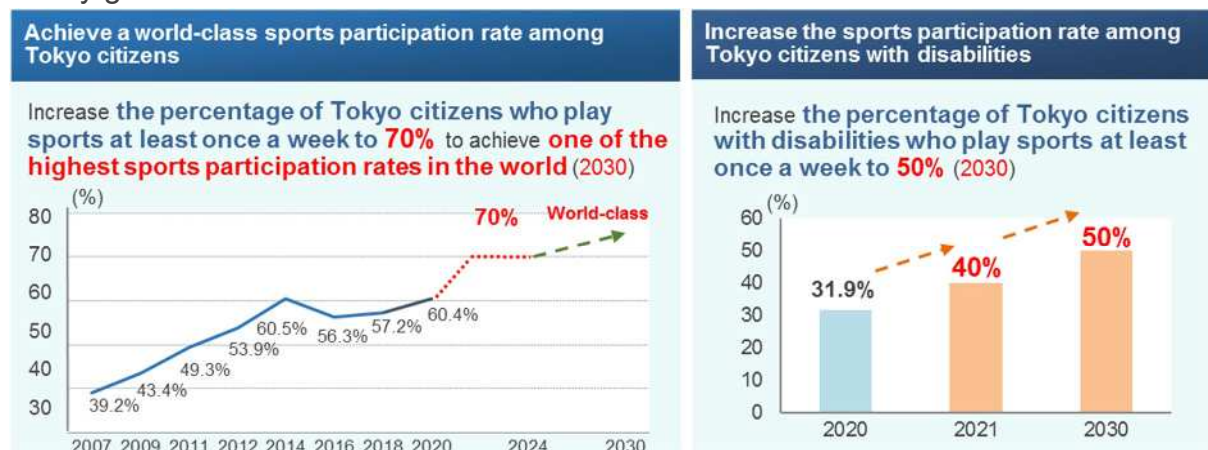
- In anticipation of the post-COVID era, and by capitalizing on the cultural legacy of the Tokyo 2020 Games, we will maximize the strengths of Tokyo's soft power—art, music, traditional performing arts, entertainment, food, etc.—to restore the city to a place where people gather and have fun.

Strategy 16. Sports Field Tokyo Strategy

Strategy overview:

By fully capitalizing on the legacy of the Tokyo 2020 Games, creating an environment for people to enjoy playing, watching, and supporting sports, and devising ways to develop parasports into a popular activity, we will make Tokyo into a “sports field” city where everyone can enjoy sports and the benefits it brings, such as staying healthy and connecting with others.

Policy goals for 2030:



Sports Field Tokyo Project



- We will transform everyday spaces into places 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 stadiums 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 of Tokyo, the world's first city to host the Summer Paralympic Games twice, we will promote initiatives to develop parasports into a popular activity and enable people, regardless of disability and age, to enjoy sports anytime, anywhere.

Sports Wellness City Project



- To enable all people to enjoy sports in everyday life and promote wellness, we will create new values and attractions centered around digital transformation and sports, involving, for instance, collaboration with private-sector companies and other entities.

Strategy 17. Strategy for Promoting the Tama Area and the Islands

The Tama area is home to numerous industries and universities, while **the islands boast a rich natural environment**. However, these areas are **facing challenges such as natural disasters and declining and aging population**. By working more closely than before with local governments, we will overcome these challenges and create together **communities full of prosperity and vitality**.

Project for Developing 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, and will also promote 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, we will transform the industry into an attractive one with high added value.
- By enhancing the industry's foundation and training workers in the field, we will establish robust agriculture, forestry, and fisheries for the next generation.

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



- 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.

Project for Supporting Work Styles that Fit for the New Era



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

Promotion of Smart Community Development in Line with Local Characteristics



- In order to create a compact, smart city where people can live a comfortable life, we will promote community development efforts that are combined with land utilization. Furthermore, we will create a transport environment centered around stations in which anyone can travel with ease, by supporting and promoting the combined utilization of various modes of transport, including bus and taxi, demand-responsive transport, and bicycle, and cutting-edge technology.
- In the Tama area, we will carry out community development projects that utilize land owned by the Tokyo Metropolitan Government and cutting-edge technology, encourage community development efforts by the area's municipalities to adapt to remote work, digital transformation, and other aspects of the "new normal," and create a diverse innovation creation hub unique to Tama.
- In conjunction with the extension of the Tama Monorail Line (Kamikitadai – Hakonegasaki), we will promote sustainable community development efforts in the municipalities located along the monorail 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 surrounding Minami-Osawa Station, we will promote community development programs that leverage cutting-edge technology, including the utilization of land owned by the Tokyo Metropolitan Government and implementation of 5G pilot programs as part of industry-academia partnerships.
- In the area surrounding Hachioji Station, we will promote community

development programs for creating diverse forms of innovation in Tama in conjunction with the construction of the Tama Industrial Exchange Center.

- By increasing the use of renewable energy generated by capitalizing on the unique features 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 implement well-planned measures to enhance international competitiveness by improving overseas access, increase the vitality and attractiveness of the Tama area, and improve railroad networks that contribute to more convenient railway use.
- In order to provide means for tourists and other visitors to access the islands, we will build and improve the harbor facilities needed to increase the stability of liner services and develop 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 do shopping locally, 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 wheelchair friendly routes.

Project for Improving Housing and Life from the Perspective of Resident and Community



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



- By providing advice to municipalities in an integrated manner under the cooperation among the relevant bureaus, we will promote community development measures such as community programs and mobility support programs carried out by the municipal governments.

Tokyo Greening Project



- In accordance with the Comprehensive Policy for Greenery Establishment, among other policies, the Tokyo Metropolitan Government and municipal governments will develop parks and green spaces, maintain farmland and natural areas, create greenery as part of private urban development projects, and capitalize on all other possible opportunities to increase both the volume and quality of greenery and thereby make the entire metropolitan area a greener place.

Conserving and Respecting Nature in the Tama Area and the Islands



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

Sharing Information about the Preciousness 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 associated with making the Tama area and the islands more resilient against disasters such as typhoons, floods, earthquakes, tsunamis, and volcanic eruptions, we will enhance disaster resilience by implementing well-planned infrastructure projects, developing effective preventive systems, and utilizing cutting-edge technology, thereby protecting Tokyo citizens and their property.

Improvement of Healthcare in the Tama Area and the islands



- In view of the challenges facing Tama and the Tokyo Islands, such as aging population and the lack of medical resources compared to other districts, we will build a system that allows everyone to receive the necessary medical attention.

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 for the regions to keep attracting Tokyo citizens and tourists from other parts of Japan as well as foreign tourists.

Making the Islands Even More Attractive



- Through initiatives to create an island brand and encourage settlement in the islands, we will build a prosperous and lively community in the islands.
- Aiming to draw up a feasible plan for providing flight services to the Ogasawara Islands while also minimizing the impact on the natural environment, we will identify and examine the challenges, thereby improve access to the island.

Solving Social Challenges Facing the Islands by Utilizing Digital Technology



- We will implement a project in Hachijojima designed to solve various social challenges facing the islands—improvement of living conditions, promotion of industry, improvement of administrative services, etc.—by actively utilizing the 5G network, AI, and other technology, expanding the project to other islands, including small, isolated ones, once preparations are made and 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 alleviate the burden on administrative staff and provide services to residents in a stable and consistent manner.

