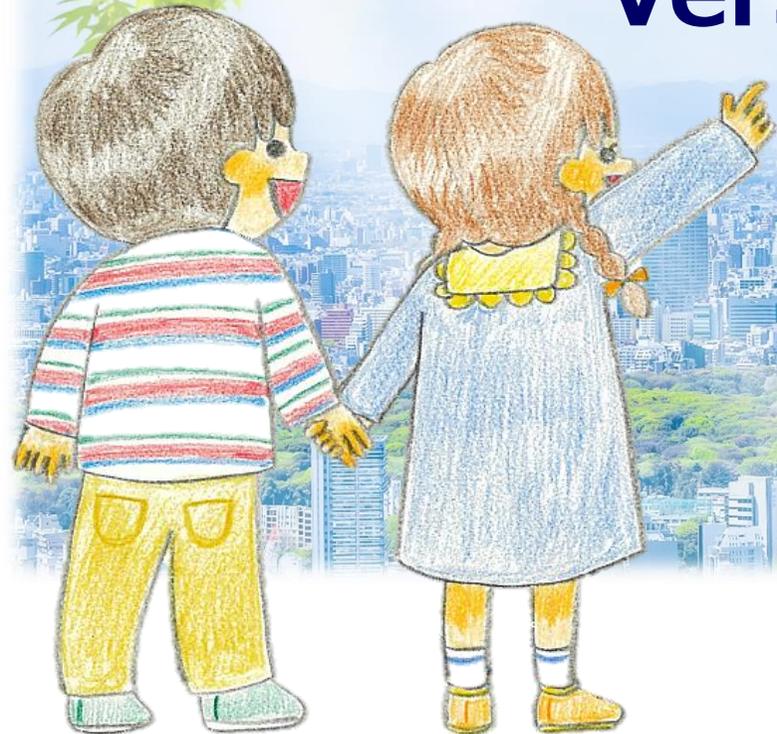




Future Tokyo: Tokyo's Long-Term Strategy Version Up 2022



February 2022

Tokyo Metropolitan Government

Ramping up efforts to achieve a radiant “Future Tokyo”

Last March, we formulated “Future Tokyo: Tokyo’s Long-Term Strategy,” our vision for the ideal future. Learning from our great predecessors who never lost sight of the future even in the face of difficulties, including Goto Shinpei, the seventh mayor of Tokyo who built the framework for Tokyo’s infrastructure, and Shibusawa Eiichi, who was instrumental in many social initiatives such as operation of the Tokyo Yoikuin, a facility that supported orphans, elderly and people with disabilities, in this Future Strategy we set the task of achieving a sustainable recovery from the COVID-19 pandemic and incorporated 122 projects to promote and give concrete shape to its strategies.

Strategies do not end with their formation. The important thing is to implement them. Instead of conducting field tests over and over again, we need to speed up efforts for social implementation, respond agilely to issues arising during this process, and further improve upon the contents.

The Tokyo 2020 Games, which were the first in history to be postponed by one year, were able to be held safely and securely even amid such difficult circumstances thanks to precise Games operations and thorough precautions against the virus, made possible through the generous cooperation and support of many. The trust shown in us by the world is a proud asset of Tokyo. In addition, I wish to develop the treasured values that were shared through the Games—the importance of risk management for the protection of people, and the preciousness of an inclusive society free of barriers where people live together and understand each other—into the city’s legacy.

The long battle against COVID-19 has impacted people’s lives and sense of values, and the declining birthrate, aging population and dwindling population are advancing to serious levels. Fueled by a sense of urgency over climate change, the trend towards decarbonization and digitalization is sweeping the world. Against this backdrop, in order to protect the livelihoods of the people of Tokyo and to make Tokyo the world’s city of choice, an upgrade of the various policies set out in “Future Tokyo: Tokyo’s Long-Term Strategy” became essential.

This “Future Tokyo: Tokyo’s Long-Term Strategy Version Up 2022” further accelerates initiatives to shape Tokyo’s future in light of the many changes that have been brought about by the Tokyo 2020 Games and the battle against COVID-19. Together with you, the people of Tokyo, we will advance steps to realize a bright future Tokyo that balances maturity with ongoing growth, and where people shine.



February 2022

Koike Yuriko
Governor of Tokyo

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

- The Tokyo Metropolitan Government formulated "Future Tokyo: Tokyo's Long-Term Strategy" in March 2021. Through its implementation Tokyo aims to become a sustainable city that balances maturity with ongoing growth.
- With the conclusion of the Tokyo 2020 Games, Tokyo has entered a new phase of advancing all-out steps to realize this goal. From the perspective of responding to the needs of the times and changing circumstances, including the accomplishments of the Games and the tough battle against COVID-19, the Tokyo Metropolitan Government has upgraded policies to accelerate efforts to carve the future.

Perspective 1

Have the accomplishments of the Tokyo 2020 Games contribute to the city's growth.

