

# New Tokyo. New Tomorrow.

The Action Plan for 2020



**Safe City**

**Diverse City**

**Smart City**

## **New Tokyo. New Tomorrow. The Action Plan for 2020**

In December 2016, the Tokyo Metropolitan Government formulated a new comprehensive 4-year plan called “New Tokyo. New Tomorrow. The Action Plan for 2020,” which covers the period from FY2017 through FY2020. (Project costs: JPY 1.42 trillion for FY2017; JPY 5.61 trillion over the four years)

From the perspective of putting the Tokyo citizens first, we will realize the three faces or “cities” of Tokyo—“Safe City,” “Diverse City,” and “Smart City”—and create the “New Tokyo.”



### **The Action Plan charts the “Course to the Future”**

The penguin that dives into dangerous waters before any other penguin in the colony is called the “first penguin.” Here, we have three penguins introducing our action plan to achieve the three cities from the perspective of placing the Tokyo citizens first.



Yuriko Koike,  
Governor of Tokyo

**We'll keep you  
safe and secure!**



**Safe**

**We'll create a city  
where everyone can  
lead vibrant lives!**



**Diverse**

**Don't you want to  
live in a city that's  
cool and dynamic?**



**Smart**

# 1. Creating the “New Tokyo” by realizing the three cities from the perspective of placing the Tokyo citizens first

## The New Tokyo

- ① A Tokyo where all can live with peace of mind, hold hopes and lead active lives.
- ② A sustainable Tokyo that continues to generate growth.
- ③ A Tokyo that shines throughout the world as the engine driving Japan’s growth.

### Safe City

We will protect the lives and assets of the Tokyo residents from all kinds of disasters, and build a dynamic and bustling Tokyo.

P. 3–10

### Diverse City

We will create a Tokyo full of kindness and warmth where everyone can lead vibrant lives and be active in society.

P. 11–20

### Smart City

As a global megacity and Japan’s capital and engine driving the economy, we will create a sustainable Tokyo that can solve the challenges facing the megalopolis and continue growing to emerge victorious in the international competition between cities.

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- Initiatives for the success of the Tokyo 2020 Games . . . . . P. 33
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# Safe City

A "Safe City" is a city that protects the lives and assets of the Tokyo residents from disasters, and is full of dynamism and bustle.



## **Tokyo: More safe, more secure, and more lively**

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## Advancing the removal of utility poles

**Formulation of the Tokyo Metropolitan Ordinance for Advancing the Removal of Utility Poles (name TBD) [FY2017]\***



**Prohibiting the new installation of utility poles**  
**Designate all metropolitan roads (approx. 2,200km) [FY2017]**

Only about 7% of the roads in Tokyo's 23-ward area has been rid of utility poles (as of end FY2015). (100% in London, Paris, & Hong Kong)

**We will make Tokyo a beautiful, safe, and walkable city where roads do not become obstructed even in the event of an earthquake.**

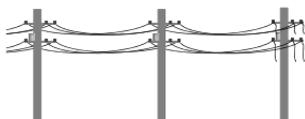
- Formulate an ordinance bill that includes measures for the systematic advancement of removal of utility poles.
- Expand financial and technical support to promote this on municipal roads.
- Promote utility pole removal linked with disaster-resilient urban development and private developments.



<Before>



<After>



\*The year in brackets [ ] in this plan is the target year, indicating achievement by the end of that particular year.

# Creating a city that does not collapse or burn

## Seismic resistance of houses

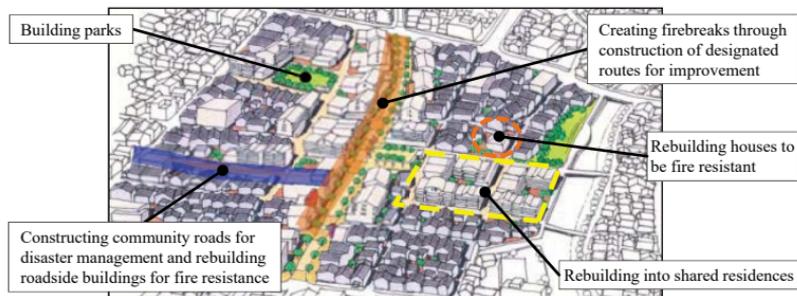
**83.8%** → **95% or more**  
(FY2014) [FY2020]

## Fire resistance of districts with close-set wooden houses (in development districts)

**Fire-resistant ratio 61%** → **70%**  
(FY2014) [FY2020]

**We will advance urban development to build an earthquake resilient city.**

- In order to advance the seismic resistance of houses, expand support to municipalities undertaking efforts to visit every detached house. For condominiums, bolster support such as subsidies for earthquake resistance inspection.
- In districts with close-set wooden houses, along with engaging in measures such as developing city-planned roads to serve as firebreaks, also promote the rebuilding of houses to be fire resistant.



<Image of engagement in making an area with close-set wooden houses fire resistant>

What is the fire-resistant ratio?

This is an indicator of the degree of fire-resistance of a built-up area. When the fire-resistant ratio surpasses 70%, loss of the built-up area to fire becomes nearly zero.

## Enhancing community disaster preparedness

**Have a total of 12 million residents participate in disaster drills** [from FY2015 through FY2020]

**Secure volunteer fire corps members**

**90% or more** (percentage of capacity in the special-ward area) [FY2020]

**We will raise the community's disaster management capabilities to prepare for a major earthquake directly hitting the capital and other disasters.**

- Conduct drills that will encourage participation such as using a virtual reality (VR) disaster simulation truck.
- Increase volunteer fire corps members and develop a system for collaboration between fire corps groups.



<VR disaster simulation truck (image)>

- Send disaster management consultants to independent disaster preparedness organizations to provide advice on the neighborhood's challenges.
- Prepare a disaster preparedness manual and promote the fostering of disaster preparedness leaders that take in female perspectives.

There are 13,865 volunteer fire corps members in the special-ward area (86.7% of capacity) as of April 1, 2016. Their numbers are decreasing annually as members retire due to age.



## Advancing torrential rain countermeasures

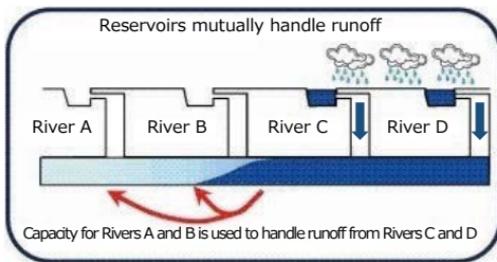
**Capacity of regulating reservoirs in all of Tokyo**  
(cumulative)  
**3.6 million m<sup>3</sup> (Approx. 1.7 times that of FY2013)**  
[FY2025]

**Countermeasures for hourly rainfall of 75mm**  
**completed in all nine large-scale underground**  
**shopping arcade zones** [FY2024]

Localized heavy rainfall surpassing 50mm/hour has been occurring frequently in recent years, necessitating further countermeasures.

