



# Future Tokyo: Tokyo's Long-Term Strategy Version Up 2023

January 2023  
Tokyo Metropolitan Government

# Ensuring a “Future Tokyo” filled with hope for future generations

In March 2021, we formulated “Future Tokyo: Tokyo’s Long-Term Strategy,” our vision for the ideal future. And, last February, we updated this vision to reflect various changes that have been brought about by the Tokyo 2020 Games and battle against COVID-19 to formulate “Future Tokyo: Tokyo’s Long-Term Strategy Version Up 2022.”

Since the formulation of the updated vision, however, the global situation continues to change at a dizzying pace, affected by developments including the prolonged COVID-19 pandemic, natural disasters caused by extreme weather, and issues related to national security, energy security, and food security brought on by events such as Russia’s invasion of Ukraine.

Turning to the situation in Japan, we are also facing layer upon layer of difficulties, including abrupt exchange rate fluctuations, higher costs due to the rising price of raw materials, a tight energy supply-demand balance, and estimates indicating that the number of annual births in the country will fall below 800,000.

Amid such great upheaval, we are now called upon to effect change. Precisely because we are in a challenging situation, we must share various types of wisdom, without being bound by precedent. Through this process, new industries, new jobs, and new convenience will be created. We must seize upon opportunities such as this one, and make the proper adjustments to our strategy to realize a bright future Tokyo. Now we are standing at such a pivotal moment.

As Goto Shinpei, the seventh mayor of Tokyo, once advocated, it is the people who will lead the way. We will work to make Tokyo a city that enhances the power of the people, draws out the power of the people, and where each person takes on a leading role.

First, we will work to ensure safety and security, which form the foundation for the city’s activities, and solidify the base for Tokyo’s growth. In addition, we will advance “investment in the future” with a sense of speed to realize a Tokyo where each and every individual can achieve self-fulfillment. This includes urgent measures to address the declining birthrate, measures for the development of human resources which power growth, measures related to startups and changes in the industrial structure, and measures for striking a balance between achieving carbon neutrality and maintaining economic growth through the utilization of Green Transformation (GX) and Digital Transformation (DX).

When Tokyo changes, the future changes as well. As we now stand at this turning point in history, let’s work together to cultivate these new beginnings, and pass down a “Future Tokyo” filled with hope to generations to come.



January 2023

Koike Yuriko  
Governor of Tokyo

# 01 Implementation of “Future Tokyo: Tokyo’s Long-Term Strategy”

- “Future Tokyo: Tokyo’s Long-Term Strategy” Strategy Upgrade Concept
- Upgrade policies based on changes and transformations
- Main areas to upgrade

# "Future Tokyo: Tokyo's Long-Term Strategy" Strategy Upgrade Concept

## 1 Significance of the Formulation

- In March 2021, we formulated "Future Tokyo: Tokyo's Long-Term Strategy."
- This Future Strategy sets being resilient to changing times and circumstances, i.e., "Agile," as its basic strategy, and will be revised as initiatives progress and the social environment changes.
- In February 2022, based on this basic strategy, we formulated "Future Tokyo: Tokyo's Long-Term Strategy Version Up 2022," taking into account the changes and transformations that have been brought about by the Tokyo 2020 Games and COVID-19.
- However, even after the upgrade, the need to respond proactively to the emergence of global issues where conventional practices is no longer applicable, and to the rapid decline in birthrates has led to the decision to upgrade this time.

## 2 Position

The following items are summarized in order to realize the "Visions" for Tokyo in the 2040s set forth in "Future Tokyo: Tokyo's Long-Term Strategy".

- Establish new policies and review existing policies based on the recent changes and transformations in social conditions
- Update the three year action plan through the PDCA (Plan-Do-Check-Action) cycle

# "Future Tokyo: Tokyo's Long-Term Strategy" Strategy Upgrade Concept

## <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

### Future Tokyo : Tokyo's Long-Term Strategy (March, 2021)

Based on the basic stance of realizing "sustainable recovery" and strongly promoting "structural reform" that approaches the roots of issues, we set forth "Visions" of what Tokyo should be like in the 2040s and present "Strategies" and "Projects" to achieve these visions.

