

Realize
a Resilient
Capital City

Coexistence
and
Co-prosperity
Nationwide
and
Worldwide

Enhance
Urban Functions
and
Make Tokyo
the World's
City of Choice

Cultivate Talent
That Shines
on the
World Stage

Elevate
Tokyo's
Presence
in the World

The Enchanting
Tama Area and Tokyo Islands

2024

Structural
Reform
of Society to
Break Down
Barriers to
Growth

Create a
Society Where
Everyone Can
Thrive

Future Tokyo: Tokyo's Long-Term Strategy

Shin Tosei
47
version
up
Structural Reform of the
Tokyo Metropolitan Government

Realize an
Active
Chōju
Society

Safe and
Secure
Living
Create
Innovation and
Support the Shift to
a New Industrial
Structure

Children First
Society

Tackle the
Climate Crisis
and Accelerate
Decarbonization

Green Urban Development:
Tokyo Green Biz

January 2024

Seizing this watershed moment to sow the seeds of the future and make them bloom

- Upon concluding our 1,200-day-long fight against COVID-19, having overcome what is considered a once-in-a-century crisis, we now stand at a major turning point in history. The actions we take at this critical juncture are precisely what will determine the future of both Tokyo and Japan.
- The 2024 Noto Peninsula Earthquake that struck on New Year's Day registered a 7 on the Japanese seismic intensity scale and caused catastrophic damage, from destroying buildings to triggering a tsunami and causing large-scale fires, a stark reminder of the threats posed by natural disasters.
- The circumstances in which we live are also changing rapidly and intensely. Issues our country has put off addressing—the shrinking and graying population, the decline in our global competitiveness, and the ever-intensifying climate crisis, for instance—are growing more acute in all corners of society. Turning a blind eye to these issues is no longer an option.
- So, what is it that we should do at this moment in time? The hint to answering that question lies in the approach of our great predecessors who conceived a bold vision for the future and repeatedly took on challenges with passion and determination.
- Looking back at history, we can see how Goto Shinpei, the seventh mayor of the city of Tokyo, handled reconstruction efforts in the aftermath of the Great Kanto Earthquake. Goto formulated a grand plan for reconstructing the imperial capital that not only considered immediate needs for recovery but also incorporated a vision for the future, ultimately laying the foundation for the Tokyo of today. Now, we once again find ourselves in a period of uncertainty where our economy and society are undergoing profound transformations. These circumstances are exactly why we must bring about change with a rich imagination and a proven ability to get things done, drawing upon the wisdom of the past by learning from our predecessors who demonstrated extraordinary foresight.
- In any era, people are the ones who bring about change. That is why, ahead of the national government, the Tokyo Metropolitan Government has been promoting policies aimed at drawing out the potential of each and every individual, with a focus on three core concepts: “children,” “*chōju*” (longevity), and “community.” We will build a society in which everybody can achieve self-actualization and transform Tokyo into a city where all people lead vibrant lives. And, by harnessing the energy generated as a result, we will guide Tokyo to greater heights and drive the growth of Japan.
- Now is precisely the time to sow new seeds and coax them into full bloom. Together, let us push forward with investing in tomorrow and create a bright, future Tokyo where each and every individual shines.



January 2024
Koike Yuriko
Governor of Tokyo

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

- Concept behind the upgrade of Future Tokyo: Tokyo's Long-Term Strategy
- Upgrading policies to respond to change and transformation
- Key perspectives

Significance of strategy formulation



- In March 2021, **Future Tokyo: Tokyo's Long-Term Strategy** was formulated as a **new compass** to guide the Tokyo Metropolitan Government in paving the way to Tokyo's bright future.
- Setting forth "**agile**" response to changes in the times and conditions as its **basic strategy**, this Future Tokyo: Tokyo's Long-Term Strategy is to be revised when better and more efficient methods are found as initiatives progress and the social environment changes.
- In keeping with this basic strategy, in February 2022, an updated version, **Future Tokyo: Tokyo's Long-Term Strategy Version Up 2022** was formulated to address **the changes and transformations brought about by the Tokyo 2020 Games and COVID-19**. And, in January 2023, **Version Up 2023** was prepared to take preemptive action against issues such as the rapid decline in birthrates and **global issues** that cannot be addressed by conventional practices.
- Now, in this post-COVID era, in order to **step up progress toward a sustainable future by taking on challenges that Japan has put off addressing and by unlocking Tokyo's potential**, we have again upgraded Future Tokyo.

Position

The following have been incorporated in the upgrade to realize the long-term visions set forth in Future Tokyo: Tokyo's Long-Term Strategy and to ensure that strategies will be implemented without fail to achieve those visions.

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



< Stance on Strategy Implementation >

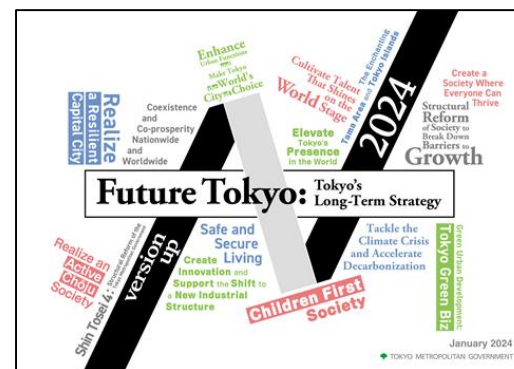
- Realize a sustainable recovery
- Strongly promote structural reform that approaches the roots of issues

Future Tokyo that balances maturity and ongoing growth

< Four Basic Strategies >

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

Upgrade



Future Tokyo : Tokyo's Long-Term Strategy

(March 2021)

Taking the basic stance of realizing "sustainable recovery" and strongly promoting "structural reform" that approaches the roots of issues, this strategy presented "visions" for Tokyo in the 2040s and "strategies" and "projects" to achieve these visions.