**We will secure safety by raising community disaster management capacity for flood disasters.**

- Prevent river floods by building a regional regulating reservoir and other measures.
- Build sewage facilities in areas prone to large flooding damage.
- Advance disaster mitigation measures such as updating the flood risk map.



<Image of a regional regulating reservoir>



You can check rain conditions in real time on your personal computer or smartphone by accessing Tokyo Amesh.

<http://tokyo-ame.jwa.or.jp/en/index.html>



# Maintaining and renewing urban infrastructure

## Preventive maintenance

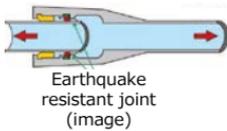
Commence work on 160 bridges  
(cumulative)

Commence work on 26 tunnels  
(cumulative)



[FY2024]

Complete replacement to earthquake-resistant joints for water supply pipes (supply routes to the city center, emergency medical centers, etc.)



Earthquake resistant joint  
(image)

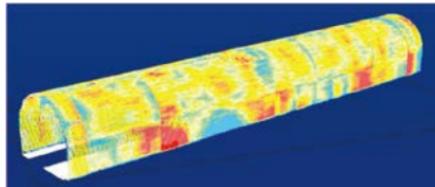
[FY2019]

100% completion of sewage pipe reconstruction (oldest four zones in the city center 16,300ha) [FY2029]

About 30% of the 1,226 bridges and 20% of the 123 tunnels were built more than 50 years ago (as of March 2016).

We will pass on to future generations a legacy of good urban infrastructure through strategic maintenance and systematic renewal.

- Implement proper measures before damage and deterioration progress.
- Conduct inspections using advanced technology.



<Inspection using advanced technology>

## Bolstering counterterrorism measures

### Enhancement of emergency camera image transmission system

Start of operations with three railway operators  
[FY2018]

### Establishment of new fire fighting system for response to large-scale acts of terrorism [FY2019]

We will prepare against the threat of terrorism so everyone can enjoy the Tokyo 2020 Games safely.

- Launch operations with three railway operators for an emergency camera image transmission system to strengthen first response to terrorism or other such acts.



- Conduct practical drills with private operators in preparation for a cyber attack.

- Take measures to prevent areas from being neglected when large numbers of fire fighting units are deployed in the event of large-scale terrorist acts or other such incidents. Also employ drones and other tools for safe and prompt activities.



What is the emergency camera image transmission system?

This is a system to use private security cameras to grasp the situation of damage at the site in the event of a large-scale disaster such as terrorism.



## Community development in the Tama area and Tokyo islands

**Formulation of the Tama New Town community  
revitalization guidelines** [FY2017]

**Installation of submarine fiber optic cables to the  
five villages / six islands**  
**Start of ultra-high speed broadband services**  
[FY2019]

To promote development of the Tama area and islands, we must roll out initiatives that properly address the challenges and the specific features of each area.

**We will promote community development in the Tama area and Tokyo islands for their revitalization and to ensure citizen safety and peace of mind.**

- Advance initiatives for the revitalization of all of Tama New Town to make it an area where child-raising households and seniors can live with peace of mind.



- Promote development of the islands by launching ultra high-speed broadband services to the five villages / six islands.

We will increase the attraction of the Tama area and islands, which are rich with water and greenery.

# Diverse City

A “Diverse City” is a city where everyone can lead vibrant and active lives.



## **Tokyo: Fulfilling and vibrant for all**

- A city where people can feel secure about having and raising children . . . . P. 12
- A society where senior citizens can live with peace of mind . . . . . P. 13
- Enhancing healthcare and encouraging healthy living . . P. 14
- A society where the disabled can lead vibrant lives . . P. 15
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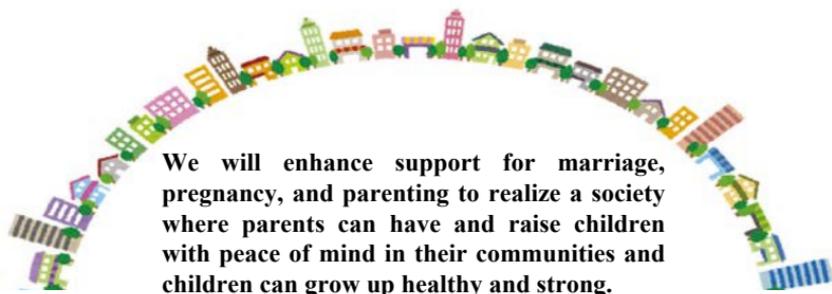
## A city where people can feel secure about having and raising children

**Children in daycare increased by 70,000  
[in 4 years from FY2016]**



**No waitlists for childcare [FY2019]**

As of April 2016, children in daycare has increased by 14,192 over the previous year to 261,705 children. Due to growing needs, however, the number of children on waitlists has risen to 8,466 children, an increase of 652 children over the previous year.



**We will enhance support for marriage, pregnancy, and parenting to realize a society where parents can have and raise children with peace of mind in their communities and children can grow up healthy and strong.**

- Subsidize the costs of constructing daycare facilities and provide support to companies establishing daycare facilities for employees, among other efforts, to expand the range of daycare options available.
- Provide support aimed at securing and retaining daycare staff such as subsidies for career development.
- Enhance seamless support from pregnancy to childbirth and parenting, and support municipalities working to secure after school facilities for children.



Together with wage improvements already in place, we will work to raise the monthly salary of childcare workers by 44,000 yen per person.

## A society where senior citizens can live with peace of mind

### Build special nursing homes for the elderly

Increase capacity to 60,000 [FY2025]

### Build group homes for dementia care

Increase capacity to 20,000 [FY2025]

Between 2015 and 2025, Tokyo's 65 and over population is projected to rise from 3.01 million to 3.26 million.



We will build a comprehensive regional care system to ensure the seamless provision of medical care, long-term care, preventive care, living support, and housing to make it possible for senior citizens to continue living in the familiar surroundings of their communities.

- Promote a range of in-home care services, enhance measures for preventive care, and promote collaboration between medical care and long-term care providers.
- Promote the establishment of facilities and housing to meet the diverse needs of seniors.
- Enhance various forms of support for people with dementia and their families and enable them to continue living in their community with a sense of reassurance.
- Along with working to promote employment in this field, also support the improvement of caregiver compensation to secure human resources.



# Enhancing healthcare and encouraging healthy living



## Establish a local support system for home-care patients All municipalities [FY2025]

## Advance the shift of patients at medical institutions to home care (Strengthen functions to support home care) All small and medium-sized hospitals [FY2025]

In addition to building a health care system for a super-aging society, we will encourage lifelong healthy living.

- Promote the differentiation of hospital bed function and cooperation between medical institutions to allow patients to receive care suited to their condition.

- Through strengthened collaboration between medical care and nursing care providers, promote the establishment of an environment to support in-home care.