Original



Upgrade 2022



### Future Tokyo : Tokyo's Long-Term Strategy version up 2022 (February, 2022)

Upgraded policies based on the various changes and transformations that arose during the Tokyo 2020 Games and the battle against COVID-19.

Upgrade 2023



Future Tokyo that balances maturity and ongoing growth



## This time

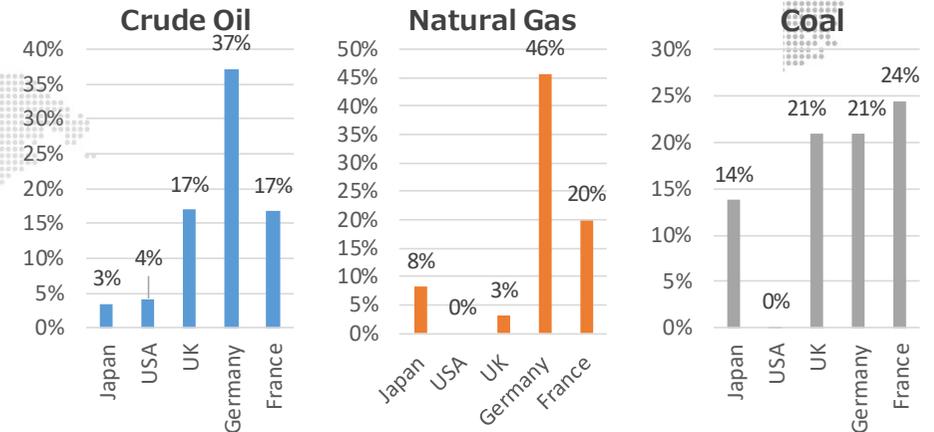
Upgrade to respond proactively to the emergence of global issues where conventional practices is no longer applicable, and to the rapid decline in birthrates.

# Upgrade policies based on changes and transformations

## The world and Japan are in the midst of an upheaval caused by unprecedented crises such as infectious diseases, climate crises, and disputes

- ✓ **COVID-19, a global pandemic** since 2019, is reaching a **turning point** with **efforts by humanity**, including the development of a vaccine
- ✓ **The protracted situation in Ukraine** has led to an international competition for resources, and the world is undergoing a **structural shift** toward **decarbonization** and **energy security**
- ✓ **With the climate crisis still in the offing, new targets for further reductions in greenhouse gas emissions** to achieve the "1.5°C target" set in the Paris Agreement at **COP27, the world is accelerating its move toward decarbonization**
- ✓ Looking at Japan, there are long-term absolute shortages of human resources due to **the declining birthrate and aging population, rapid exchange rate fluctuations, and declining international competitiveness**

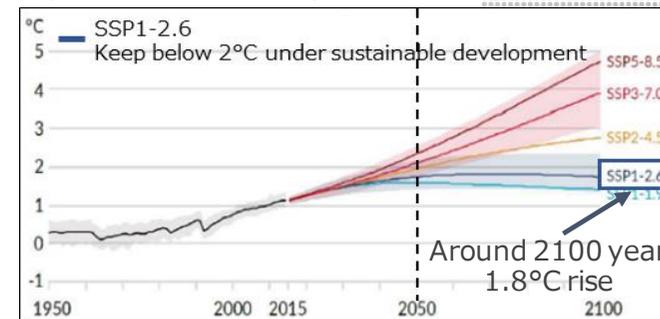
■ Percentage of dependence on Russian energy in major countries (2020)



(Source) Agency for Natural Resources and Energy  
Compiled from "The FY2021 Annual Report on Energy, (Japan's Energy White Paper 2022) "

### ■ Simulation of future temperature rise by IPCC

- Among several greenhouse gas emission scenarios, the one based on the Paris Agreement target is expected to increase by 1.5 to 2°C by around 2050