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



[Cooperative action 1: Building a firm relationship of trust with other local governments across Japan and prospering and growing together, through various forms of cooperation]

- By developing a closer relationship with local governments across Japan through various forms of cooperation, including cooperation to solve the challenges facing the whole country and inter-prefectural cooperation in projects that effectively contribute to mutual development, we will achieve growth in Tokyo and regions other than Tokyo as well as on a national scale.

[Cooperative action 2: Working together to achieve the Sustainable Development Goals (SDGs)]

- We will play a leading role in initiatives aimed at achieving the Sustainable Development Goals (SDGs) and work with other local governments across Japan with a common goal to share our ambitious initiatives with to world and solve issues as a team.

[Cooperative action 3: Providing active support for disaster relief and reconstruction and building relationships with diverse entities]

- Recent natural disasters have frequently caused huge damage across wide areas. Therefore, local governments across Japan must work together beyond administrative boundaries to recover from such damage. We will provide active, swift disaster relief and reconstruction support to affected areas outside Tokyo when a natural disaster occurs and work together toward restoring normality. Also, we will leverage our experience and know-how to promote cooperation between local governments.

[Cooperative action 4: Promoting broad, diverse exchange like nothing before]

- In the future, people in Japan will be able to travel between Tokyo and places across the country and freely engage in business and personal exchange thanks to developments in cutting-edge technology, establishment of high-speed communications networks, and launch of the Linear Chuo Shinkansen. While functioning as a hub, Tokyo will actively embrace the latest digital technology to promote diverse forms of exchange from an out-of-the-box approach.
- The formation of deeper ties between Tokyo citizens and Tokyo-based companies and regions across Japan will lead to the creation of new value. Exchange will also lead to new forms of collaboration with other regions across Japan. We will explore ways to generate a virtuous cycle of exchange between Tokyo and other regions.

Strategy 19. Olympic and Paralympic Legacy Strategy

Strategy overview:

The whole of Tokyo is working as a team to bring the COVID-19 pandemic to an end and make the Tokyo 2020 Olympic and Paralympic Games a success.

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

Strategy 20. Strategy for Structural Reform of the Tokyo Government

Strategy overview:

We will utilize cutting-edge technology to the full and capitalize on the speed, planning capacity, and proposal skills of private-sector companies and other entities, in order to realize a style of government that creates **optimal administrative services from the Tokyo citizens' point of view.**

We will engage in our work with **a global perspective** and help solve the common challenges faced by the world.

We will build **a sustainable financial basis** that enables us to implement the aforementioned strategic policies.

Structural Reform to Create a New Tokyo Government: Changing the Government to Change Tokyo



- Continuing and building on our previous governmental reforms, we are determined to change the entire structure of government in Tokyo, all the way down to the basic institutional framework and basic systems, through digital transformation solutions and improve the quality of administrative services, thereby improving the quality of life of Tokyo citizens and enabling all people to live a safe and happy life.
- We will place top priority on the seven core projects that will open the way for further reform, such as the “Concept of Virtual Tokyo Metropolitan Government” based on digital transformation solutions, aiming to develop a foundation for digital government by FY2025.
- We will implement Each Bureau’s Leading Project, which will be centered around digital transformation and aim to reform all aspects including the basic institutional framework and basic systems, thereby radically changing the way services are provided and work is done in each bureau and establishing a new administrative standard.

Global City Strategy Project



- In order to become a global destination, we will develop a global network centered on Tokyo that capitalizes on the city’s strengths in areas such as the environment, advanced technology, infrastructural technology, culture, sports,

finance, and education and strengthen Tokyo's presence and increase its magnetism.

A Sustainable Financial Basis that Enables 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 leverage the financial know-how we have gained to date in order to maintain a sustainable financial basis capable of underpinning the policy role entrusted to the Tokyo Metropolitan Government.

FUTURE TOKYO STORY

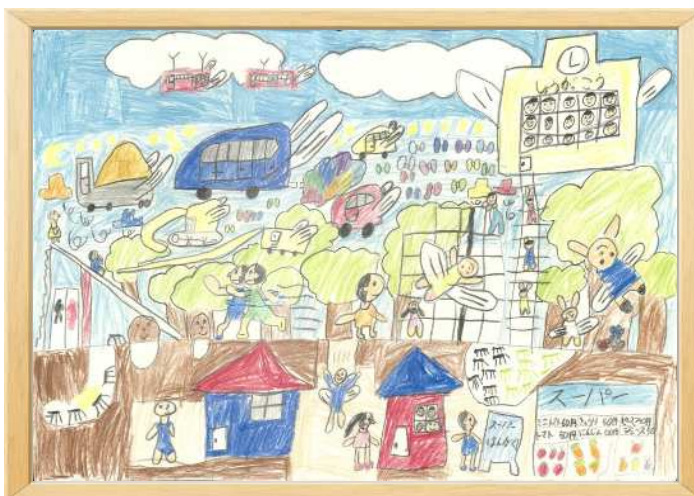
From the next page we feature a manga, FUTURE TOKYO STORY, staged in Tokyo in the future. It was prepared along with the formulation of Future Tokyo: Tokyo's Long-Term Strategy, which forms the basis of this report.