Steps to a sustainable future are accelerated by taking on issues that Japan has put off addressing and making the most of Tokyo's potential.



Original



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

Policies were upgraded in consideration of the various changes and transformations that occurred through the Tokyo 2020 Games and the battle against COVID-19.

Future Tokyo : Tokyo's Long-Term Strategy version up 2023 (January 2023)

Policies were upgraded for preemptive action against issues such as the rapid decline in birthrates and the emergence of global issues that conventional practices cannot address.

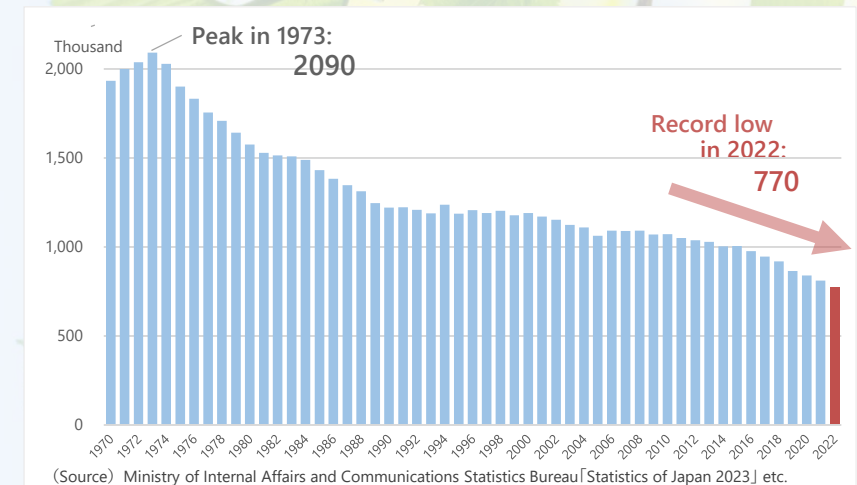
The issues that our country has put off addressing are intensifying and can no longer be overlooked

- The number of births in Japan has fallen below 800,000. Meanwhile 2025, the year the last of the baby boom generation turns 75, is fast approaching. The labor situation will become even more serious in the future with the elderly making up one in three citizens in 2050.
- In this age of declining birthrates, social issues surrounding children and teenagers, such as young caregivers and street children known as "Toyoko Kids," are also surfacing.
- Regarding the economy, Japan's GDP per capita is the lowest among the G7 nations, and against the backdrop of low productivity and efficiency, as well as delayed globalization, entrepreneurship, and industrial renewal, Japan continues to hold a disappointing position in the IMD World Competitiveness Ranking.
- In response to the climate crisis, also known as global boiling, agreement was reached at COP28 to break away from fossil fuels, and this is accelerating global efforts for decarbonization.
- In addition to the unstable international situation, including international conflicts and missile launches, there was the 2024 Noto Peninsula Earthquake, which brought home the urgency of preparing for a major earthquake directly striking Tokyo.

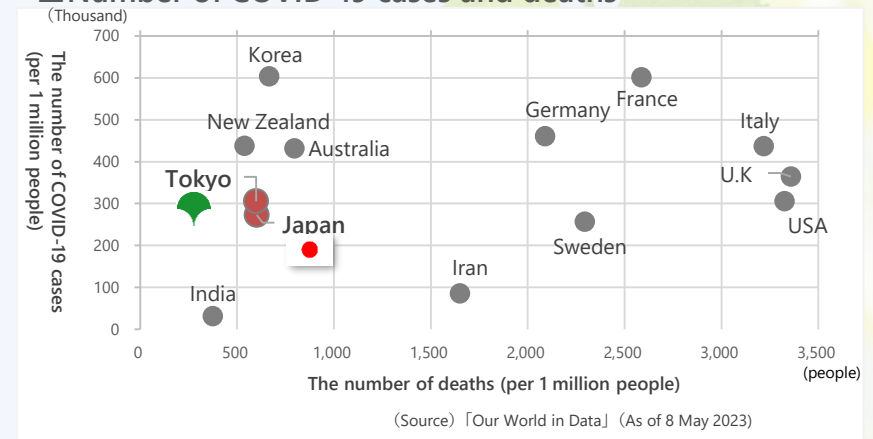
The city has come back to life in the post-COVID era

- In May 2023, COVID-19, which had a major impact on people's sense of values and lifestyles, reached a turning point with its downgrade to a Class 5 infectious disease. Tokyo is proud of the fact that its residents, businesses, and healthcare professionals worked together to overcome the waves of infection and were able to keep the mortality rate at a low level compared to the rest of the world.
- Since then, against the backdrop of strong economic and social activities as well as factors such as the return of inbound demand, the city has come back to life.