Held a safe and secure Games



Shared the wonder of sports



Raised awareness of an inclusive society



Promoted the attractions of Tokyo and Japan

Showed recovery from the disaster and appreciation to the world

Volunteers made people smile



A roadmap to a sustainable society

Futuristic technology



Transformed the "city" and "lives"



Perspective 2

Responding agilely to the needs of the times and changing circumstances

Impacts of the long battle against COVID-19

New challenges are emerging and becoming more serious, with major impacts on people's livelihoods and work styles.

Intensifying competition among the world's cities

Looking ahead to the post-COVID era, competition is intensifying among the world's cities in the growth areas of "green" and "digital."

The need to implement child-centered policies

An urgent challenge is to establish an environment that ensures the healthy growth of all children under any circumstances based on the Tokyo Metropolitan Government's Basic Ordinance for Children.



An upgrade of policies that considers the accomplishments of the Tokyo 2020 Games and changing circumstances

“Future Tokyo: Tokyo’s Long-Term Strategy” (March 2021)

<Stance on Strategy Deployment>

Realize a sustainable recovery

Strongly promote structural reform that approaches the roots of issues

<Four Basic Strategies>

1. **Backcasting** the future.
2. Promote policies by collaborating with a **diversity of entities** such as private companies
3. Realize a Smart Tokyo through **digital transformation (DX)**
4. Respond **agilely** to the changing times and circumstances

■ **“Vision”** for Tokyo in the 2040s

■ **“Strategies”** for 2030 ■ **“Projects”** for strategy implementation

- | | |
|---|--|
| 0 Strategy for Overcoming COVID-19 | 11 Strategy for “Start-up City Tokyo” |
| 1 Strategy for Putting Smiles on the Faces of Children | 12 Strategy for a Tokyo with Earning Potential and Innovation |
| 2 Strategy for Supporting Children’s Development and Growth | 13 Strategy for Making Tokyo a City Filled with Water and Greenery |
| 3 Strategy for Promoting Women’s Empowerment | 14 Strategy for Zero Emission Tokyo |
| 4 Strategy for Realizing a Choju (Longevity) Society | 15 Strategy for Tokyo as a City of Culture and Entertainment |
| 5 Strategy for Realizing Work Styles Allowing Everyone to Shine | 16 Strategy for Sports Field Tokyo |
| 6 Strategy for Diversity and an Inclusive Society | 17 Strategy for Promoting the Tama Area and the Islands |
| 7 Strategy for Valuing “Dwellings” and “Community” | 18 Strategy for All-Japan Partnership |
| 8 Strategy for Developing a Safe and Secure City | 19 Strategy for the Olympic and Paralympic Legacy |
| 9 Strategy for Enhancing Urban Functions | 20 Strategy for Structural Reform of the Tokyo Government |
| 10 Strategy for “Smart Tokyo: Tokyo Data Highway” | |

“Three-Year Action Plan” (FY2021 - FY2023)

A future Tokyo that strikes a balance between maturity and ongoing growth

Safe City

Diverse City

Smart City

Six approaches for upgrading policies

① Safety & Security

Crisis management to protect citizens' lives and livelihoods

■ New regulating reservoirs



■ Accelerate utility pole removal in Island areas, etc.

- Strengthen readiness for natural disasters utilizing DX, etc.

■ Reinforce Tokyo iCDC functions for a city resilient to infectious diseases



■ 10-year project to overcome the crisis and make Tokyo more resilient

③ Green & Digital

A sustainable city in harmony with nature

- To halve carbon emissions by 2030, strongly promote zero-emission buildings and vehicles, etc.

- Promote the development of a walkable, "human-centered" city

- Reinforce and expand the "Smart Tokyo" initiative



- Protect and increase greenery

- Purify the Imperial Palace's outer moat to realize a "City of Water"



⑤ Children First

Implementation of child-centered policies

- Establish a system for comprehensive child policies
- Improve policies through children's participation and dialogue

- Reinforce support for children so that no child is left behind



- Strategically promote the "Children's Smile Movement," a public-private partnership

- Leverage the power of DX and society to reinforce the new model of "Tokyo-style education"



② Inclusive Society

A society free of barriers of all kinds

- Enhance diversity in all policies to realize an inclusive society

- Create a society free of barriers of all kinds throughout Tokyo

- Accelerate women's empowerment by eliminating unconscious bias

- Improve the QOL of seniors utilizing digital technology, etc.

- Support employment in growth sectors and intensive follow-up for the long-term unemployed



- Support people facing difficulties such as young people, single parents, etc.