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



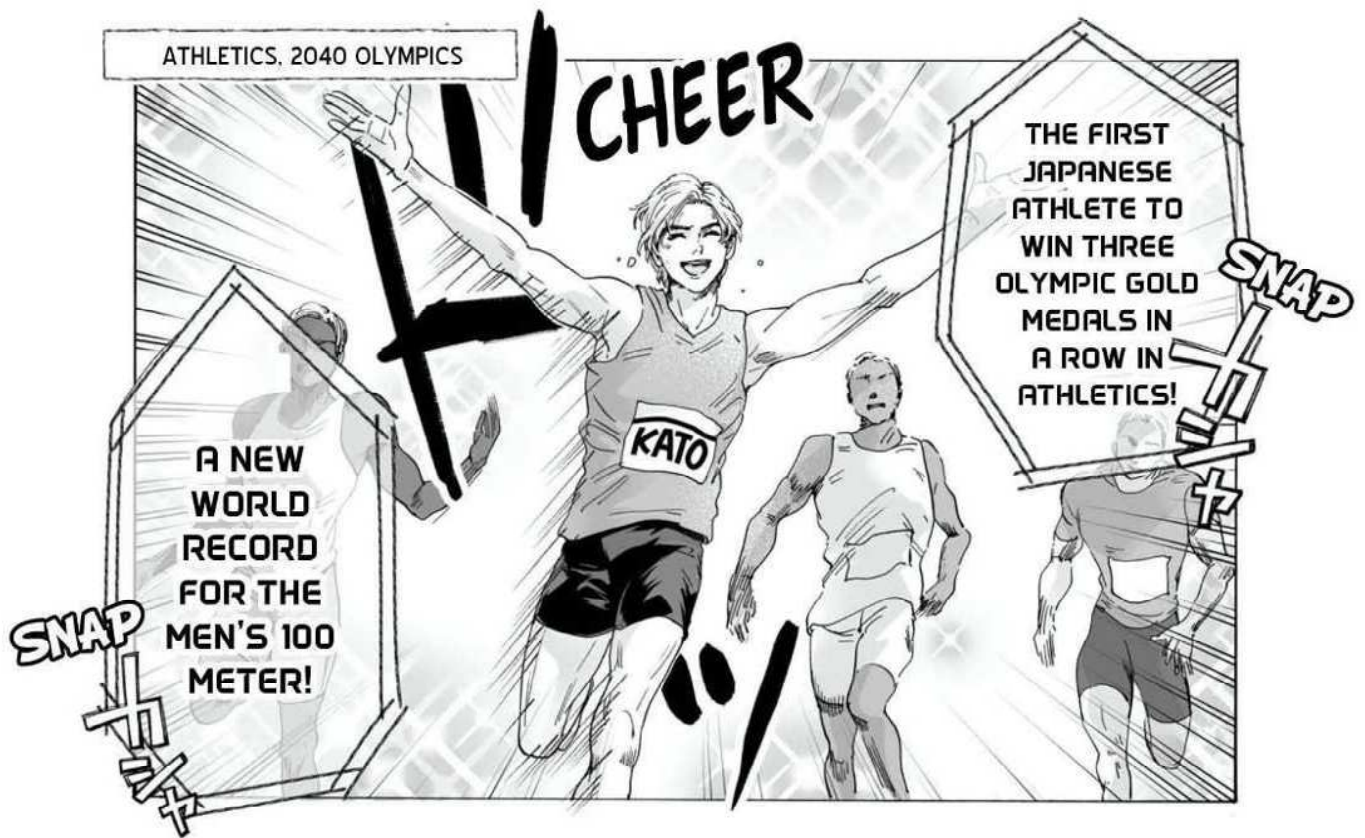


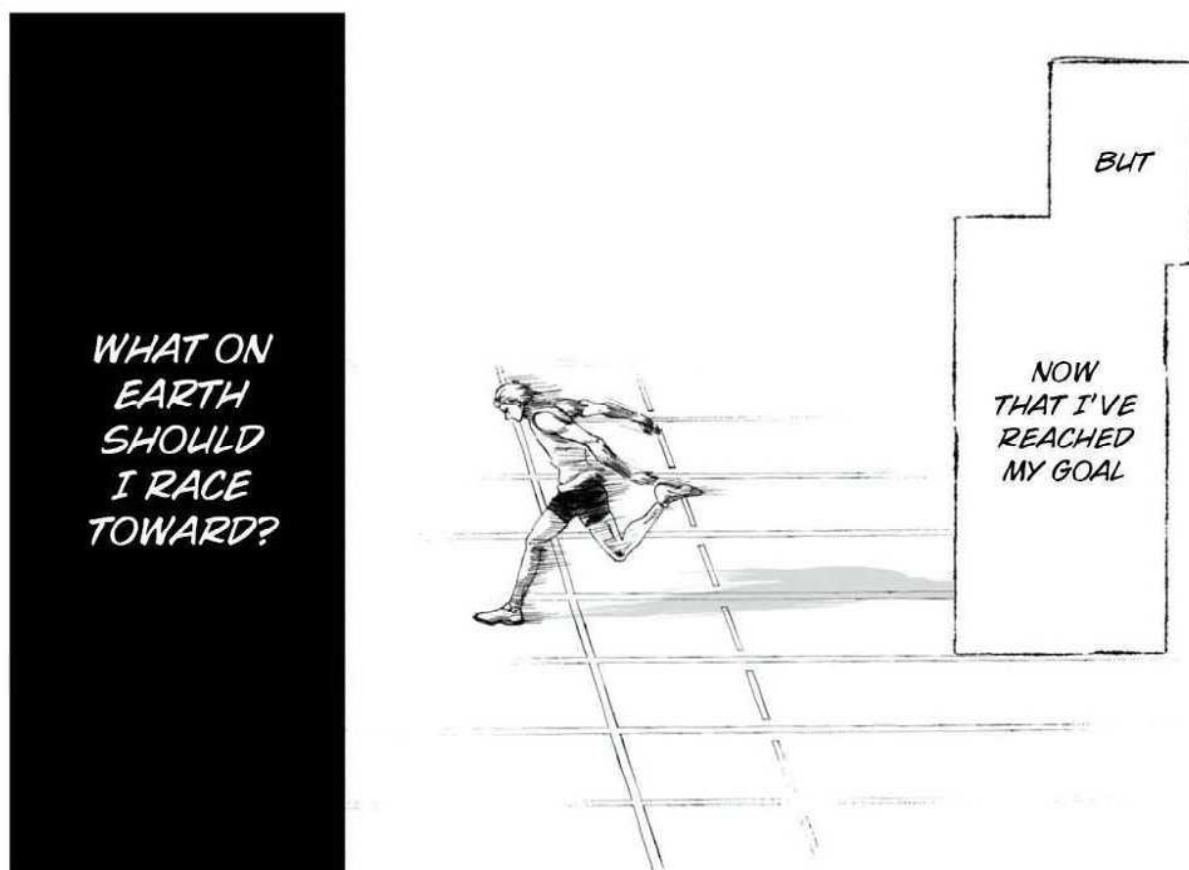
*I DREW "A CITY COMPLETELY COVERED
WITH PARKS" AS MY FUTURE TOKYO.*

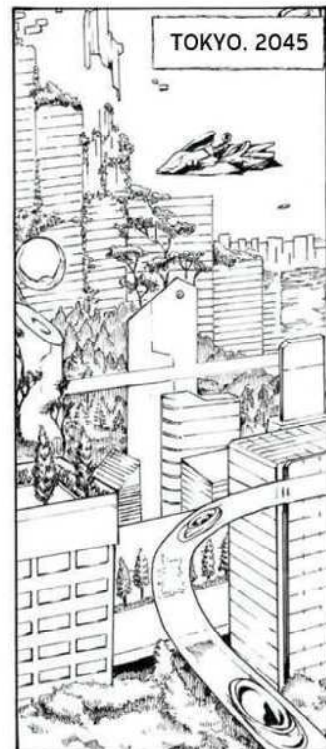
*MY DREAM WAS TO BE A TRACK AND
FIELD ATHLETE...*

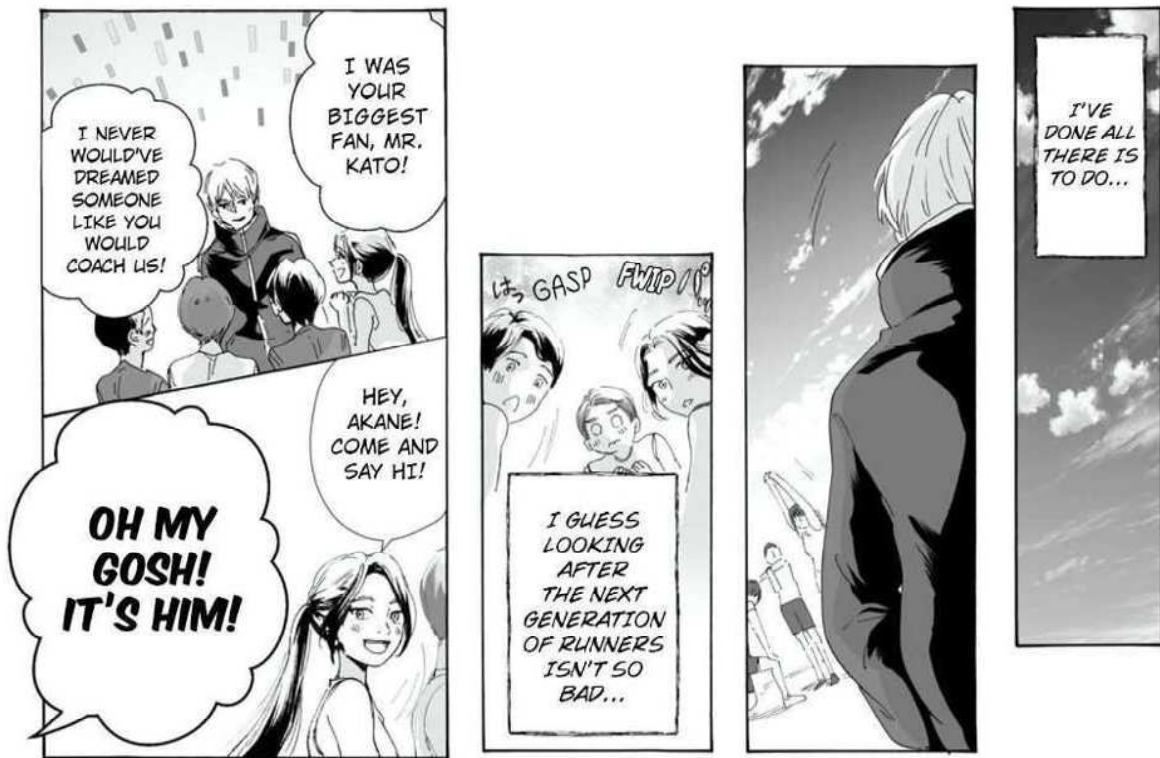
TWENTY YEARS LATER - 2040.