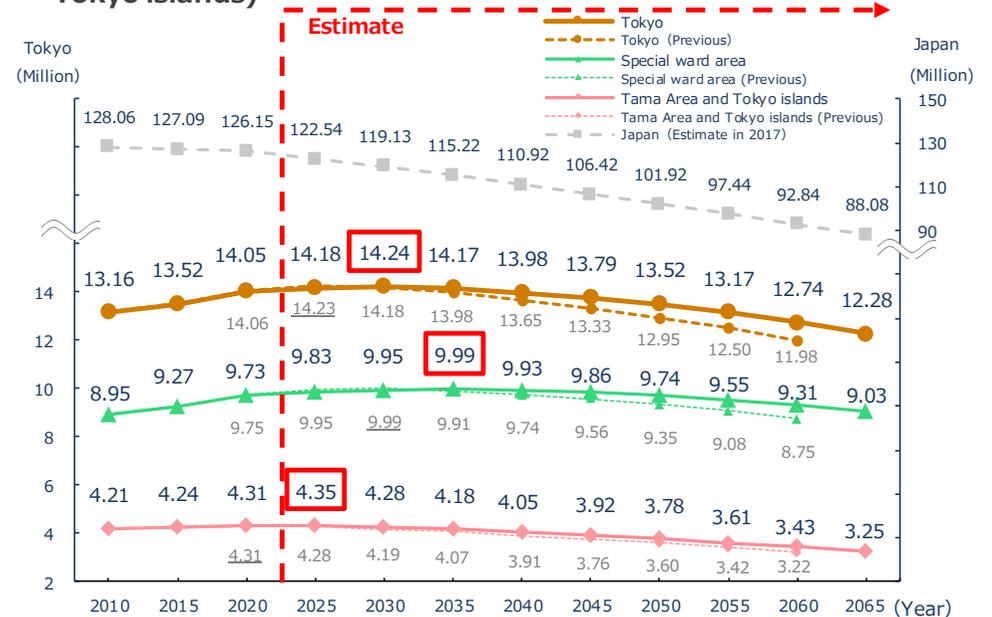
(Source) Compiled from "Report of Working Group I of IPCC Sixth Assessment Report" (IPCC, August 2021)

## The global situation is changing and conventional practices is no longer applicable

## Tokyo's future population will peak in 2030 (14.24 million) and will gradually decline after that

- ✓ Tokyo's population in 2021 began to decline for the first time in 26 years as a result of COVID-19, which caused people to move out of Tokyo, foreign nationals to return to their countries, and the number of births to decrease
- ✓ Population is gradually recovering after spring 2022 due to recovery of socio-economic activities and easing of immigration restrictions
- ✓ According to objective demographic estimates based on the results of the 2020 census, Tokyo's total population will peak in 2030, five years later than the previous estimates
- ✓ By area, the population of Special ward area will peak in 2035 (9.99 million) and that of Tama Area and Tokyo islands in 2025 (4.35 million), followed by a gradual decline after that

■ Population in Japan and Tokyo (Special ward area, Tama Area and Tokyo islands)



(Source) The population of Tokyo after 2025 is estimated by TMG's Office of the Governor for Policy Planning based on the results of the 2020 Population Census and other data (Materials) Annex to "Future Tokyo : Tokyo's Long-Term Strategy" (Office of the Governor for Policy Planning), "Census" (Ministry of Internal Affairs and Communications), "Population Projections for Japan (Estimated in 2017)" (National Institute of Population and Social Security Research), etc

Although the population declined due to the COVID-19 pandemic is gradually recovering, the future downward trend remains the same, and we need to face the population issue head on, which will have a significant impact on the future in many ways

In order to realize a sustainable Tokyo in the face of a rapidly changing, increasingly complex and sophisticated society and a declining population, we will focus on the following items across all fields