④ Global

The world's city of choice for finance, economy and culture

- Promote Tokyo Bay eSG project that puts Tokyo at the cutting edge



Global Promotion

- Revive tourism and promote measures to escalate the appeal of Tokyo's gourmet culture



- Take strong steps to make Tokyo an international financial center

- Evolve into a fun city of culture and entertainment

- Realize diverse and flexible work styles

⑥ Structural reform of the TMG

Acceleration of the "Shin Tosei" initiative



シン・トセイ2 2023年度版QOSアップグレード 1F版 version up 2023 2023.11.22

■ Five stances for further reform

- Implement thorough dialogue with users
- Quantify QOS and raise it dramatically through digitalization
- Reform the work environment to change people, work and the organization
- Cut into structural issues of systems, etc.
- Gear up change for quick realization of services

- Accelerate core projects and establish the digital TMG
- Expand leading projects of the bureaus to boost the TMG's QOS

Propelling Actions for a “Sustainable Recovery”

- Amid the global trend for a “green recovery” to restore the economy while addressing the climate crisis, the Tokyo Metropolitan Government is raising **“sustainable recovery”** which expands upon this trend to include the perspective of realizing sustainable living, as **a stance to roll out Future Tokyo: Tokyo’s Long-Term Strategy**.
- Tokyo’s efforts for economic recovery should not just aim for a return to pre-pandemic times but, by **upgrading policies from a sustainable recovery perspective**, should strive for **a resilient and sustainable society that generates new values**.
- “Future Tokyo: Long-Term Strategy Version Up 2022” bolsters policy initiatives in areas such as the environment, education and urban development.

Collect Tokyo’s Full Resources to Realize Decarbonization

Make Buildings Zero-Emission

Make installation of solar panels in newly-built houses the norm

- Create a new system making **installation of solar PV systems to houses, etc., mandatory**
- Expand support through multi-level **“Tokyo Zero Emission Housing” standards** and offer **tax incentives**



Enhance TMU’s Think Tank Function

Research and study for a sustainable society

- **Tokyo Research Initiative for Sustainability** brings together the research capabilities of the Tokyo Metropolitan University to propel **studies on, among others, ESG investment and utilization of hydrogen energy**

Promote Green Investment

Promote the Tokyo Green Finance Initiative

- Drive growth of the green finance market by **issuing “Tokyo Green Bonds”**



Support decarbonization startups

- **Assist startups that can contribute to decarbonization** through a Tokyo Metropolitan Government initiated fund of funds

Spread ZEVs and Other Mobility Modes

Expand support for vehicle introduction

- **Increase number of subsidized EVs, PHVs and electric motorcycles**



Facilitate the development of charging infrastructure

- Establish a subsidy for installation of **super fast chargers**
- Newly subsidize the **installation of chargers at detached houses**

Shift to a Circular Economy

Tokyo Circular Economy Promotion Center (name TBD)

- Provide one-stop consultation to residents and businesses as an **information and cooperation center for resource circulation**, and coordinate effective and tailored actions

Encourage implementation of innovative technologies and businesses

- Encourage **cooperation and co-creation** of enterprises that aim to **create new business in plastic resource circulation** such as a reusable container sharing service.

Actions for a Hydrogen Society

Facilitate the building of hydrogen stations

- Establish a **subsidy to lower hydrogen prices** for stations selling hydrogen to fuel cell buses
- Add construction of small hydrogen stations as eligible for subsidy

Social implementation of FC mobility

- Support introduction of **FC trucks**
- Use **FC forklifts** at construction sites to promote their introduction



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Learning at Anytime

Accelerate Digitalization in Education

- Provide subsidies, etc., for **one-to-one devices** at metropolitan schools and private high schools.
- Provide tailored advice and guidance to each student by **utilizing data such as learning records.**



Human-Centered Urban Development

Promote Creation of Towns Where People Enjoy Walking

- Generate a lively atmosphere by **utilizing the *hokomichi* (pedestrian-friendly street) system.**

- Further roll-out of “**Park Street Tokyo.**”

Enhance the Cycling Environment

- **Facilitate the construction of connected cycling routes** in cooperation with the national government, municipalities, road administrators, etc.

PARK STREET TOKYO



Working with a Sense of Security

Create Work Environments that Match Life Stages

- **Enhance scale of support** by providing incentive payments and encourage parenting leave by fathers at companies.

Provide Hands-On Support for Introduction of Remote Work

- Through consultations and subsidies, **support SMEs in industries where remote work is difficult** by providing close support from introduction to establishment.



Continuing Artistic and Cultural Activities

Build a System Allowing Artists to Continue Their Activities

- Offer domestic artists **TOKAS Residency** as a place to work and stay, and let them **interact with overseas curators.**
- **Support the costs of new creative activities** by up-and-coming artists.



Generating New Networks

All-Out Operation of Tokyo Communal Salon

- **Local governments, NPOs, etc., invigorate the resident community** through operation of diverse interactive programs including health promotion, frailty prevention and parenting support.

Elderly Care and Prevention of Frailty

- By continuing to assist municipalities that **utilize online tools for senior care and frailty prevention**, boost initiatives for generating **new styles of places to gather.**



Rediscovering the Appeal of Tokyo

Promote Sustainable Tourism

- Create Tama area/Islands **eco-friendly tours** and provide support related to **PR and sending advisors.**
- Create **monitor tours on local culture and environment** for study tours by elementary/middle/high school students and develop guidelines.



Foster Civic Pride*

*“Civic pride” is TM of YOMIURI ADVERTISING INC.

- Organize **participatory campaigns** for residents to rediscover their community’s attractions, enhance their attachment and pride, and encourage their understanding toward tourism.