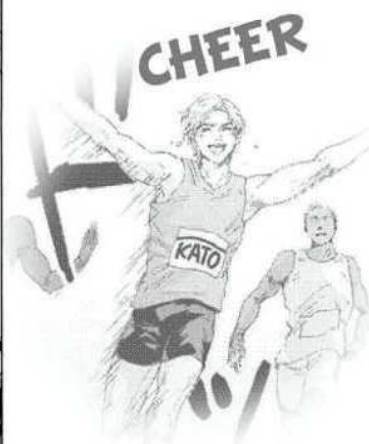
THE OLYMPICS, ATHLETICS





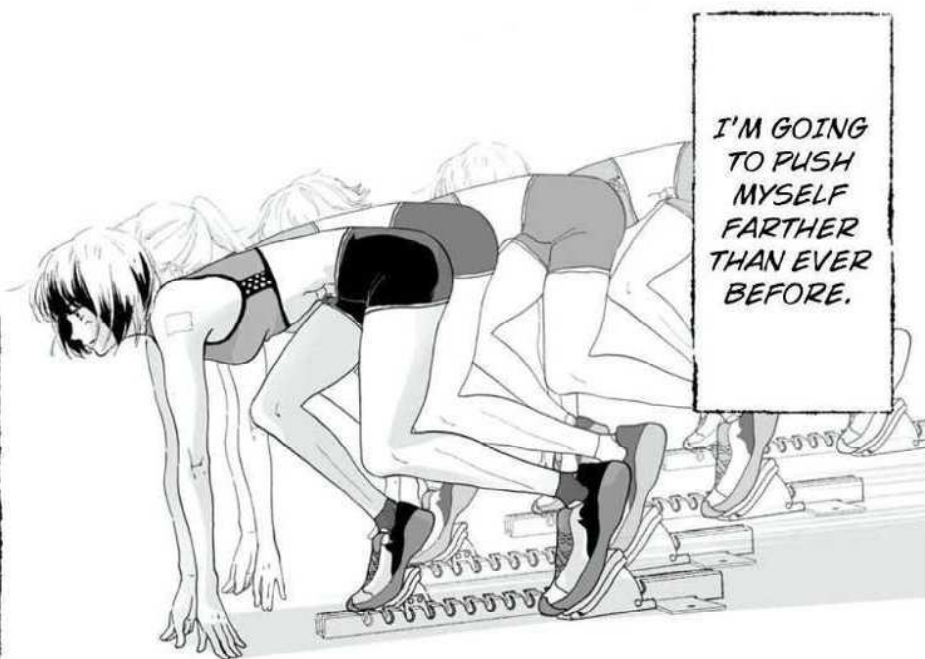








I AM
DEFINITELY
GOING TO WIN
THIS YEAR'S
JUNIOR
CHAMPION-
SHIP!