- In addition to securing a system for emergency medical care better suited to handling the needs of an aging society, strengthen systems for medical relief when a disaster occurs.

- Advance measures targeting lifestyle-related diseases, including support for companies that work to encourage employees to lead healthier lives.



- Promote measures to address secondhand smoke in preparation for the Tokyo 2020 Games.

## A society where the disabled can lead vibrant lives

### Employment of the disabled

Increase by 40,000 [FY2024]

### Support individuals with disabilities in finding and staying at jobs

6,000 people [FY2020]

In 2016, the employment rate of people with disabilities at companies in Tokyo was 1.84%, failing to reach the statutory employment rate of 2.0% for people with disabilities.



Along with preparing an environment that allows people with disabilities to live in communities with a sense of security, we will promote various measures, including those for employment, to enable people with disabilities to lead independent lives.

- Prepare housing and day facilities in communities, as well as enhance support tailored to the characteristics of specific disabilities.
- Provide support for individuals with disabilities to find and stay at their jobs, and also support the efforts of social firms and others.
- Have Tokyo metropolitan special needs schools provide an education that develops individuality and provide vocational education according to the level of disability.
- Promote understanding about disabilities and efforts to provide reasonable accommodations.



Reasonable accommodations are measures taken to remove barriers for disabled persons, including the use of communication boards to communicate in writing and reading aloud for those who need it at locations such as service counters.

## Enhancing life-work balance



**Percentage of Tokyo residents who think  
“It goes without saying that men engage in  
housework and parenting”** **70% [FY2020]**

**Companies taking part in the TOKYO Work-Style  
Reform Declaration program** **4,000 [FY2020]**

**We will promote the rethinking of work styles to achieve life-work balance.**

- Work with the central government to establish a teleworking promotion center for one-stop services handling consultations from companies and providing information.



- Along with increasing companies taking part in the TOKYO Work-Style Reform Declaration program, hold events to share expertise and other information.



- Hold events that fathers and mothers can participate in together, and spur on the participation of men in housework and child rearing.

We'll also promote measures to make commuting to work more comfortable!

Current railway crowding rate: 180% or more for trains on 11 major sections of railway

- Work with companies to promote staggered work times and commuting during off-peak hours
- Toei Transportation to add more cars to trains



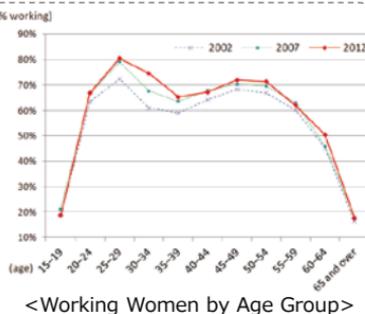
## Advancing the active role of women in society

**Higher percentage of women (ages 25–44)  
engaged in work** **78% [2022]**

**Number of women finding employment through  
TMG support** **11,500 [FY2020]**

The percentage of working women drops for age segments where marriage and childbirth generally take place and rises again when child rearing settles down.

Source: Compiled from data from “Work Status of Tokyo Residents” (2002, 2007, 2012) Bureau of General Affairs, Tokyo Metropolitan Government



**We will realize a Tokyo where women can play active roles and demonstrate their abilities throughout society.**

- Hold events for working women, aiming to provide motivation to continue working and pursue career advancement.
- Conduct seminars and events where women can meet and learn from female entrepreneurs, and support women in starting business.
- Hold appealing symposiums supported by the governor herself, which will feature a variety of guests, including leaders in the field of promoting women's participation in society.



## Promoting the employment of senior citizens



**Higher percentage of senior citizens (ages 60–69) engaged in work** **56% [2022]**

**Number of senior citizens finding employment through TMG support** **16,500 [FY2020]**

Although the number of job seekers aged 65 or over are increasing, due to a mismatch between those wishing to work and the employment needs of companies, some senior citizens are not finding work.

**We will offer support to senior citizens, who have diverse employment needs, to allow them to stay active throughout their lives.**



- Collaborate with Hello Work (Public Employment Security Office) to hold seminars on topics such as changing careers for senior citizens who are unable to find work due to the mismatch of skills and employment needs, as well as those who find it difficult to take the first step toward looking for employment.

- Use the Silver Human Resources Center to strive to secure employment opportunities for senior citizens and human resources to work in the community in areas such as childcare.



## Advancing urban development that incorporates universal design

### At Tokyo 2020 Games venues

Completion of barrier-free design

[2020]

### At major railway stations near competition venues and those frequently used to access airports

Completion of platform door installation [2020]

Using the opportunity presented by the Tokyo 2020 Games, we will advance urban development that incorporates both tangible and intangible universal design, a concept of design friendly to all. This includes making roads and railway stations barrier free.

- Complete measures to provide a higher level of barrier-free access at Tokyo 2020 Games venues.
- Accelerate the installation of platform doors at stations by supporting railway operator initiatives.
- Support municipalities that conduct inspections of buildings with the participation of residents and undertake barrier-free improvements based on opinions provided by the residents.



- Provide support to municipalities that undertake initiatives aimed at promoting the removal of barriers in society and barriers to obtaining information.

Universal design means designing the city and environment with the aim to create spaces that can be used by as many people as possible from the start.

## Education that expands possibilities for all children



**High school students who feel they do not understand their classes** 21% → **Below 15%**  
(2011) [FY2021]

**Improve the English ability of students** [ Junior high students :Around Grade 3 on the EIKEN test  
High school students: Around Grade Pre-2 on the EIKEN test ] **60%**  
[FY2020]

We will improve the educational environment, including the aspect of household finances, provide education tailored to each child's situation, and cultivate global talent.

- Establish and expand the scholarship system to reduce financial burdens associated with sending a child to high school such as fees for external tests and private school tuition.



- Aim to establish and enhance basic academic skills through measures such as properly grasping and analyzing the children's level of understanding and offering after school study support.

- Cultivate global talent using foreign instructors and introducing extracurricular programs that use English.



# Smart City

A “Smart City” is a vibrant city that keeps growing, a city open to the world, a city leading the world in environmental policies, and a global financial and economic center.



## **Tokyo: Globally open, eco-friendly, and a global financial and economic center**

|  |       |
|--|-------|
| Smart energy city . . . . .                                    | P. 22 |
| Firmly implanting the spirit of <i>mottainai</i> . . . . .     | P. 23 |
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## Smart energy city

### Use of LED lighting at metropolitan facilities Nearly 100% [FY2020]

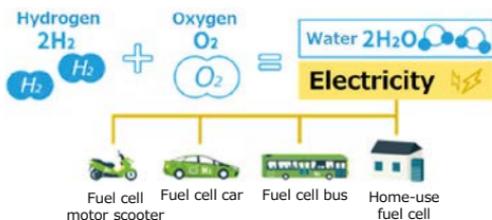


### Energy consumption in Tokyo 38% reduction over the year 2000 level [2030]

LEDs comprise about 58% of lighting used in Tokyo's households. Tokyo is a major consumer of energy and emits large quantities of CO<sub>2</sub>.