■ Number of births in Japan

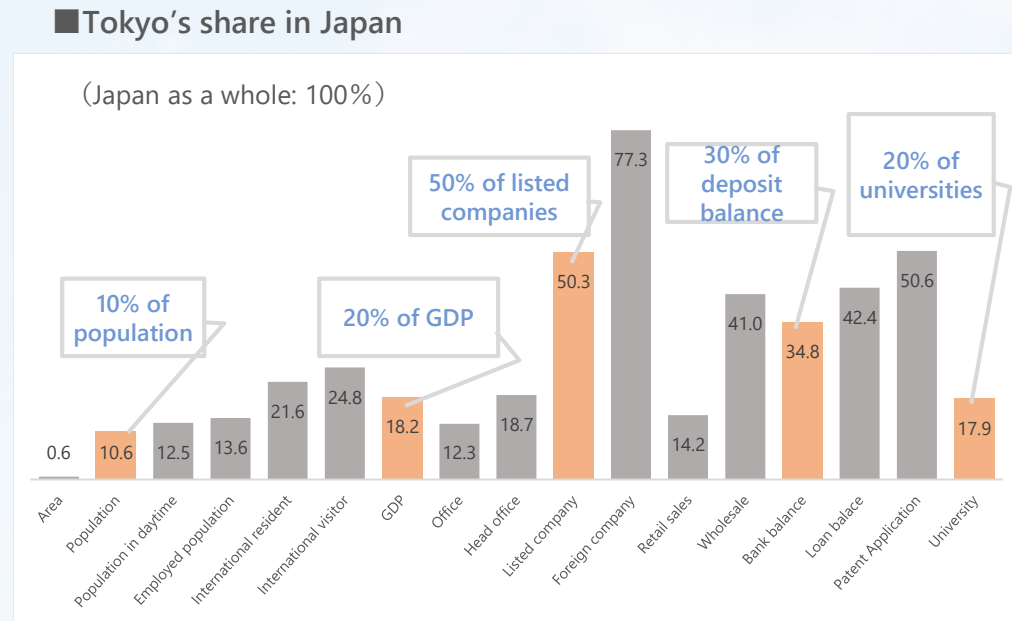


■ Number of COVID-19 cases and deaths



Maximizing Tokyo's potential to realize a sustainable future

- Tokyo is a hub bringing together people, knowledge, technology, industry, information, and networks, with its concentration of companies, universities and research institutions with advanced technologies.
- The benefits of this concentration help generate Tokyo's nominal gross product of 109 trillion yen, which accounts for **20% of Japan's domestic GDP**. Tokyo is the center of the Japanese economy with **50% of the country's listed companies** and **30% of the deposit balance**.
- On the other hand, Tokyo is a sophisticated metropolis boasting convenience and comfort including a rich natural environment, the world's top level of safety, and an advanced transportation infrastructure. In addition, the history and culture of Edo have value befitting that of a "world heritage."
- Now, in this post-COVID era, implementing bold policies without turning a blind eye to issues that Japan has put off addressing is what will determine Tokyo's future. By making the most of Tokyo's potential, recovery from COVID-19 will be cultivated into a driving force for growth to realize Tokyo's sustainable development.



In order to realize a bright future Tokyo where each and every individual shines, the Tokyo Metropolitan Government will aggressively take on challenges and implement bold policies, with priority placed on interdisciplinary engagement from the following perspectives.

People Shine

Strengthen Global Competitiveness

Safety and Security

Structural Reforms for Japan's Future

People Shine

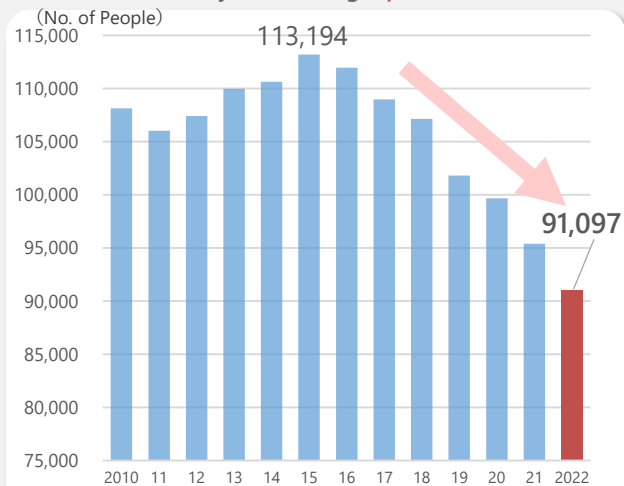
Cultivate people who will forge the future and realize a truly mature society where everyone shines

Situation in Tokyo

- ✓ Births hit a postwar low in 2022. This is our last chance to reverse the declining birthrate trend.
- ✓ The last of the baby boomer generation will reach 75 in 2025, making Tokyo a super-aging society.
- ✓ Japan continues to lag behind in establishing systems that embrace diverse lifestyles and values and in changing attitudes, including those related to gender and age.
- ✓ Work is underway to secure an environment that will enable everyone to receive a rich education into the future.
- ✓ Cultivating human resources and equipping them with the skills needed to deal with globalization and changes in the industrial structure are pressing issues.
- ✓ Social issues faced by children and young people, including loneliness, isolation, and being a young caregiver, are becoming more pronounced.

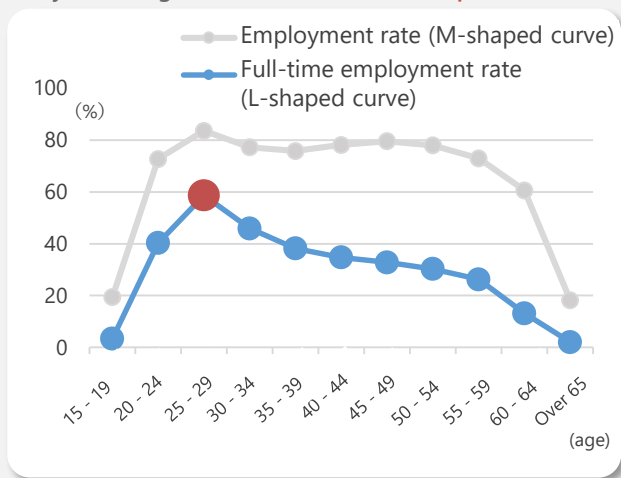
Number of births in Tokyo

Peaking in 2015, births in Tokyo have declined for seven consecutive years, hitting a **postwar low** in 2022.