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

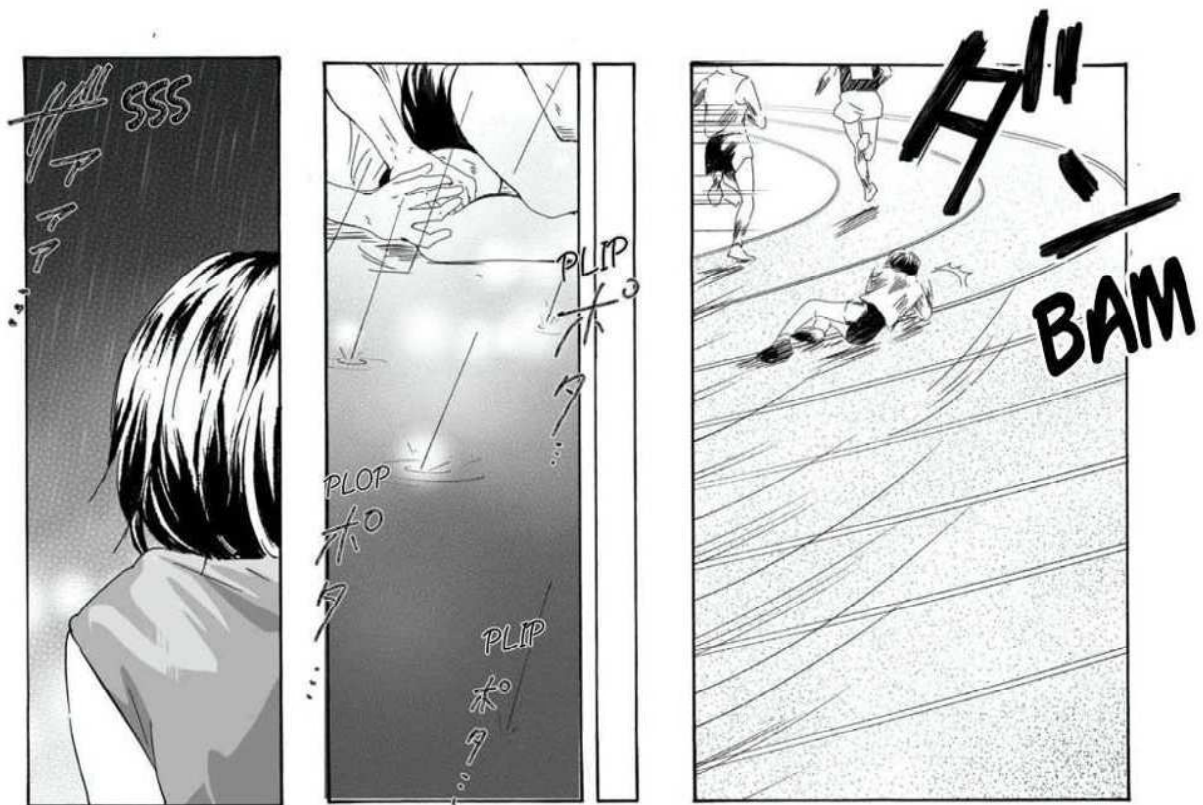


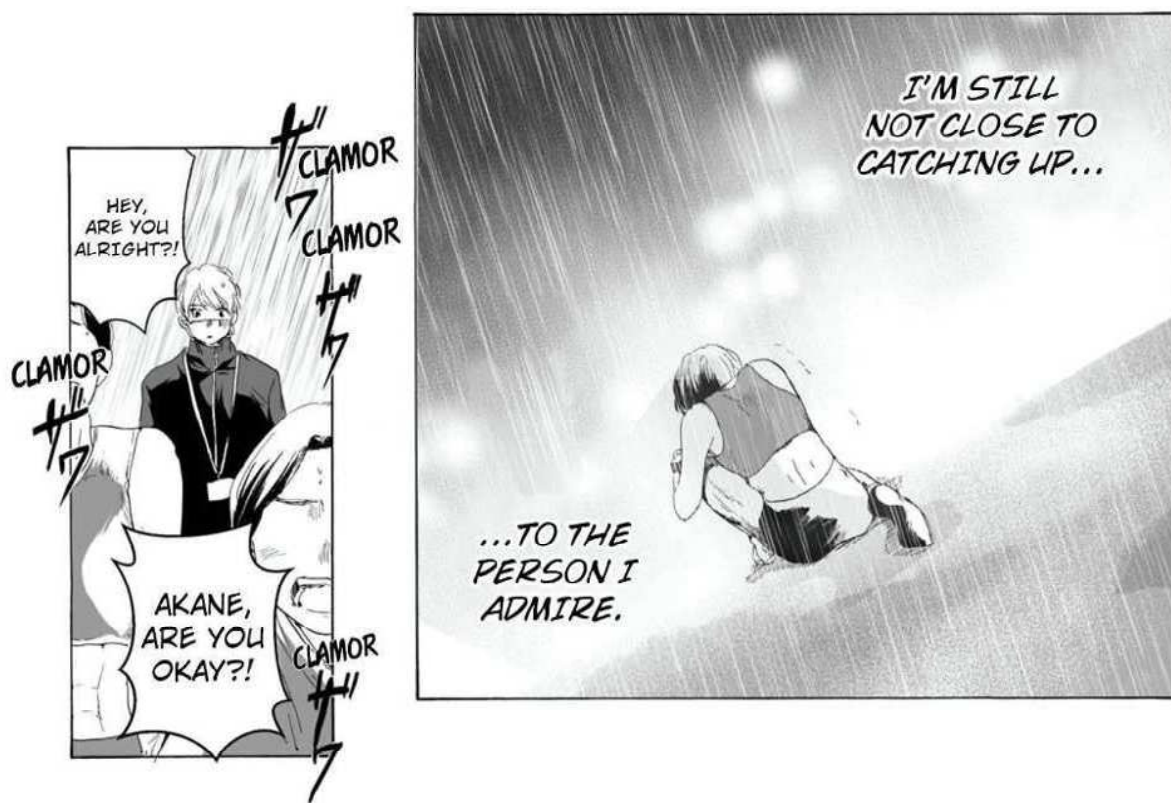
POP

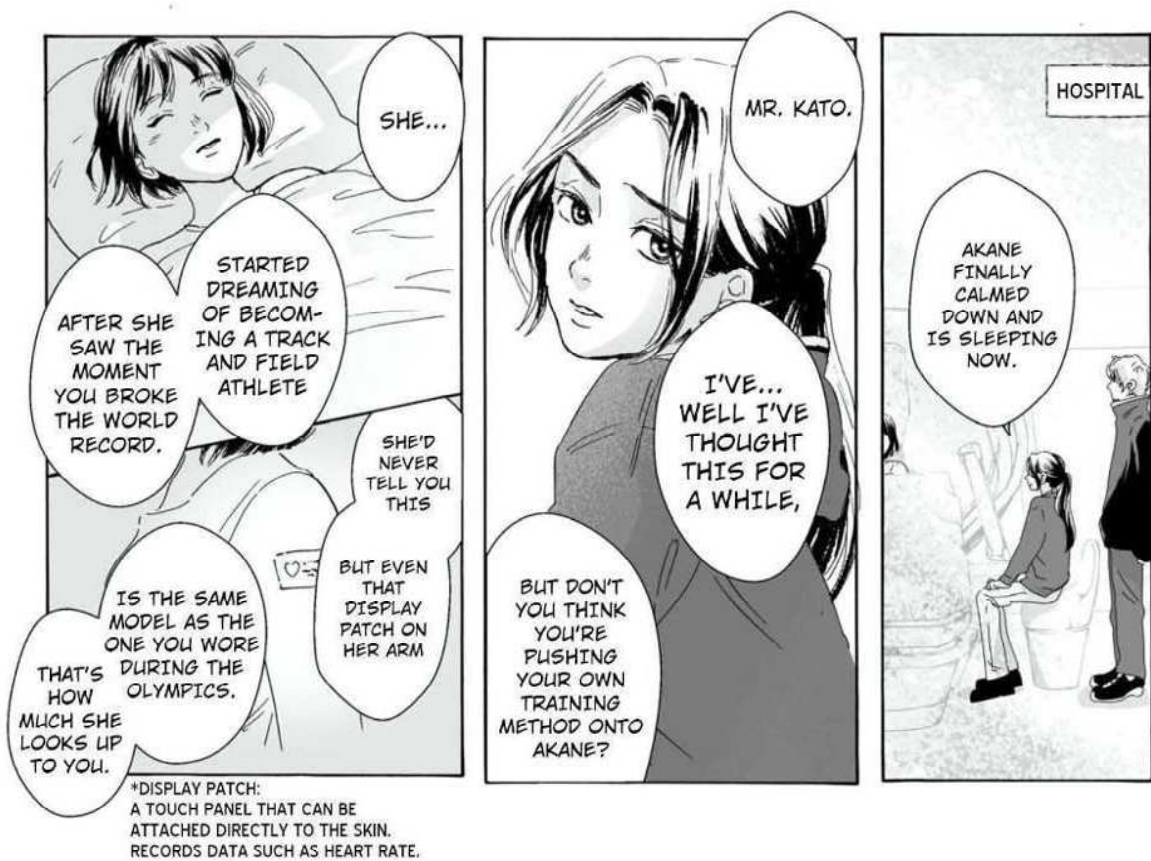