"People" as a Source of Growth

The World's Choice and World Leading City

Safe, Secure and Sustainable Tokyo

Initiatives beyond The Conventional Framework

## "People" as a Source of Growth

Empower and draw out the power of "people" to become an indispensable driving force for the city's development

### Social Conditions in Tokyo

- ✓ Births in Tokyo are **the lowest in the postwar period**
- ✓ **Number of marriages plummeted** due to the **COVID-19 pandemic**
- ✓ The world is changing **at a dizzying pace**, including a shift in industrial structure due to the development of GX and DX
- ✓ **English is one of the key infrastructures** in an increasingly globalized world
- ✓ Loneliness and isolation came to the surface **due to the COVID-19 pandemic**
- ✓ Legacy of Tokyo 2020 Games **Growing momentum toward the realization of an inclusive society**, such as the **enactment of the Sign Language Ordinance**

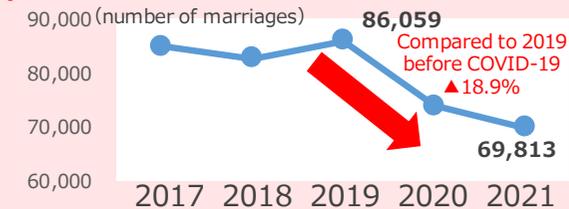
### Status for Policy Goals, etc.

#### Number of Births and Marriages (Tokyo)

##### Births hit a postwar low



##### The number of marriages also plummeted due to the COVID-19

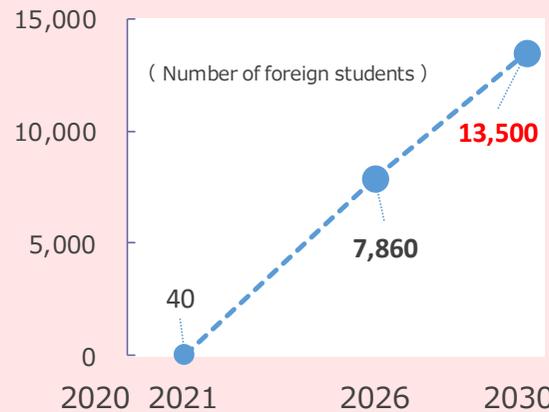


#### Increase the number of foreign students

Strategy 2

##### Number of foreign students supported by TMG

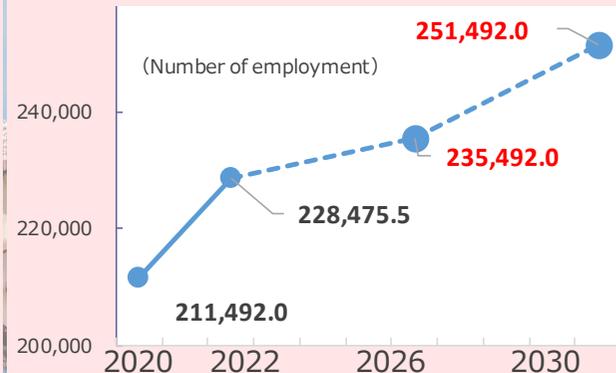
Total 13,500 (2021-2030)



#### Increase in the number of employees with disabilities

Strategy 5・6

##### Increase the number of employees with disabilities by 40,000 (FY2021-2030)



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

### What Required to Realize the "Future Tokyo"

- Evolve achievements such as measures to prevent waiting children, and face the issue of declining birthrates head-on in order to realize a sustainable society
- Foster and develop human resources who can play an active role in the world, including cultivating an international mindset and responding to changes in industrial structure by improving their skills
- Enhance diversity and inclusiveness, and realize an inclusive society where no one is left behind

## Points for Reinforcement

## Children First Society

## 【Points】

- ✓ **Implement** unprecedented **bold policies**
- ✓ Seamless **supports for marriage, pregnancy, childbirth, and child rearing**
- ✓ Accelerate **policy development from the children's perspective**
- ✓ Support for **diverse learning**