Percentage of women employed full-time (regular employment) by age group

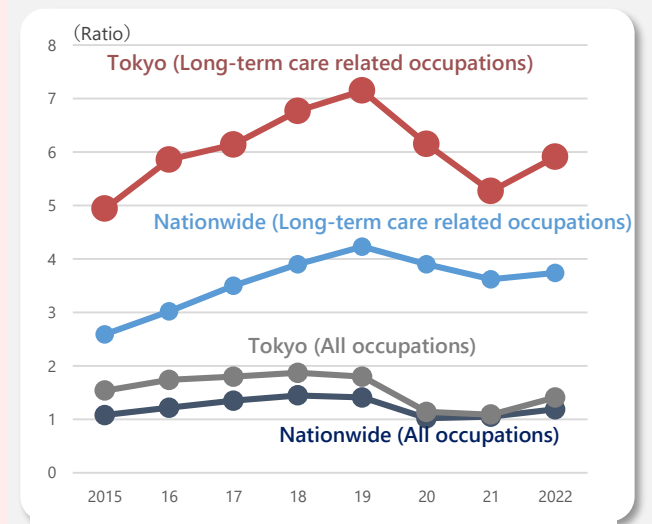
The share of women employed full-time peaks at 25-29 years of age and then declines (**L-shaped curve**).



(Source) Compiled based on "Labor Force Survey (Basic Tabulation)" (2022), Ministry of Internal Affairs and Communications

Active job openings-to-applicants ratio in the long-term care industry

The ratio of active job openings-to-applicants for long-term care related occupations is **remarkably high**, especially in Tokyo.



What needs to be done

- Create a society centered on the three core concepts of Children, Chōju, and Community in which everyone can have hope and vibrantly achieve self-actualization.
- Provide seamless support for marriage, pregnancy, childbirth, and parenting for those who wish to get married or have children. Build a "children first" society that embraces each and every child.
- Enhance measures to realize an active Chōju society that enables senior citizens to play an active role in their own way, to live stress-free, and to boost their wellbeing.
- Foster talent that will shine on the global stage by promoting investment in "people," focusing on women, children young people, and reskilling, in order to respond to the new era.
- Realize a truly inclusive society that is rich in diversity and leaves no one behind so that everyone can be themselves and thrive.

■ Approaches ■

Children First Society

Children

Support seamlessly according to life stages

AI matching, egg freezing, childbirth and child-rearing support programs, "018 support"

Reduce the financial burden of child-rearing families in a drastic way

Make high school tuition practically free of charge and reduce the burden of school lunch costs

Eliminate the "first-grade barrier"

Strengthen support for children's clubs and provide companionship to prevent "isolated upbringing"

Balance childcare and work in a personalized way

Promotion of male childcare, flexible work styles, and life stage support for employees by companies

Develop detailed policies tailored to each child

Tokyo Sukuwaku Program, free school, playground

Realize an Active Chōju Society

Chōju

Enable people to be forever active in society, community, etc.

Establish a "Platinum Career Center" and promote senior sports

Keep the elderly to live in a comfortable home and go out with peace of mind

Establish a certification system for "Lively and Active Housing for the Elderly" (tentative name), and improve local transportation

Build health in close places

Cooperate with municipalities that grant health points

Receive the care you need

Boldly improve compensation to secure and retain caregivers

Build a society coexisting with dementia

Expand the target population for the screening program, and support the development of treatment methods

Cultivate Talent That Shines on the World Stage

Build women's career and change society's mindset

Support companies that are eliminating "annual income barrier" and promote men's participation in housework and childcare

Realize work styles according to personal preferences and encourage life-long activity

Reform work style including 3-day holiday week, flexi-time and childcare support, and promote reskilling

Foster global talents by improving English skills, etc.

New international exchange program, internship in English, internationalization of Tokyo Metropolitan University

Foster human resources to create the future of Japan and digitalize education

Promote university-based startups, utilize generative AI in class

Create an environment to improve the education

Use of digital technology, introduce mentors for newly hired teachers, and build comfortable workplaces

Create a Society Where Everyone Can Thrive

Community

Symbiotic society where everyone exerts their ability

Utilize alter ego robots, strengthen counseling system for people from abroad, spread Ally Mark

Enhance local connections and revitalize communities

Disaster prevention for condominiums, Tokyo Minna de Salon, support for associations of community and neighborhood

Comprehensive, cross-sectoral support and creation of diverse places to belong

Measures for loneliness and isolation, enhancement of counseling system, comprehensive measures for suicide

Listen to children and youth and support them

Support for young careers, "Tokyo-style" special school for non-attendance, and hear young people's opinions

"Society without gaps" where barriers are removed

Spread universal communication, support for people with disabilities through apps, etc.