To become a world-leading smart energy city, we will spread the use of LED lights, promote energy saving measures and advance the use of hydrogen that does not emit CO<sub>2</sub> in its production.

- Encourage households, buildings, and factories to introduce LED lighting, and set an example by using LED lights at metropolitan facilities.
- Promote eco-houses, energy-saving measures at buildings and factories, and the conversion of metropolitan facilities to zero-energy buildings.
- Conduct research on hydrogen that does not emit CO<sub>2</sub> in its production.



How will we spread the use of LED lights?

We will start an initiative where people can receive one LED bulb in exchange for two incandescent bulbs at electrical appliance stores (up to 1 million LED bulbs).

## Firmly implanting the spirit of *mottainai*

### To halve food loss by FY2030

### Establish the “Tokyo-Style Food Loss Reduction” [FY2020]

### No free distribution of plastic shopping bags [FY2020]

We will make the citizens' lifestyles sustainable through such measures as reducing food loss as being *mottainai* (too precious to waste).

- Draw up the “Tokyo-Style Food Loss Reduction,” a set of rules to reduce food loss and waste.



- Make effective use of emergency food stock nearing the end of their recommended consumption period.

- Encourage stores to stop the free distribution of plastic shopping bags, and rethink our disposable lifestyle.

How much food is disposed of?

In Japan, about 6 million tonnes of food that can be eaten safely is disposed of in a year. This is equivalent to one bowl of rice per citizen per day.  
It's very *mottainai* isn't it?



## **Comfortable city where people feel close to nature**

**Create “cool areas” (around competition venues, etc.)**  
**About 6 areas [FY2019]**

**Launch the development of parks and green spaces under city planning schemes**  
**433 hectares [FY2020]**

**Preserve and protect greenery on private land**  
**400 hectares [FY2020]**

The Tokyo 2020 Games will be held in the summer season, which is expected to be very hot. We will improve the urban environment and will also become a city surrounded by water and greenery where people feel close to nature.

- Take intensive measures to address the heat, including creating “cool areas.”
- Decorate the city with flowers and greenery, by enhancing parks and planting roadside trees.
- Preserve the precious greenery remaining in Tokyo.



- Create an environment where people can coexist with a variety of species.

## Becoming a global financial city

**Foreign financial firms attracted to Tokyo by the TMG**  
**40 firms [FY2020]**

**Foreign firms in the IoT and similar fields attracted to Tokyo by the TMG**  
**40 firms [FY2020]**



To restore Tokyo to its position as Asia's No. 1 global financial city, we will promote bold measures to revitalize the financial industry.



- Accelerate efforts to attract foreign businesses in the fintech, IoT, and similar fields, by helping them draw up business plans and get connected to Japanese firms.
- Promote efforts to create a more comfortable environment for foreign businesses and their employees.
- Issue green bonds and advance environmental policies.



What is fintech?

This word is a portmanteau of “finance” and “technology.” There is a movement to change how money flows and create new industries through financial services using innovative technologies.

## Creating innovations and supporting SMEs

**SMEs expanding into growth industries  
with TMG support 700 cases [FY2020]**

**SMEs expanding into overseas markets  
with TMG support 1,500 cases [FY2020]**

We will implement measures for the sustainable growth of Tokyo, including technological innovations of SMEs, which are the foundation of the Japanese economy, and encouraging business start-ups.



- Support development projects that connect the excellent ideas of SMEs with technologies (including patented ones) of industry leaders.
- Revitalize businesses by utilizing IoT and other innovative technologies.

- Support startup firms in evolving into global businesses.
- Publicize, at home and abroad, traditional crafts and agricultural produce harvested in Tokyo, to promote the Tokyo brand.



Long-established family businesses, the spirit of craftsmanship—even these phrases sound intriguing and fascinating!

## Tokyo: The world's prime tourist destination

**No. of foreign visitors to Tokyo**      **25 million/year**

**No. of repeat foreign visitors to Tokyo**  
**15 million/year**

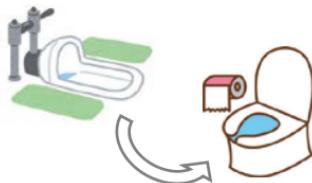
**Money spent by foreign visitors to Tokyo**  
**2.7 trillion yen/year**

**[all by 2020]**

The number of foreign travelers to Tokyo has been increasing significantly in recent years. In 2015, the number reached a record 11.89 million.

Through developing and publicizing tourism resources, we will convey Tokyo's attractions throughout the world and also create an environment where travelers can enjoy sightseeing in comfort.

- Collaborate with other international tourist destinations to publicize each other's attractions.



- Prepare a comfortable environment for international visitors, such as making signs multilingual and introducing more western-style toilets.
- Publicize tourism resources that attract interest from foreign people, such as anime and manga, as a part of Japanese culture.



## Promoting the arts and culture

**Implement a cultural program in all municipalities for the Tokyo 2020 Games [FY2020]**



**Make at least five districts, including Ueno, Ikebukuro, and Roppongi, more attractive as centers for the arts and culture [FY2020]**

We will utilize our diverse mix of arts and culture to make our culture-rich districts even more attractive, and, as part of the cultural program for the Tokyo 2020 Games, hold events that allow a broad range of people to take part.



<TOKYO Caravan in Roppongi  
(Photo by Kishin Shinoyama)>

- Hold the TOKYO Caravan, which brings together artists from various genres, in areas throughout Japan, including those affected by major natural disasters.

- Cooperate with local municipalities and private-sector groups for community development efforts in Tokyo that draw on the attractions and strengths of each area.



The Olympic and Paralympic Games are not only a festival of sport but also a festival of culture.

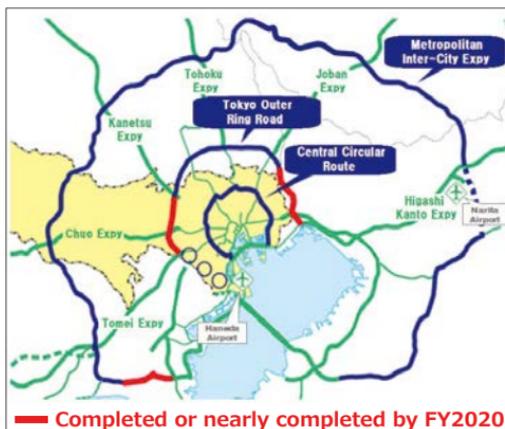
## Building up the land, sea, and air transport network



There is a need to ease road congestion and crowding on trains, and to accommodate the large number of international airport users coming for the Tokyo 2020 Games.

We will create a city where people and goods move smoothly.

**Promote construction of the three ring expressways (e.g. the Tokyo Outer Ring Road) to open about 90% to traffic [FY2020]**



<National Capital Region Transportation Network>

- Bolster the road network, including backbone trunk roads, so as to fully realize the potential of Japan's capital.