## 【Major Initiatives】

- Marriage support through **AI matching and exchange events using metropolitan facilities, etc.**
- **Support** for people who wish to **freeze their egg cells** and companies that develop assistance programs for them
- **Free childcare fees for children aged 0-2 from the second child onward**, with no income restrictions
- **"018 Support" benefits for children ages 0-18**
- Support for **"independent upbringing" at school age**

## Develop Human Resources as a Source of Growth

## 【Points】

- ✓ **Strengthen English language skills** to win international competition
- ✓ **Support for skill development** to respond flexibly to changes in industrial structure
- ✓ Cultivate entrepreneurial spirit and **entrepreneurship** to create growth areas
- ✓ Expand **future digital talent pool**

## 【Major Initiatives】

- Hold **English presentation contest** for high school students in Tokyo
- **Establish courses** at Tokyo Metropolitan University to **provide financial expertise and business-level English language skills**
- Strengthen **reskilling and recurrent education** for career advancement
- Promote **entrepreneurship education for elementary and junior high schools**
- Create **digital experience opportunities for children**

## A Society Where Everyone Can Make The Most of Their Individuality and Demonstrate Their Strengths

## 【Points】

- ✓ Further improve **barrier-free** software and hardware
- ✓ Transform society for **women's empowerment**
- ✓ **Create and activate connections** among people and communities
- ✓ Further improve **the QOL(Quality Of Life) of the elderly**
- ✓ Further enhance **safety net**

## 【Major Initiatives】

- Promote **sign language events** and **professional development of sign language interpreters, etc.**
- Support for **career change** for women and others working in non-regular employment
- Support to **address the digital divide and social participation** of the elderly
- Efforts to **maintain and improve the level of care required, etc.**
- Create a **"virtual place to stay" for consultation on SNS**
- **Assignment of specialized teachers, etc. to deal with non-attendance**

# The World's Choice and World Leading City

Refine Tokyo's attractiveness, nurture new seeds of growth, and become world's city of choice

## Social Conditions in Tokyo

- ✓ **Japan's attractiveness ranks first in the world**  
(World Economic Forum)
- ✓ **World competitiveness ranking is 34th, the lowest ever**  
(Swiss business school IMD)

- ✓ **Global supply chain changes** triggered by Ukraine situation
- ✓ **Startups are driving industrial restructuring** around the world

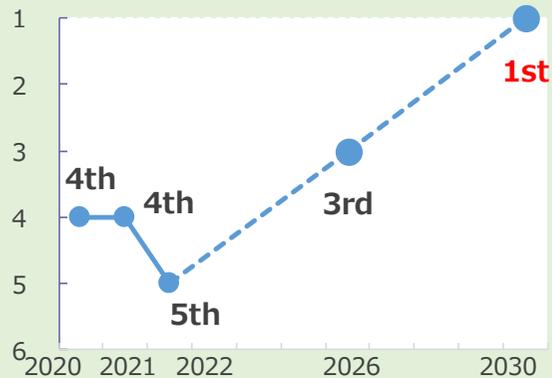
- ✓ It is at a new stage where **infection control** and **recovery of socioeconomic activities** are compatible
- ✓ **GX and DX** are the new keys to the global economy
- ✓ **World Athletics and Deaflympics are to be held in Tokyo in 2025**

## Status for Policy Goals, etc.

### Global City Power Index

Strategy 12

**Global City Power Index (Economy)**  
**1st place** (2030)

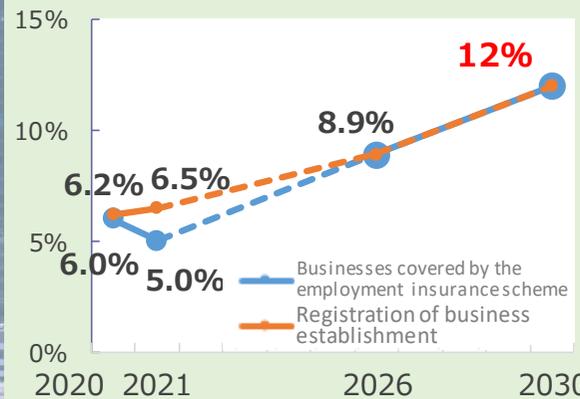


(Rankings for the Economy in the Global Power City Index by the Mori Memorial Foundation Institute for Urban Strategies)