Strengthen Global Competitiveness

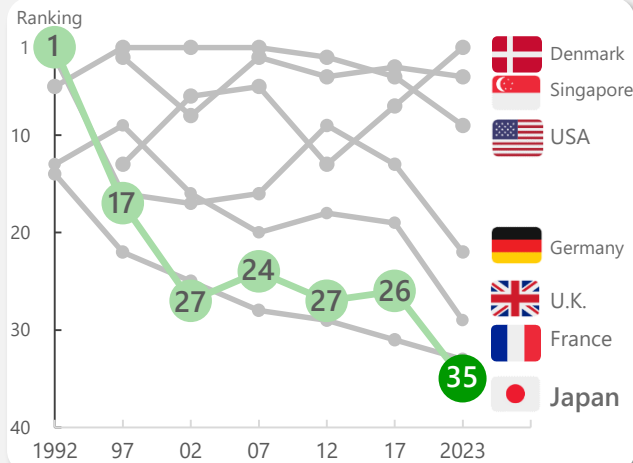
Maximize Tokyo's potential to attract people and investment from around the world

Situation in Tokyo

- ✓ Climate change and the COVID-19 pandemic have changed the functions required of cities and people's values.
- ✓ Harmony between the natural environment and urban functions has become increasingly important.
- ✓ The world is undergoing a major shift in industrial structure. Startups are driving innovation and growth, and international competition is becoming faster and more fierce.
- ✓ Japan's global competitiveness is weak due to its low productivity and efficiency, slow internationalization, etc.
- ✓ Tokyo ranks 3rd in the Global Power City Index (GPCI) rankings, behind London and New York
- ✓ Tokyo, with its concentration of people, goods, money, and information, has high potential for contributing to Japan's growth.

World Competitiveness Ranking

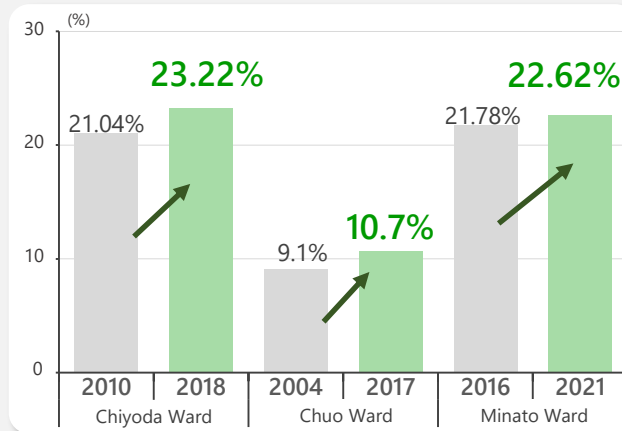
Japan has dropped from first place in 1992 to 35th place in 2023 out of 64 countries, its lowest ranking ever.



(Source) I M D World Competitiveness Ranking

Green coverage ratio in three of central Tokyo's special wards

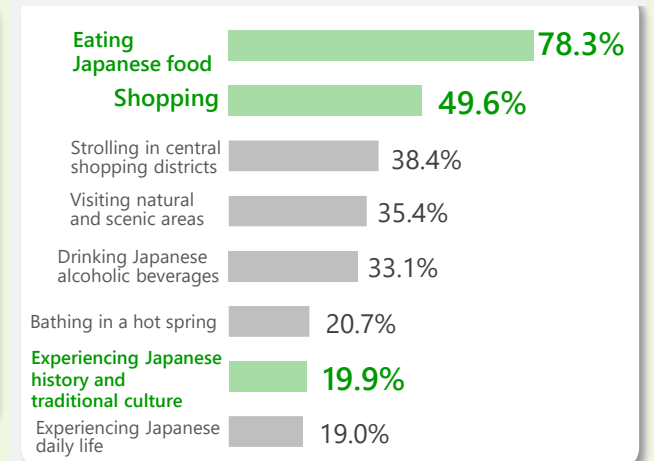
Green coverage has increased in three of central Tokyo's special wards where many large-scale urban developments are underway.



(Source) Report on the State of Greenery and Heat Distribution in Chiyoda Ward Survey (Chiyoda Ward), Report on the State of Greenery in Chuo Ward (5th Survey) (Chuo Ward) and Report on the State of Greenery in Minato Ward (10th Survey) (Minato Ward)

What foreign visitors look forward to prior to coming to Japan

Overseas visitors to Japan look forward to "experiential consumption" such as Japanese food, shopping, and cultural experiences.



Japan Tourism Agency, "Consumption Trends of Foreign Visitors to Japan 2022 Annual Report"

What needs to be done

- Realize a sustainable city in harmony with nature by promoting "Green Urban Development" with an eye to the next 100 years.
- Evolve into a city brimming with appeal and vitality that is chosen by the world by enhancing urban functions and attracting people and investment.
- Contribute to the creation of innovation by fostering startups, investing in green and digital transformation, promoting digitalization, and implementing cutting-edge technologies and change the industrial structure.
- Elevate Tokyo's presence in the world through "SusHi Tech Tokyo 2024," and promotion of post-pandemic tourism, sports, arts and culture.