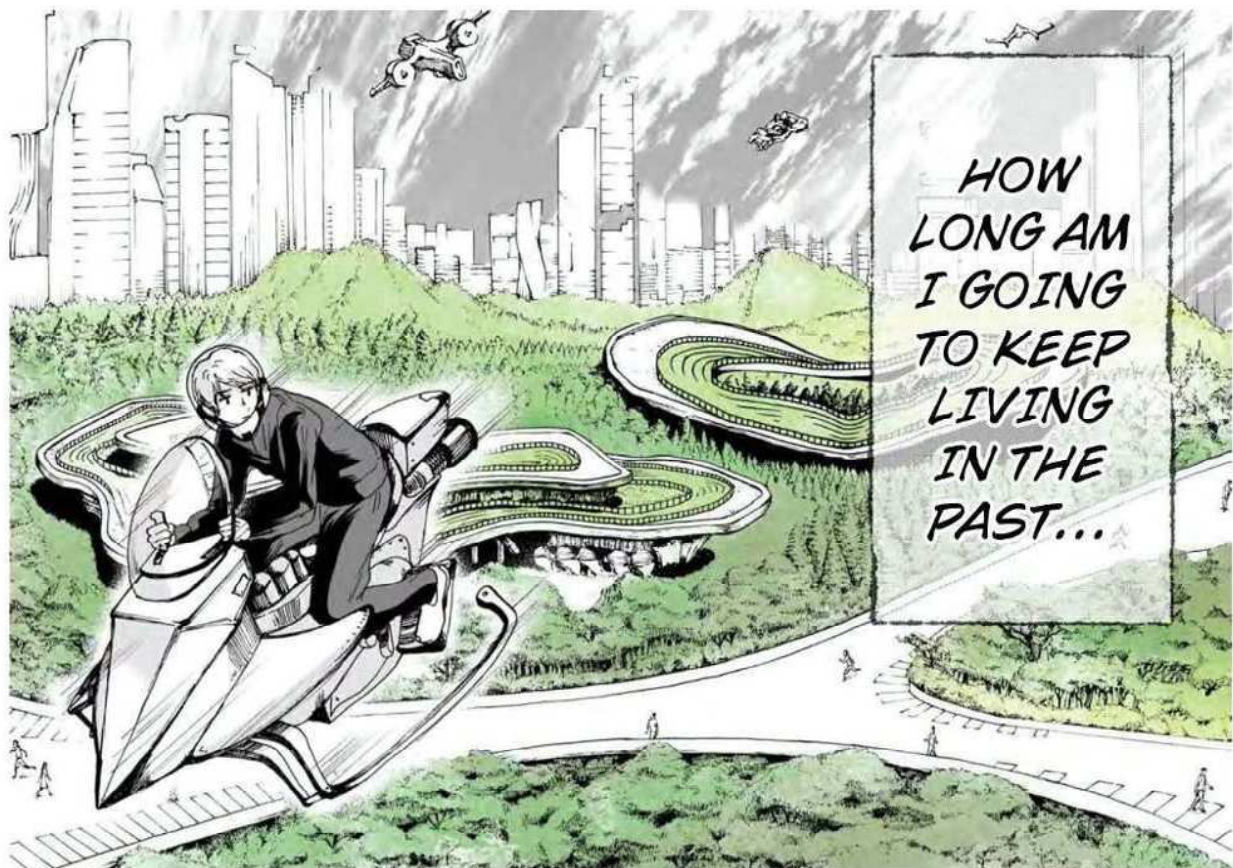
I... DON'T WANT
TO DISAPPOINT
COACH KATO!

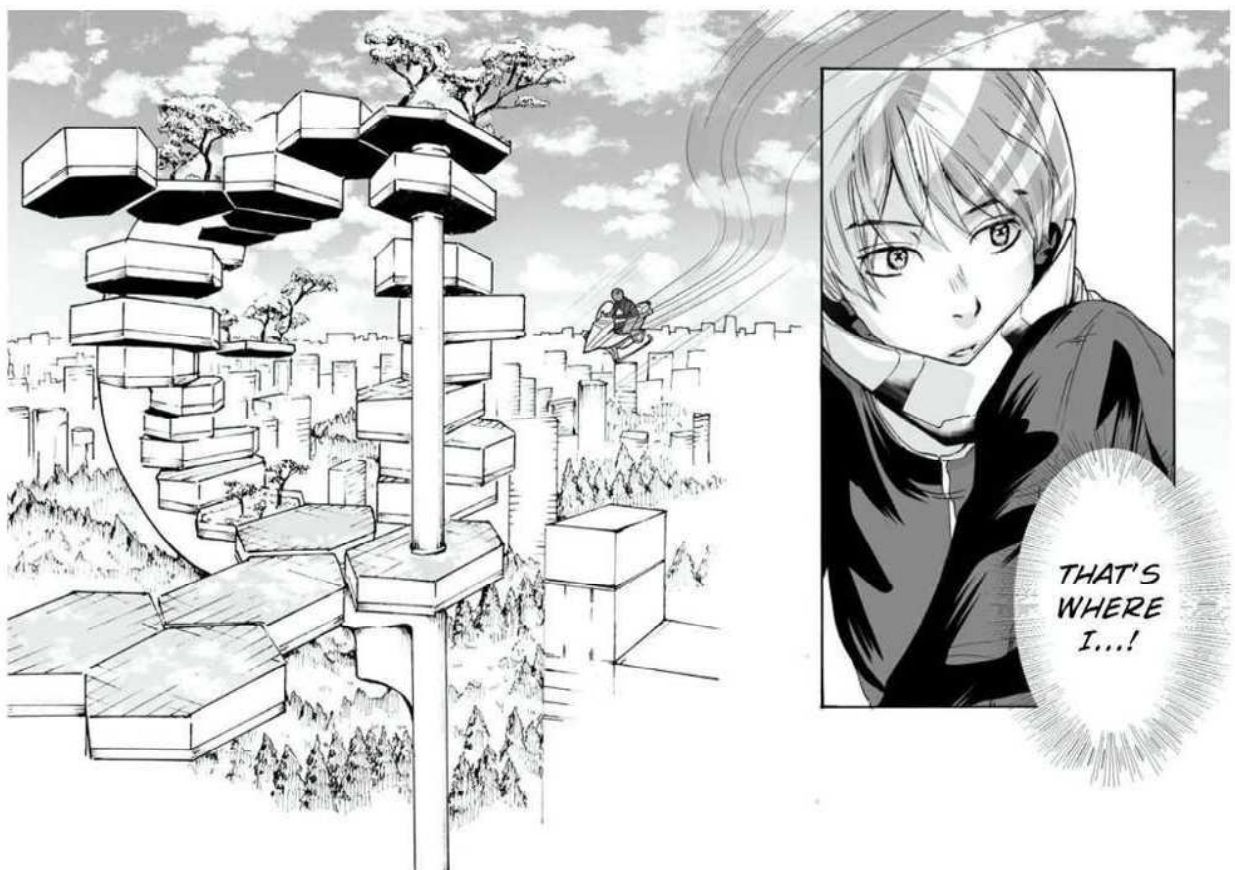
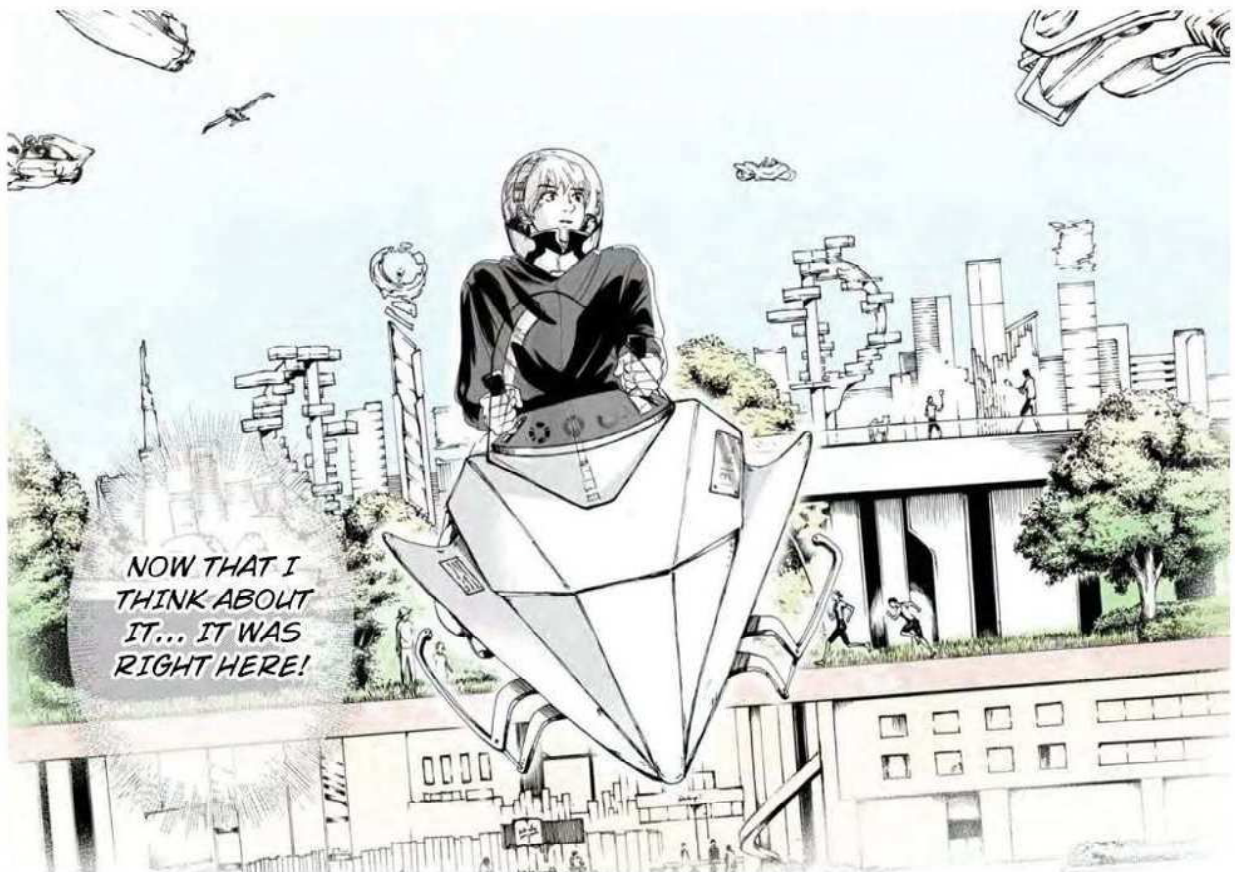