Feasibility tests of an autonomous driving system will take place in the vicinity of Haneda Airport and elsewhere!



## Build a terminal for large cruise ships First berth services start [2020]

- Build a terminal capable of accommodating the world's largest cruise ships.



<Image of terminal for large cruise ships>

## Bolster the functions of Haneda Airport Increase annual international slots by about 39,000 [2020]

- To expand the capacity of Haneda Airport, request the national government to give detailed explanation to local residents regarding flight routes changes and to take safety and noise prevention measures.



## Study the introduction of new rail networks Launch studies on new lines and line expansion, centering on those proposed by the national government's transport policy council [FY2016]



- Conduct studies on the possible construction of the proposed railway lines.

# Urban development with a diversity of functions

We will advance vibrant urban development to support Tokyo's growth.

## 1. Ikebukuro



Vibrant international center that draws on its rich base of arts and culture

## 2. Shinjuku



Center of exchange that leads Tokyo's development with various functions such as business, exchange, and tourism

## 3. Kita-Aoyama 3-Chome

Trendsetting center for culture and fashion

## 4. Takeshiba

Business center that builds on the strengths of the private sector and contributes to greater global competitiveness

## 5. Shibuya



Center setting trends for lifestyle culture



## 6. Toranomom



Transportation hub connected to airports and the waterfront area

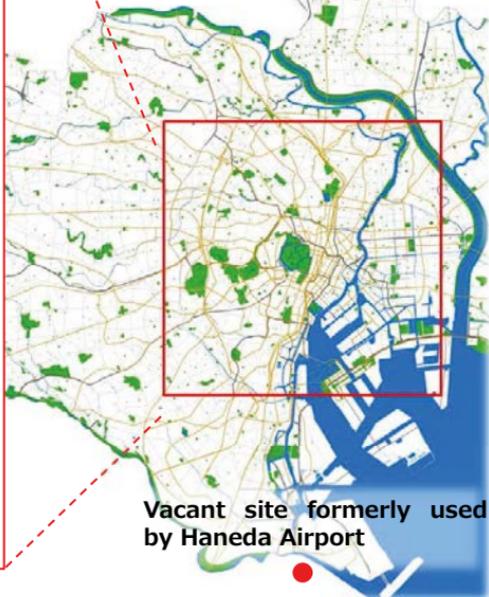
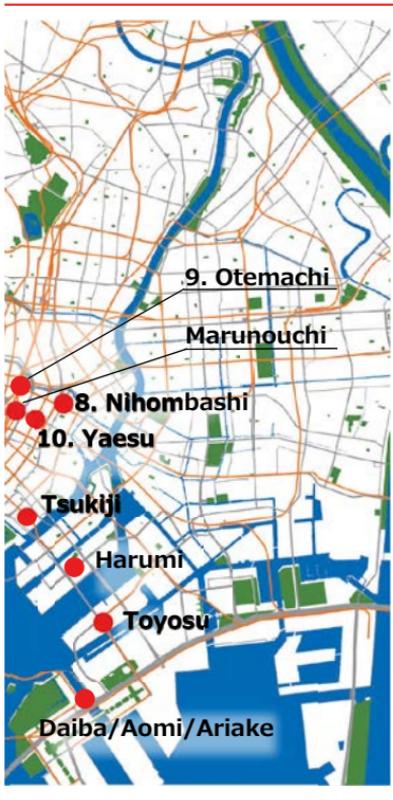


**9. Otemachi**

**10. Yaesu**



Hub for international business and new industry creation / Elegant cityscape



Vacant site formerly used by Haneda Airport

**7. Shinagawa**



New international center

**8. Nihombashi**



International financial and business center that comes with hotels and residences

## Initiatives for the success of the Tokyo 2020 Games

In addition to ensuring flawless preparations for the Tokyo 2020 Games, including construction of competition venues, greater barrier-free access and mindsets, and volunteer training, Tokyo will advance initiatives to establish tangible and intangible legacies, which can be passed on to future generations, and lead the Games to success.

**Preparation of competition venues and establishment of legacies**



Athletes' Village after the Games  
(image)

**Construction and post-Games development of the Athletes' Village**

**Coordination with Rugby World Cup 2019™**



TEAM BEYOND website created to promote the appeal of para-sports

**Promotion of impaired sports and steps to make the city more barrier free**

**Promotion of multilingual support and volunteerism**



1000km Relay to Tokyo held to support the recovery of the Tohoku Region

**Support for the recovery of areas affected by disasters**

**Measures to combat heat, as well as counterterrorism and disaster preparedness measures**



Terrorism response drill

and others

## Promotion of the Tama area and Tokyo's islands

Leveraging the appeal and unique characteristics of the Tama area and Tokyo islands, Tokyo will effectively and extensively implement a variety of measures to realize the three new faces of Tokyo in areas such as promotion of the agricultural, forestry, and fisheries industry and tourism, as well as disaster preparedness.

Promotion of industry, including the agricultural, forestry, and fisheries industry



Promotion of the agricultural, forestry, and fisheries industry (Tokyo udo)

Promotion of tourism that fully leverages the attractions of the areas

Protection of the natural environment



Image of Musashino Forest Sport Plaza

Promotion of culture and creation of an environment conducive to sports

Revitalization of communities such as Tama New Town



Construction of arterial roads

Construction of transportation infrastructure

Disaster preparedness measures for dangers such as tsunami and sediment disasters



Image of a proposed tsunami evacuation tower (Okada Port, Oshima Island)

Improvement of welfare and medical services

and others

## Budget for implementation of the plan (Based on the FY2017 budget proposal)

Tokyo has allocated budgets to cover all of the FY2017 projects and programs contained in the Action Plan for 2020, totaling JPY 1.4396 trillion.

|   | Budget<br>(JPY billion) |
|---|-------------------------|
| <b>Safe City</b>  | <b>840.4</b>            |
| Creating an earthquake-resilient city   | 395.5                   |
| Improving disaster preparedness through self-help, mutual assistance, and government support. | 62.1                    |
| Countermeasures for torrential rain and sediment disasters                                    | 81.4                    |
| Maintaining and renewing urban infrastructure   | 158.0                   |
| Securing safety and security  | 8.2                     |
| Creating community vitality   | 73.2                    |
| Advancing development of the Tama area and Tokyo islands                                      | 62.1                    |
| <b>Diverse City</b>   | <b>352.6</b>            |
| A city where people can feel secure about having and raising children                         | 102.9                   |
| A society where senior citizens can live with peace of mind                                   | 34.6                    |
| A city with a substantial healthcare system where people can lead healthy lives               | 10.3                    |
| A society where the disabled can lead vibrant lives   | 33.8                    |
| A city where all can actively participate in society  | 22.0                    |
| A city where all can sense kindness   | 53.7                    |
| Cultivating talent for the future   | 37.7                    |
| A society where sports is accessible to all   | 57.5                    |
| <b>Smart City</b>   | <b>557.7</b>            |
| A smart energy city   | 76.1                    |
| Creating a pleasant urban environment   | 104.6                   |
| Creating and preserving a rich natural environment  | 39.5                    |
| A global financial and economic center  | 37.4                    |
| Creating a transportation and logistics network   | 210.2                   |
| Urban planning that concentrates various functions  | 22.1                    |
| An international city and tourist destination open to the world                               | 44.1                    |
| Promoting the arts and culture  | 23.8                    |
| Total   | 1,439.6                 |

\*Project fees are the total account including general accounts and public enterprise accounts.