■ Approaches ■

Green Urban Development: Tokyo Green Biz

"Preserve" the greenery and rich nature rooted in local areas

Strengthen support for new purchases of residential forests, etc., conserve productive green areas and farmland, create a "Tree Bank," expand conservation areas, conserve biodiversity, restore vegetation and regenerate forests, secure forestry personnel

"Grow" greenery together

Tokyo Green Biz Movement, create Tokyo Green Biz Map, "TOKYO Street Tree (tentative)", green space as a symbol of the city, accelerating the development of parks, creating greenery in the city center in accordance with urban development

"Utilize" the diverse functions of greenery

Implement green infrastructure, create park attractions utilizing flowers and water features, support the creation and preservation of green landmarks, and utilize Tama timber

Enhance Urban Functions and Make Tokyo the World's City of Choice

Build a city that attracts people and goods from all over the world and is full of charm and vitality

Create a region that focuses on individuality

Develop a city that utilizes Tama's nature and regional characteristics

Revitalize the areas along the extended Tama Urban Monorail and Tama New-Town

Improve urban infrastructure to support urban activities and the lifestyles of Tokyo residents

Enhance the railroad network and arterial road network

Strengthen Port of Tokyo and Haneda Airport, which play key roles in domestic and international traffic

Enhance container terminal, carbon neutral port, business jets

Create attractive urban spaces

Projection mapping, traditional Japan's fireworks, water feature

Create Innovation and Support the Shift to a New Industrial Structure

Boost the global growth of startups

Develop diverse support centered on TIB and promote public-private collaboration

Evolve into an innovation and financial hub for Asia

Develop an environment that attracts foreign companies and capital, and support the fostering of asset managers

Realize "Smart Tokyo" by reforming public services

GovTech Tokyo, "Tokyo Tokyo Point (tentative)", Children's DX

Promote entry of SMEs into growth sectors, support overseas business expansion

Support business succession through AI matching and overseas sales channel development

Build sustainable agriculture, forestry, and fisheries

Support for farmers, circulate forests to control pollen, manage fishery resources

Elevate Tokyo's Presence in the World

SusHi Tech Tokyo 2024

Startup events, governor-mayor meetings, showcase events

Promote Tokyo Bay eSG project

Intensively implement prior projects and upgrade projects

Accelerate implementation of next-generation mobility in urban areas

Accelerate social implementation of self-driving and flying cars

Evolve tourism industry to attract inbound demand

Animation, night-time economy, experiential consumption, diverse "food", accessible tourism

Maximize the power of sports and disseminate Tokyo's art to the world

Host The World Athletics Championships, The Deaflympics and international arts festivals

Safety and Security

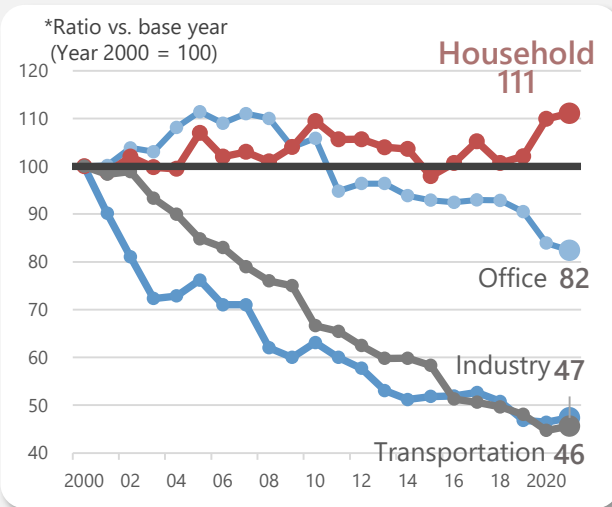
Building a sustainable city that serves as a foundation for people to thrive

Situation in Tokyo

- ✓ In response to the climate crisis, which is also called “global boiling,” the global movement for decarbonization is accelerating.
- ✓ A major earthquake centered directly beneath Tokyo or along the Nankai Trough could strike at any time.
- ✓ There are risks of volcanic eruptions (e.g., of Mt. Fuji), as well as more frequent and severe storms and floods.
- ✓ Geopolitical risks, including international conflicts and missile launches, are on the rise.
- ✓ Cases of “special fraud” (such as grandparent scams) and cyber attacks are contributing to worsening perceptions of safety.
- ✓ Initiatives to promote sustainable development in the Tama area and the Tokyo Islands are needed.

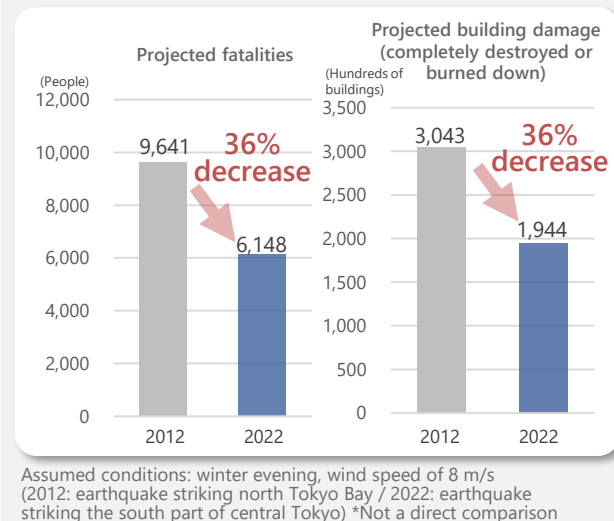
Final energy consumption by sector

In particular, efforts to reduce household energy consumption need to be strengthened.



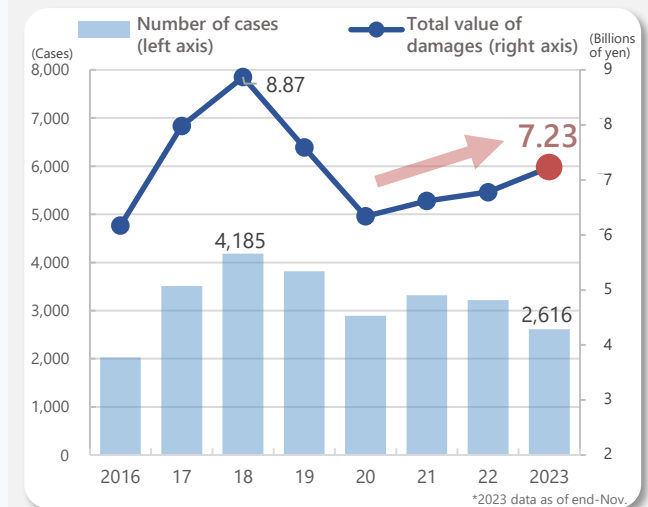
Projected impact of a major earthquake striking directly beneath Tokyo

Projected fatalities and building damage have decreased due to improvements in earthquake resistance of buildings and fire resistance of areas with close-set wooden houses.