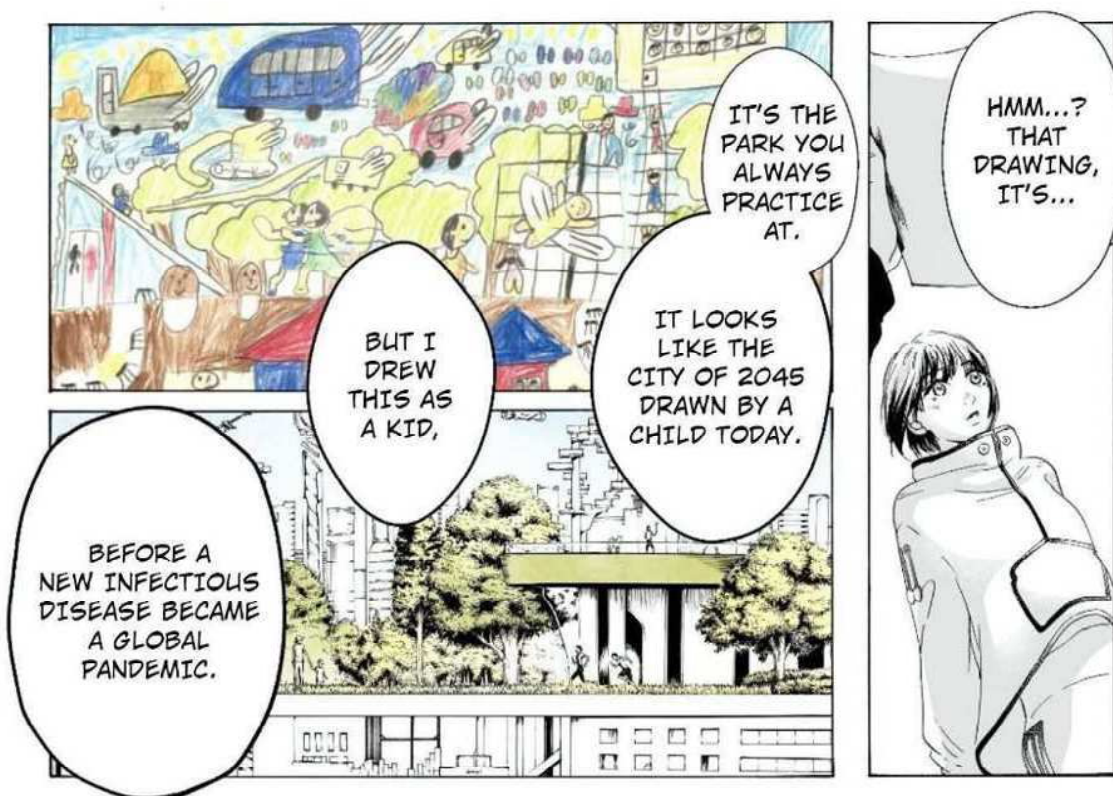


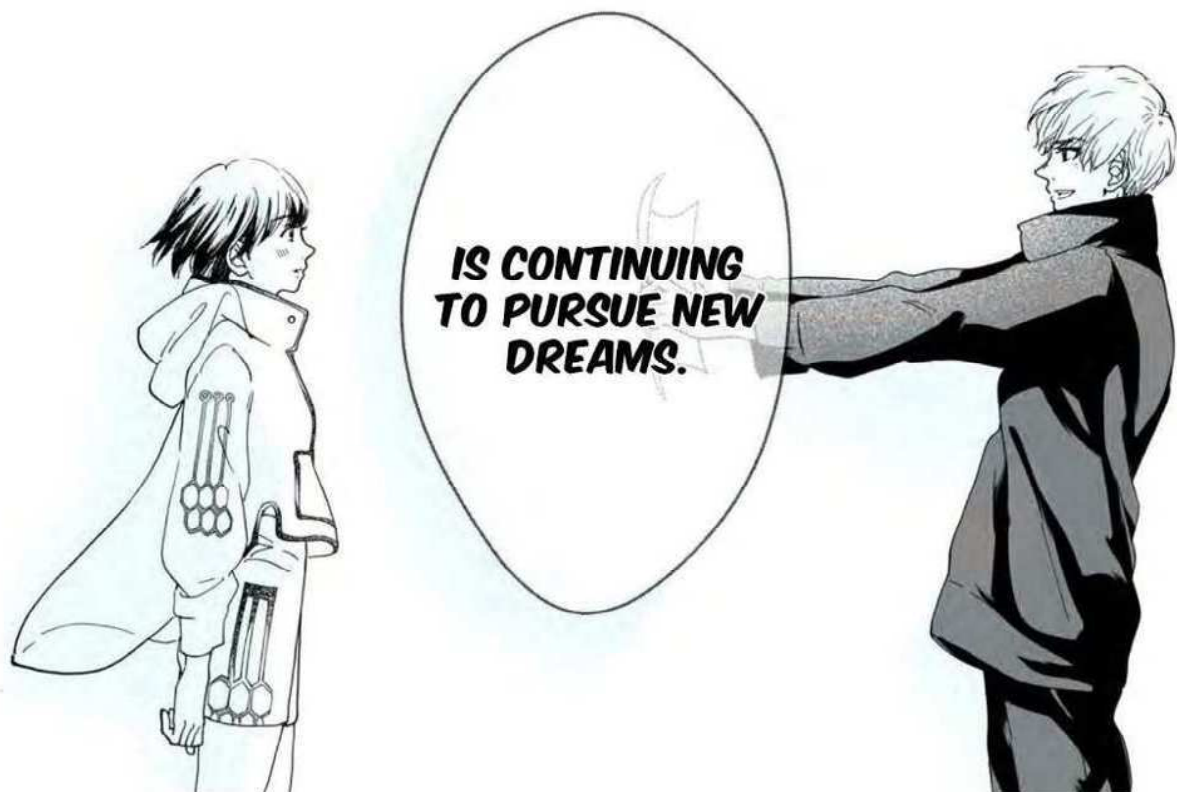
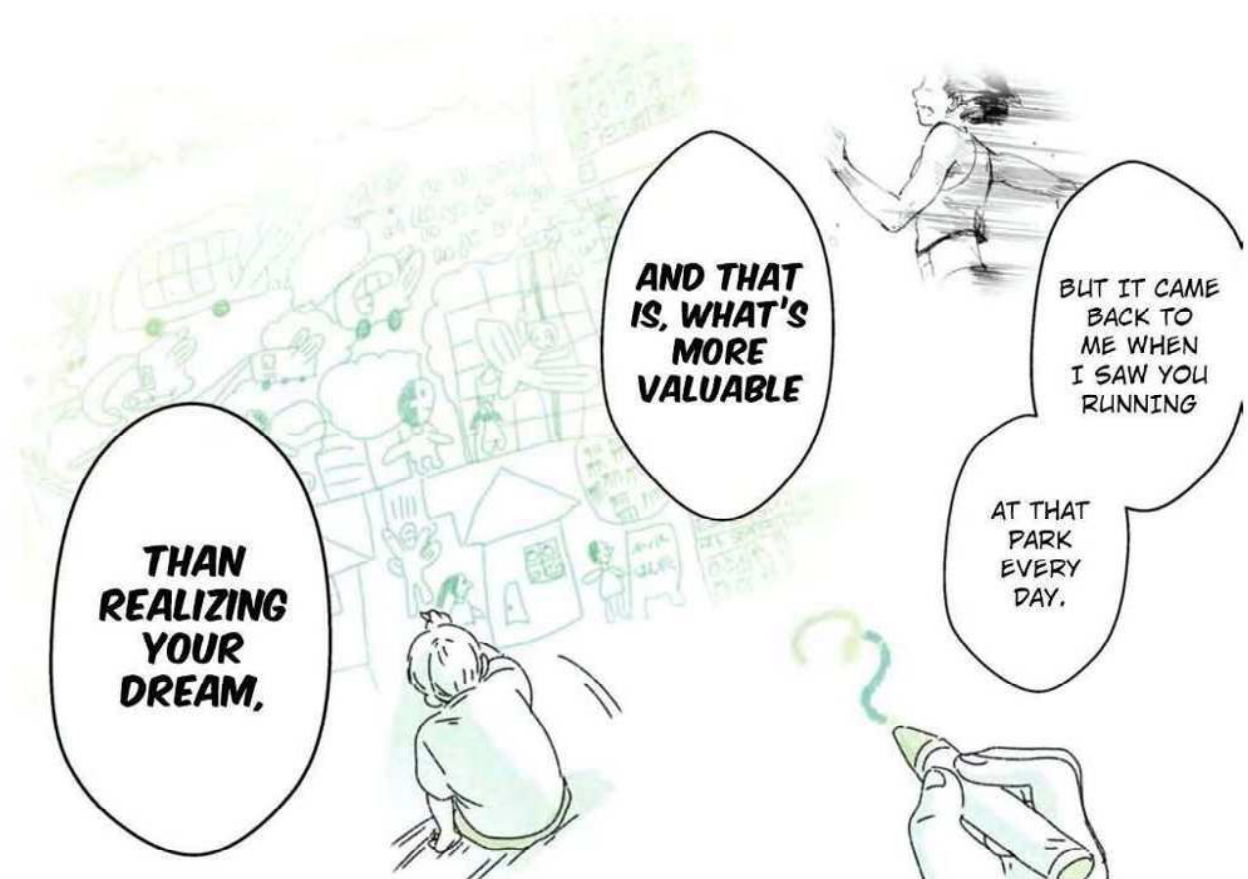
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