\*Amounts for the Safe City, Diverse City, and Smart City, and each of their items include relisted projects.

## Steady implementation through the Plan-Do-Check-Act (PDCA) cycle

---

A system to formulate plans (Plan), implement policies and programs (Do), manage progress and evaluate programs (Check), and improve and review programs (Act)—the PDCA cycle—was incorporated into the plan from the formulation stage.

- Concrete four-year work schedules drawn up for each policy initiative
- Plan builds on the approx. 360 policy targets of the Long-Term Vision for Tokyo, raising the number of targets to approx. 500
- Proper management of progress through implementation of the PDCA cycle



**Steady advancement of each policy**

## The direction of Tokyo's growth strategy

Tokyo, the engine that drives Japan's growth, will fully leverage its strengths, including its concentration of people, goods, money, and information, and the high technology of its small and medium-sized enterprises, to continue supporting the sustainable growth of our entire country.

Aggressive and bold strategy is needed to seize upon the success of the Tokyo 2020 Games as a golden opportunity for the dramatic development of not only Tokyo, but also the entire nation, and for sustainable growth beyond 2020.

### Overall direction for Tokyo's growth strategy

#### Four Challenges

Four challenges Tokyo will address to advance its growth strategy and achieve sustainable growth

|             |   |   |                   |
|-------------|---|---|-------------------|
| Challenge 1 | Tokyo's GMP<br>94.9 trillion yen (FY2014)               | ➔ | 120 trillion yen  |
| Challenge 2 | Inbound tourists visiting Tokyo<br>11.89 million (2015) | ➔ | 25 million (2020) |
| Challenge 3 | Tokyo citizens' satisfaction with life<br>54% (2016)    | ➔ | 70%               |
| Challenge 4 | Global city ranking<br>No. 3 (2016)                     | ➔ | No. 1             |

# FIRST Strategy: 5 strategies for growth

The FIRST strategy consists of five strategies Tokyo will employ to achieve the goals of the four challenges. With the first letter of each strategy spelling out FIRST, the plan presents the direction to be taken to make Tokyo “No. 1 (first) in the world” and “the first to take on challenges to create growth for the country.”

## **F**inance

Becoming a **global financial center**

- Study and discuss measures through the Advisory Panel for Global Financial City Tokyo
- Attract foreign financial firms at a faster pace

## **I**nnovation

Generating **innovations with new technologies and new ideas**

- Implement measures to attract foreign companies in fields such as IoT
- Generate opportunities for business match-ups between foreign companies and SMEs in Tokyo
- Advance international business projects that use the National Strategic Special Zone system
- Improve the business and living environment for foreign nationals through the special zone system and other means
- Provide support for companies entering growth industries and nurture global ventures

## **R**ise

Improving **strengths for greater dynamism**

- Make tourism a leading industry
- Enhance the land, sea, and air transportation infrastructure
- Advance urban renewal to help strengthen Tokyo's international competitiveness
- Capture demand from overseas and promote the appeal of Tokyo's industries

## **S**uccess

A city where **everyone can play an active role**

- Promote the reform of work styles
- Promote the participation of women in society
- Promote the active participation of the elderly and impaired in society
- Cultivate globally competent talent
- Promote education that nurtures the ability to create new value

## **T**echnology

Accelerating growth with **cutting-edge technologies**

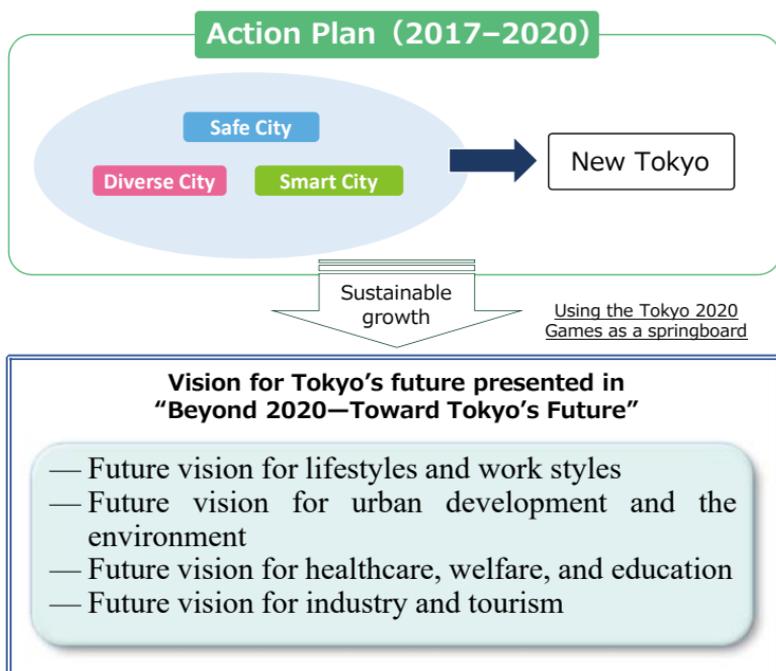
- Take steps to address the 4th industrial revolution
- Become a leading eco-friendly city
- Make the Tokyo 2020 Games a showcase for cutting-edge technology

## Beyond 2020—Toward Tokyo’s Future

In recent years, technology has made rapid advances in areas such as automated driving and artificial intelligence (AI), and it is said that such advances are set to transform people’s lives in the near future.

It is projected that after peaking in 2025, Tokyo’s population will begin to decline and the graying of the population will advance rapidly. For the ongoing sustainable growth of Tokyo, sharp insight into what lies ahead and readiness to also respond to rapid social changes are needed.

Looking further ahead to beyond 2020, this plan shows a glimpse of Tokyo’s bright future through technological advances, a transformation of mindsets, and other aspects.



# A vision for Tokyo's future

---

## In the morning



- Time in the morning is spent with family. Many people telework now and only go to the office a few days a week.
- Rush hour trains have become a thing of the past. Time on the train can now be spent more comfortably.

## At work



- People can change companies and careers when they wish.
- Half of management and executive positions are filled by women. Many talented foreign nationals are now found at companies in Japan, and many Japanese people are working around the world.

## After work



- Spend a relaxing time with your pet cat before going to bed. Through the latest technology, people now know how animals feel. An idea comes to you just before falling asleep. Don't worry. You can confirm that idea when you wake up the next day with your automatic memory device.