Cases of “special fraud” in Tokyo

Although the annual number of reported cases is trending downward, the total value of damages has increased for three consecutive years.



What needs to be done

- Vigorously promote decarbonization through multi-layered initiatives in areas such as renewable energy and hydrogen, including the social implementation of cutting-edge technologies and collaboration across global networks.
- Further strengthen and accelerate measures against frequent natural disasters, as well as prepare for threats such as missile launches, in order to realize a resilient Tokyo.
- Under the mindset of “always be prepared,” ensure safety and security as pillars supporting the lives of residents and the growth of Tokyo, the capital of Japan.
- Create a city resilient against future pandemics, building on knowledge and expertise gained in the fight against COVID-19.
- Further enhance the appeal of the Tama area and the Tokyo Islands, which contribute to the diversity of Tokyo, and transform them into areas chosen by the world that are constantly brimming with energy and excitement.

■ Approaches ■

Tackle the Climate Crisis and Accelerate Decarbonization

Implement renewable energy by integrating advanced technologies and potentials

Perovskite solar cells, offshore wind and geothermal power

Thoroughly improve energy efficiency of buildings

Energy-efficient design, reinforcement of cap-and-trade system

Lead the international society by expanding the use of green hydrogen

Launch of hydrogen exchange, pipeline, hydrogen production in Tokyo

Decarbonize the supply chain

SAF for air cargo transport, reduction of CO2 emissions of SMEs

Expand CO2 absorbers, activate green finance

Circular Economy, Capital Promotion Fund, Blue Carbon Credit

Realize a Resilient Capital City

Upgrade the "TOKYO Resilience Project"

Readiness for five risks (heavy rainfall in climate change, etc.)

Reinforce measures against major earthquakes

Accelerating the removal of utility poles, improving densely wooded areas, and promoting earthquake resistance

Protect lives from severe wind and flood damage

River facilities development including underground rivers, etc., upland community development, green infrastructure

Be ready for volcanic eruptions and take disaster response measures in island areas

Priority for ash removal on roads, tsunami evacuation measures

Be fully ready for all threats

Condominium disaster preparedness, countermeasures against missile attacks, the effectiveness of all-hazard BCPs

Safe and Secure Living

Reinforce security measures

AI, special fraud countermeasures, cyber security measures

Protect Children and Youth from Crime

Alerts concerning "Toyoko Kids" and malicious host clubs

Reinforce firefighting activities to confront disasters

Establishment of a police headquarters command team in the Tama area and strengthening of response to volcanic eruptions

Strengthen emergency response capabilities

Increase in the number of emergency medical teams and ensure the emergency medical system

Improve readiness for infectious diseases, cancer control, and strengthen measures against heat stroke

HPV male vaccination, particle therapy, cooling shelter

The Enchanting Tama Area and Tokyo Islands

Promote branding and enhance presence of Tama

Enhancing awareness, use of green tourism resources, MICE

Revitalize Tama's industries for the local economy

Matching of SMEs with universities, etc., farmland preservation, "Tokyo Tree Brand"

Further enhance the island's appeal through the "Tokyo Treasure Island SHINKA Project"

Inviting quality hotels and creating attraction for Tokyo islands

Improve transportation network in the island area

Increasing the number of business jets, and inviting cruise ships

Deepen interaction with the community and promote immigration and settlement

Dispatch of immigration and settlement advisors, immigration experience, coworking space

Structural Reforms for Japan's Future

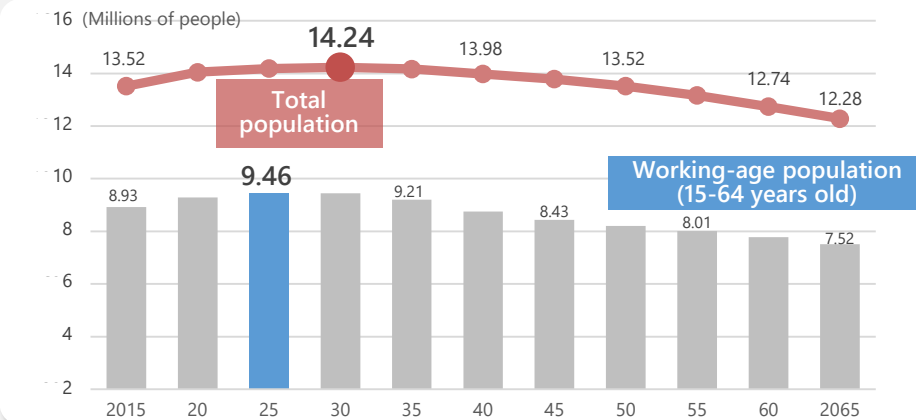
Situation in Tokyo

- ✓ Tokyo's working-age population is projected to decline after peaking in 2025, prompting concerns about future labor shortages.
- ✓ Japan's GDP per capita is the lowest in the G7.
- ✓ Impediments to growth remain, such as outdated systems and social norms.
- ✓ There are inadequate efforts to develop new technologies and create rules for their implementation.
- ✓ All possible measures must be taken to prepare for major disasters, including revising laws and regulations.
- ✓ Sharing expertise and collaborating with all societal actors are essential to solve issues common across Japan.