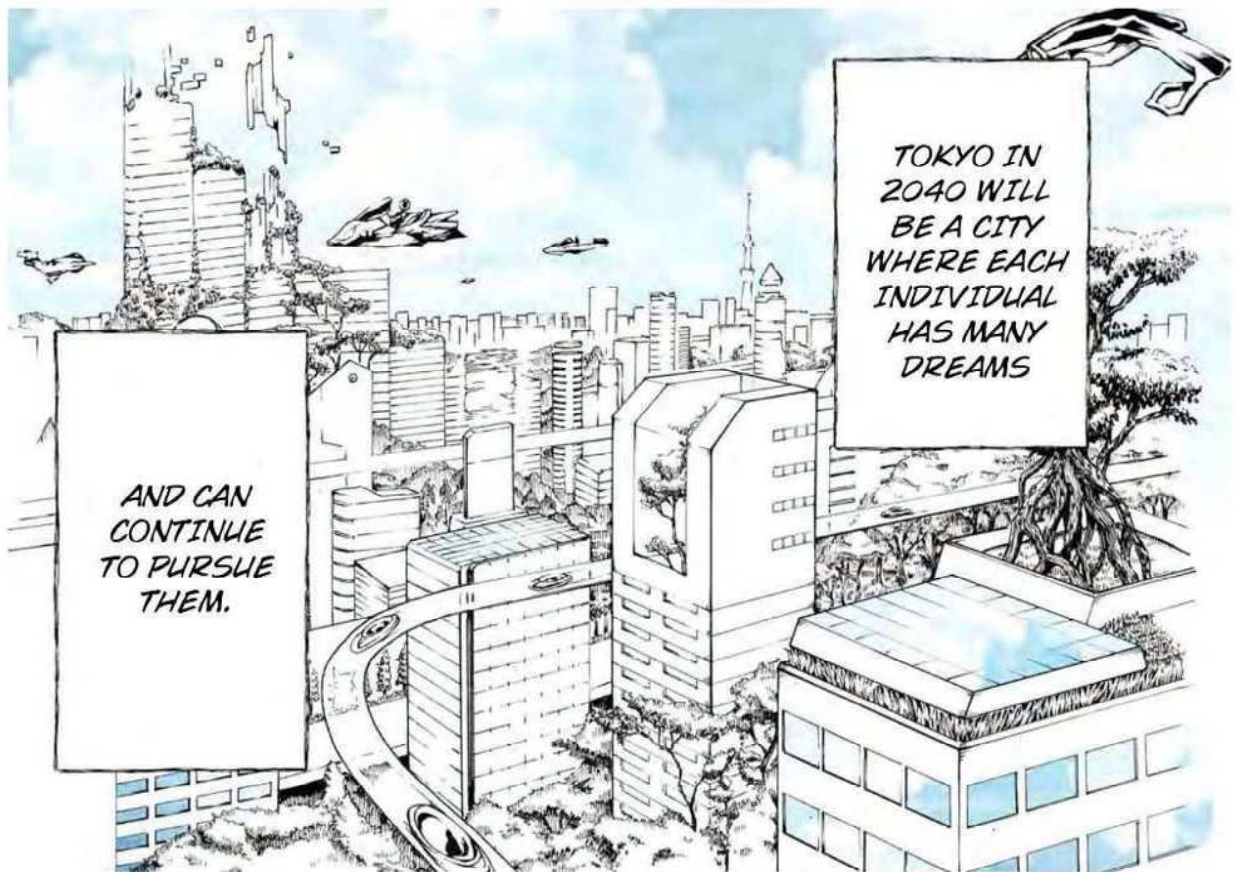






*YOU CAN HAVE
MORE THAN
ONE PERSON
YOU WANT TO
BECOME...*





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