### Startup rates in Tokyo

Strategy 11

**Business startup rates in Tokyo**  
**12%** (FY2030)



### Platform door installation

Strategy 9

**JR and private railway stations**  
**Approx. 60%** (FY2030)



**Subway stations** **100%** (FY2025)



## What Required to Realize the "Future Tokyo"

- Develop the Tokyo 2020 Games legacy, refine Tokyo's proud attractions, and communicate to the world
- Make the accelerating GX and DX trends and startups key drivers of economic growth
- Build a vibrant, lively, and attractive city that visitors from around the world can enjoy

## Points for Reinforcement

## Enhance Tokyo's Presence

## 【Points】

- ✓ **Strengthen international promotion**
- ✓ Implement promotion in response to the **resumption of inbound travel**
- ✓ Fully utilize Tokyo's **artistic and cultural resources**
- ✓ Publicize the power of sports via the **World Athletics Championships and the Deaflympics**

## 【Major Initiatives】

- Strongly promote "**SusHi Tech Tokyo**" (Sustainable High City **Tech Tokyo**) to the world
- **Enhance attractiveness utilizing projection mapping**
- Develop and operate an **anime and manga base**
- **Develop creative environment for artists, etc.**
- **Bid and support the hosting of international competitions**

## Create Innovation and Shift to a Crisis-Resilient Industrial Structure

## 【Points】

- ✓ **Strengthen collaboration with startups** under new startup strategy
- ✓ Support **industrial restructuring** of SMEs
- ✓ Leverage the **GX** to both decarbonize and economize
- ✓ **Leverage advanced digital talent** and deploy **DX** on multiple fronts
- ✓ Attract **investment from around the world**

## 【Major Initiatives】

- **Establish a major base for startup support (Tokyo Innovation Base)**
- **Establish new funds (university startups, promotion of energy creation and storage, etc.)**
- **Promote business transformation of SMEs into growth areas**
- Launch and operate a new organization that promote digital policies in collaboration with the TMG "**GovTech Tokyo**"

## Enhance Urban Functions and Attract the World

## 【Points】

- ✓ **Develop urban infrastructure** on land, sea, and air to enhance international competitiveness
- ✓ Further improve **convenience and liveliness**
- ✓ Create attractive spaces featuring **greenery and waterfront areas** that offer a sense of enrichment and relaxation

## 【Major Initiatives】

- Expand transportation network, including subways in **central Tokyo and waterfront areas**
- **Increase capacity for cruise ships and business jets**
- Refurbish and utilize the **upper space of the KK Expressway as a pedestrian-centered public space**
- Create liveliness through the **development of fountains and other waterscape facilities**

## Safe, Secure and Sustainable Tokyo

Ensure "safety and security" as the foundation for all urban activities and realize a sustainable future