■ Circumstances surrounding the growth of Tokyo and Japan

Projections of Tokyo's total and working-age population

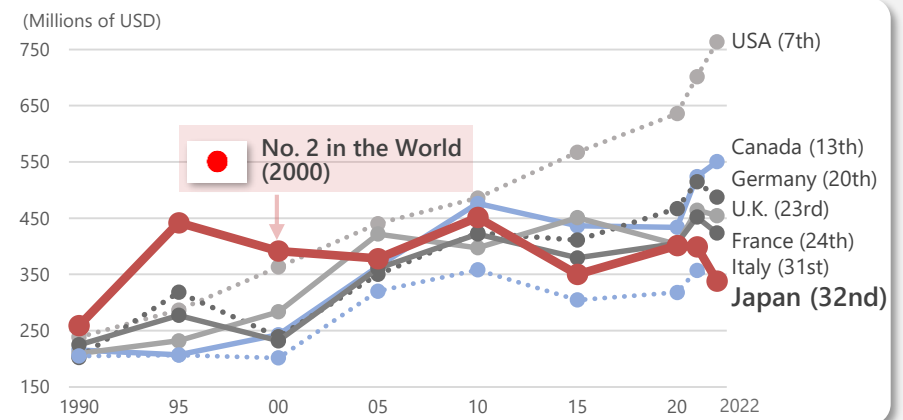
The **total population** of Tokyo is projected to **gradually decline** after **peaking in 2030**. Meanwhile, due to the declining birthrate and aging population, the working-age population is projected to **decline after peaking in 2025**.



(Source) Compiled based on 2020 Census, Ministry of Internal Affairs and Communications; projections from 2025 onward by the TMG Office of the Governor for Policy Planning

Nominal GDP per capita (among G7 countries)

Japan had one of the world's highest nominal GDPs per capita between 1990 and early 2000. However, ever since then, **Japan has lagged in the rankings, unable to break out of a flat or downward trend**, while other countries have seen growth.



(Source) Compiled based on "World Economic Outlook Database," IMF (as of October 2023)

What needs to be done

- **Greatly accelerate the speed of initiatives** aimed at realizing "Future Tokyo" by leading the way in **taking on issues Japan has put off addressing and breaking through structural challenges and barriers** in society with bold, unprecedented ideas.
- Enhance policy effectiveness by working with the national government to **overhaul existing systems** and drive bold social change and transformation.
- **Improve the quality of TMG services** in ways all residents can perceive by relentlessly advancing the **structural reform of the TMG** and boosting productivity and efficiency through efforts such as further advancing digital transformation.

■ Approaches ■

Structural Reform of Society to Break Down Barriers to Growth

【Concepts】

- Request the government to design the system from a **national perspective** and implement **significant measures without missing the timing**
- In the midst of a **major shift in industrial structure**, request **relaxation of systems and regulations** that hinder the **growth of Japan and Tokyo** and the **development of new homegrown technologies**
- Collaborate with the government to be ready for major disasters

【Main requests to the government】

- Reduce the education and other expenses that are a burden on households raising children (free high school and higher education tuition, free school lunches)
- Increase prices for nursing care appropriate in a major city, thereby improve the remuneration of employees
- Make a proposal to realize "Asset Management Nation"
- Establish schemes and support development to implement new technologies (e.g., next-generation mobility, hydrogen utilization, etc.)
- Clarify policies regarding financial support and response to wide-area disasters

Shin Tosei 4: Structural Reform of the Tokyo Metropolitan Government

【Concepts】

- Focus on "**transformation**" of "**digital transformation**" to improve **Quality of Service (QOS)** that can be experienced
- Provide services that Tokyo residents and businesses can **experience the benefits**
- Expand **collaboration with diverse entities** to create new services
- Further improve the performance of **TMG organizations and employees** who are in charge of services

【Main Initiatives】

- Implement new services beyond the scope of local government (Digital Transformation for Children: Push-Based, One-Stop)
- Improve the convenience of administrative procedures and services (no waiting, no writing, cashless counter)
- Launch the TMG contract billing system
- Further expand collaboration with startups
- Implement operational reforms utilizing digital tools
- Reform the workflow of the TMG (speeding up and streamlining, modifying regulations that impose analogous procedures)
- Establish an organization adapted to a population declining society

Coexistence and Co-prosperity Nationwide and Worldwide

【Concepts】

- Promote initiatives to drive growth across Japan with **Tokyo serving as a hub**
- **Tokyo and other regions of Japan** leverage each other's **strengths and characteristics** to solve challenges
- Strengthen ties with local governments at home and abroad in the context of the **SDGs**
- Activate **international exchange** and build **intercity networks**

【Main Initiatives】

- Form a startup ecosystem centered on the "Tokyo Innovation Base"
- Establish a base for disseminating the attractions of Tokyo and the rest of Japan
- Organize a meeting of the "Vision Network" by female local government leaders
- Promote the use of domestic timber
- Utilize hydrogen produced in Yamanashi and Fukushima Prefectures
- Maintain a wide-area mutual prefectural support system in the event of a major disaster
- Enhance Tokyo's presence in cooperation with the United Nations
- Organize "World Children's Tokyo Conference (tentative name)"