# A vision for Tokyo's future

## Shape of the city

- Automated vehicle technology has progressed, eliminating traffic congestion and accidents.



Image courtesy of DeNA Co., Ltd.



Image courtesy of  
Committee for the private sector project for the elimination of utility poles

- Utility poles and the many power lines have disappeared from view to reveal a beautiful blue sky over Tokyo.

- The legacy of the Tokyo 2020 Games lives on throughout the city in the form of centers for sports and universal design.

## Next generation energy systems and sustainable lifestyles



Image courtesy of the Fujisawa  
SST Council

- Smart home systems, which control energy use throughout an entire building, is used at all households in Tokyo, reducing home utility bills to zero.

- The word "garbage" is now obsolete. Everything is reused and recycled for a complete recycling society.



# A vision for Tokyo's future

## Extending healthy life expectancy



Image courtesy of Department of Surgery, Division of Gastroenterological and hepato-biliary Surgery, and Organ Transplantation, University of Tsukuba

- Through drug development and advances in medical care, including regenerative medicine, conditions previously difficult to treat are now treatable and less suffering is experienced due to illnesses or symptoms associated with aging.

## Creating a parenting-friendly environment

- Child daycare facilities and afterschool facilities can be found throughout the city, and the entire community supports child rearing.

Once a major problem in Tokyo, waitlists for child day care no longer exist.



## Making Tokyo the world's most business-friendly city

- Efforts were taken in the past to attract foreign companies to Tokyo using the special zone system. But Tokyo now dominates the No. 1 spot in global city rankings as a livable city overall for foreign nationals as well.

## A city that captivates people around the world



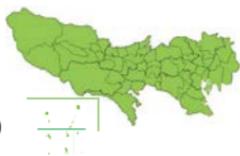
- Tokyo is now one of the world's top tourism destinations, in the same class as London, Paris and New York. With its refined traditional culture, cuisine, and service, Tokyo is a city that everyone wants to visit.



# Useful information



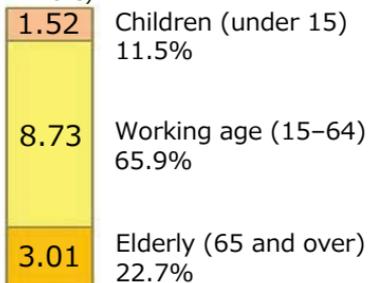
## Basic data on Tokyo



- **Area: 2,190.93km<sup>2</sup>** (as of Oct. 1, 2015)
- **23 special wards, 26 cities, 5 towns, 8 villages**
- **Population: 13.52 million people**

\*Includes 260,000 people whose ages are unknown

(in millions)



(Source: 2015 Census)

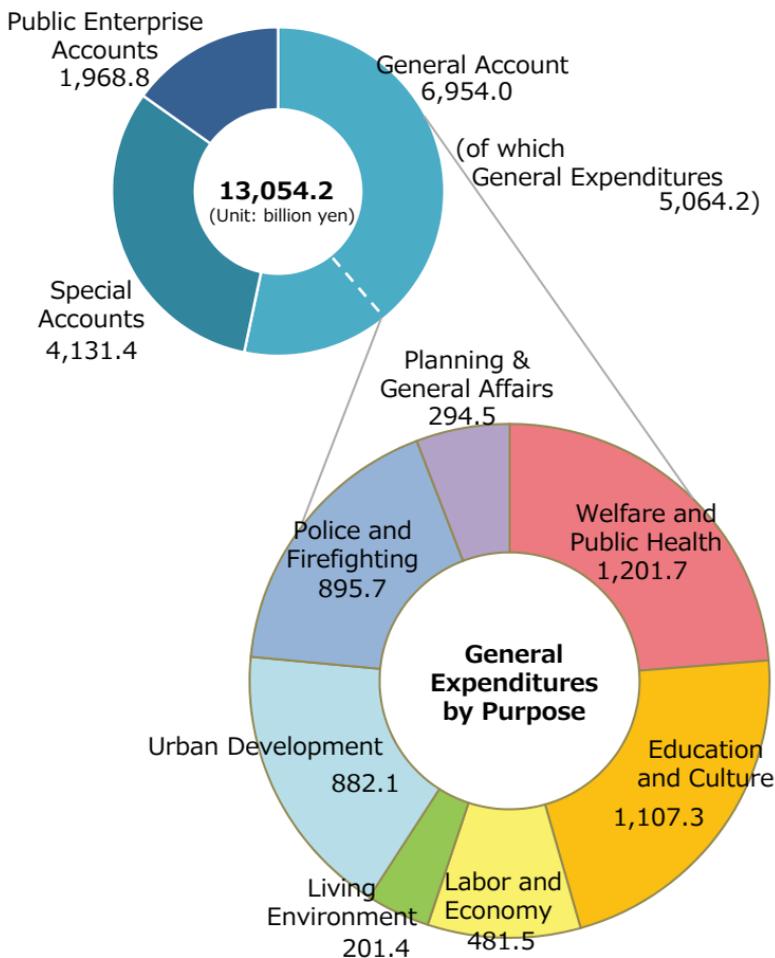
## <Projections>



The population of Tokyo is forecasted to start declining after peaking at 13.98 million in 2025. In 2030, it is estimated that about one in four people will be elderly.



## ■ Budget of Tokyo (FY2017 budget proposal)



To wisely spend valuable tax money, we compiled a well-balanced budget, reflecting priorities and cutting wasteful spending.



## Tokyo Data

|  | <u>Annual</u>     |
|--|-------------------|
| ■ Births   | 113,194           |
| Deaths   | 111,673           |
| ■ Marriages  | 87,167 couples    |
| Divorces   | 24,135 couples    |
| ■ People moving in   | 456,635           |
| People moving out  | 372,404           |
| ■ Tokyo's GMP*<br><small>(GMP: gross metropolitan product)</small>                           | 94.9 trillion yen |
| ■ Automobile accidents   | 34,274            |
| Automobile accident deaths   | 161               |
| ■ Ambulance dispatches   | 764,335           |
| ■ Fires  | 4,477             |
| ■ Calls placed to the 110 police emergency number (excludes accidentally placed calls, etc.) | 1,408,370         |
| Crimes reported  | 148,182           |
| Arrests  | 43,516            |
| ■ Amount of garbage produced per Tokyo resident (includes recyclable garbage)                | 337kg             |
| ■ Amount of electricity used for lighting per Tokyo resident                                 | 2,131kWh          |

## Daily

310 (2015)

306 (2015)

239 couples (2015)

66 couples (2015)



1,251 (2015)

1,020 (2015)

Tokyo's GMP is nearly the size of the GDP of the Netherlands

260.0 billion yen (FY2014)



94 (2015)

0.4 (2015)

2,094 (2015)



12.3 (2015)

3,859 (2015)

406 (2015)

119 (2015)



924g (FY2014)

5.8kWh (FY2014)



# Tokyo in the world

## Comprehensive Ranking

Tokyo  
4th place in 2015 ▶ 3rd place in 2016

|   |              |
|---|--------------|
| 1 | London       |
| 2 | New York     |
| 3 | <b>Tokyo</b> |
| 4 | Paris        |
| 5 | Singapore    |

## Function-Specific Ranking

### ■ Economy

|   |              |
|---|--------------|
| 1 | <b>Tokyo</b> |
| 2 | London       |
| 3 | New York     |
| 4 | Beijing      |
| 5 | Hong Kong    |

Market size, business environment, etc.