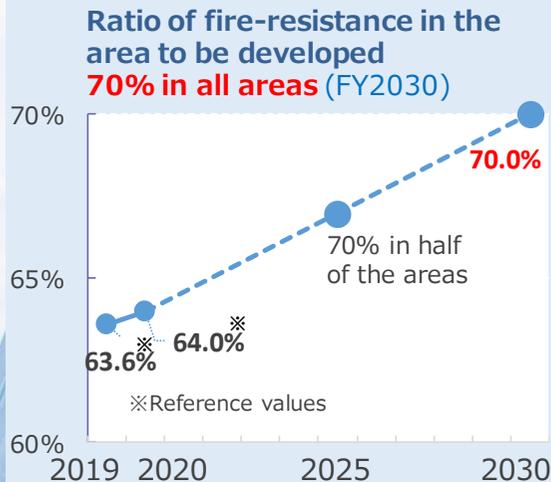
### Social Conditions in Tokyo

- ✓ Risk of disasters such as **heavy rains** and **heat waves** due to **global warming** is increasing
- ✓ **Latest estimates for damage from an earthquake directly striking Tokyo** have been developed
- ✓ **Energy crisis** occurs
- ✓ **Structural transformation** is accelerating **around the world to decarbonize and secure energy**
- ✓ Social structures, including **working styles** and **digital environments**, have been changed by COVID-19
- ✓ Movements such as **relocation** and **office relocation** have occurred

### Status for Policy Goals, etc.

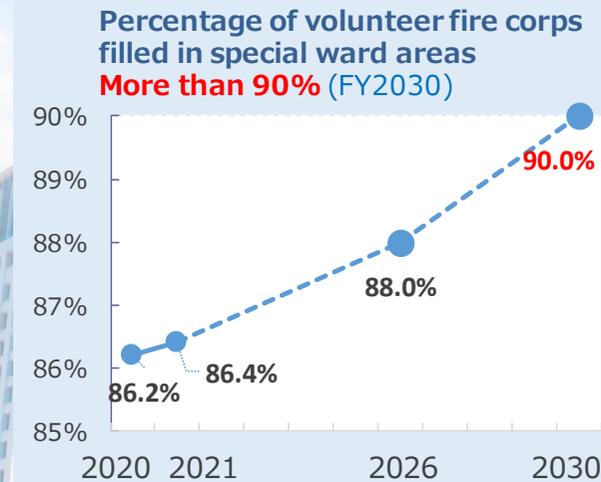
Ratio of fire-resistance in the area to be developed

Strategy 8



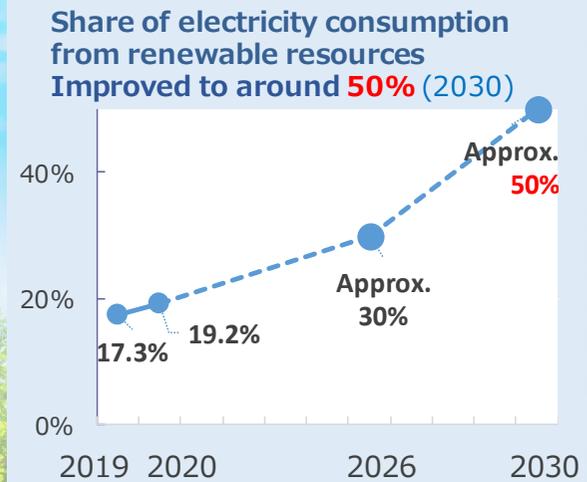
Volunteer Fire Corps member sufficiency rate

Strategy 8



Share of renewable energy

Strategy 14



### What Required to Realize the "Future Tokyo"

- Protect the lives and property of the people of Tokyo from increasingly severe and frequent disasters, and pass on a safe and secure city to the future
- On the occasion of centennial of the Great Kanto Earthquake, once again expand efforts to protect ourselves and others to the citizens and businesses of Tokyo
- Further accelerate the shift to a sustainable, decarbonized society in the wake of the energy crisis

## Points for Reinforcement

## Protect the Lives, Health, and Property of the People of Tokyo

## 【Points】

- ✓ Strengthen Measures to Cope with **increasingly frequent and severe disasters** to ensure a safe Tokyo for the next 100 years
- ✓ Foster a spirit of self-help, mutual aid, and public assistance on the occasion of **the centennial of the Great Kanto Earthquake**
- ✓ **Coexist with COVID-19 and enhance healthcare delivery system**

## 【Major Initiatives】

- Advance the project of **new regulating reservoir**
- Standardize **to remove utility poles** in residential development
- Introduce **new support measures in special zones for improving fire resistance**
- Establish a **system to quickly recover** from ash fall caused by **volcanic eruptions**
- Enhance preparation for **complex disasters**
- Strengthening the local medical system, including **24-hour medical care and general medical care**

## Realize a Decarbonized Society

## 【Points】

- ✓ Accelerate toward Carbon Half through HTT initiatives to "⊕Reduce, ⊕Create, ⊕Store" electricity
- ✓ Promote social implementation of hydrogen energy and create infrastructure with a view to realizing a **hydrogen society** in the future

## 【Major Initiatives】

- Expand support measures for the **installation of solar panels in new homes, etc.**
- **Establish a new target and accelerate installation of solar power generation equipment in metropolitan facilities, etc.**
- Expand initiatives for the **production and supply of green hydrogen in Tokyo** with a view to **expanding hydrogen utilization** over the medium to long term
- **Promote the spread of next-generation mobility such as EV/FC trucks and ships using hydrogen energy, etc.**

## Tama Area and the Islands, Everyone's Favorite!

## 【Points】

- ✓ Dramatically increase presence at home and abroad and attract **new fans**
- ✓ Promote urban development associated with the extension of the **Tama Monorail Line**

## 【Major Initiatives】

- Conduct strategic overseas promotion, including **luxury accommodations and attracting MICE to the Islands**
- Implement **new initiatives for regional migration and settlement**, such as experiencing life in the Tama Area and Islands
- Promote new community development **along the Tama Monorail Line extension** in cooperation with the local municipalities

# Initiatives beyond conventional frameworks

Reform social structures and rules that are barriers to growth

## Social Conditions Surrounding Tokyo

- ✓ In promoting the "Future Tokyo: Tokyo's Long-Term Strategy," there are barriers to the project, such as **laws and regulations, mechanisms, and execution structure**

## What Required to Realize the "Future Tokyo"

- ✓ **Accelerate further structural reform of the TMG, etc.**
- ✓ **Revise mechanisms and work speedily with unprecedented ideas**
- ✓ **Improve business execution and policy effectiveness**

## Direction for Reinforcement

### Structural Reform of the TMG "SHIN-TOSEI 3"

#### 【Points】

- ✓ Complete **"Building the Infrastructure for Digital Government of TMG"** in FY2025
- ✓ Evolve into an **"Open and Flat" TMG that "brings about policy innovations"**
- ✓ Create the **"Exciting TMG"** where each employee enjoys and is enthusiastic about his or her work

#### 【Major Initiatives】

- Reform the work style of TMG
- Work to **speed up and institutional reform of the TMG**
- Thoroughly **implement service design initiatives**
- Implement **Open Innovation**
- Promote **data-driven TMG**
- Realize the **revitalization and wellbeing** in the TMG

### Reviewing the norm in the TMG

#### 【Points】

- ✓ **Review the norm in the TMG across the organization**
- ✓ **Strengthen the ability to communicate through a combined public relations strategy**
- ✓ **Improve project viability**

#### 【Major Initiatives】

- **Implement measures through collaboration among bureaus** (prompt action by utilizing PTs and task forces)
  - Policy for Children
  - Startup Strategy
  - HTT (Electricity Saving initiatives)
  - Urban Resilience Project
- **Effective PR development, including use of digital media**
- **Promote visualization of progress, including setting interim targets**
- **Enhance policy enforcement**

### Reform the system in cooperation with the national government

#### 【Points】

- ✓ **Request to the government for relaxation of systems and regulations** for Tokyo's growth and introduction of new technologies
- ✓ **Implement what the TMG can do preemptively**

#### 【Major Initiatives】

- **Eliminate restrictions on university capacity growth**
- **Expand measures to support children and child rearing**
- **Establish a public procurement mechanism to increase startup participation**
- **Establish 5G network** promptly
- **Examine regulations for Flying Vehicles**
- **Expand the use of renewable energy**
- **Deregulate for hydrogen utilization**
- **Develop human resources** based on the **COVID-19 experience**, and promote **medical DX**, etc.