### ■ Research and Development

|   |              |
|---|--------------|
| 1 | New York     |
| 2 | <b>Tokyo</b> |
| 3 | London       |
| 4 | Los Angeles  |
| 5 | Seoul        |

Academic resources, research achievements, etc.

### ■ Cultural Interaction

|   |              |
|---|--------------|
| 1 | London       |
| 2 | New York     |
| 3 | Paris        |
| 4 | Singapore    |
| 5 | <b>Tokyo</b> |

Trendsetting potential, cultural resources, etc.

### ■ Livability

|   |           |
|---|-----------|
| 1 | Paris     |
| 2 | Berlin    |
| 3 | Vienna    |
| 4 | Barcelona |
| 5 | Frankfurt |

Working environment, cost of living, etc.

**Tokyo**  
6th

### ■ Environment

|   |           |
|---|-----------|
| 1 | Frankfurt |
| 2 | Zurich    |
| 3 | Geneva    |
| 4 | Singapore |
| 5 | Vienna    |

Ecology, natural environment, etc.

**Tokyo**  
12th

### ■ Accessibility

|   |           |
|---|-----------|
| 1 | London    |
| 2 | Paris     |
| 3 | Hong Kong |
| 4 | Shanghai  |
| 5 | Amsterdam |

International transportation network, traffic convenience, etc.

**Tokyo**  
11th

Tokyo will grow even more attractive to grab the **No. 1** spot!



## Actor-Specific Ranking

### ■ Manager

|   |           |
|---|-----------|
| 1 | London    |
| 2 | Singapore |
| 3 | Hong Kong |
| 4 | Shanghai  |
| 5 | Beijing   |

Potential of business growth, business environment, etc.

**Tokyo**  
7th

### ■ Researcher

|   |               |
|---|---------------|
| 1 | New York      |
| 2 | London        |
| 3 | <b>Tokyo</b>  |
| 4 | Los Angeles   |
| 5 | San Francisco |

Accumulation of research institutions & researchers, readiness for accepting researchers, etc.

### ■ Artist

|   |          |
|---|----------|
| 1 | Paris    |
| 2 | New York |
| 3 | Vienna   |
| 4 | Berlin   |
| 5 | London   |

Cultural stimulation, environment for creative activities, etc.

**Tokyo**  
7th

### ■ Visitor

|   |              |
|---|--------------|
| 1 | London       |
| 2 | Paris        |
| 3 | New York     |
| 4 | Istanbul     |
| 5 | <b>Tokyo</b> |

Cultural attractiveness & opportunities for interaction, public safety, dining, shopping, etc.

### ■ Resident

|   |           |
|---|-----------|
| 1 | Paris     |
| 2 | London    |
| 3 | New York  |
| 4 | Frankfurt |
| 5 | Zurich    |

Environment to purchase goods, daily living environment, etc.

**Tokyo**  
6th

Source: Institute for Urban Strategies, the Mori Memorial Foundation "Global Power City Index 2016"

## Useful Living Information

Soooo helpful!



### ■ Fire, rescue, and ambulance number

1 1 9

In case of emergency, call this number, and firefighters, rescuers, and/or an ambulance will be dispatched.

### ■ Police emergency number

1 1 0

Call this number to quickly report emergencies or accidents to police.

### ■ Police non-emergency number

# 9 1 1 0

(call this number from anywhere in Japan and be connected to the consultation desk of your local police station)

This is the number to call when you want to consult with your local police about anything that makes you fearful or worried about your safety (e.g. stalking) even if it does not involve an accident or incident.

### ■ Himawari (Tokyo Metropolitan Medical Institution Information Service)

<http://www.himawari.metro.tokyo.jp/qq/qq13enmnl.asp>

You can search for a hospital/clinic from its proximity to a given place, its specialties, and languages that can be used.

In case you don't feel well



### ■ Multilingual Booklet on Seeing a Doctor

<http://www.fukushihoken.metro.tokyo.jp/iryo/kansen/tagengoguide.files/tagengoguide-mihiraki.pdf>

This multilingual booklet is intended to help international visitors in Tokyo to promptly see a doctor when they have symptoms that could be an infectious disease, such as fever and cough.

### ■ TMG Disaster Prevention Website

<http://www.bousai.metro.tokyo.jp/foreign/english/index.html>

You can find information and learn about disaster preparedness.

### ■ Tokyo Amesh

<http://tokyo-ame.jwa.or.jp/en/index.html>

Real-time rainfall is displayed on a map of Tokyo (updated every five minutes).

Be prepared for torrential rains!



### ■ Tokyo International Communication Committee

<https://www.tokyo-icc.jp/english/index.html>

This website provides useful information for foreign residents in Japan.



### ■ Life in Tokyo: Your Guide

[http://www.seikatubunka.metro.tokyo.jp/chiiki\\_tabunka/tabunka/tabunkasuishin/0000000945.html](http://www.seikatubunka.metro.tokyo.jp/chiiki_tabunka/tabunka/tabunkasuishin/0000000945.html)

A brochure with useful daily living information for foreign residents starting life in Tokyo.



### ■ Official Tokyo Travel Guide: GO TOKYO

<http://www.gotokyo.org/en/index.html>



In addition to general sightseeing information for people coming to Tokyo, you can find shops and restaurants, as well as spots popular among tourists. ("TOKYO Handy Guide" app can be downloaded for free)



### ■ TMG Comprehensive Consumer Center

Consumers can get advice and support when they have trouble associated with purchasing or using a product or service.

Phone: 03-3235-1155

Mon.–Sat., 9 a.m.–5 p.m. (closed on national holidays)

### ■ TMG Foreign Residents' Advisory Center

Foreign residents in Tokyo can consult about matters concerning their daily lives.

Phone: 03-5320-7744

Mon.–Fri., 9:30 a.m.–noon and 1 p.m.–5 p.m. (closed on national holidays)

### ■ VoiceTra

<http://voicetra.nict.go.jp/en/>



VoiceTra is a speech translation app that translates your spoken words into different languages. (free downloads available)



# Visit locations related to this action plan's initiatives

## Tama Area and Tokyo Islands

P24

### Hinohara Tokyo Citizens' Forest

Get close to nature and experience the beauty of Tokyo's forests here.  
(75 min. by bus from Musashi-Itsukaichi Station)



We also recommend Okutama Tokyo Citizens' Forest.

You can also visit the Ikebukuro and Honjo Life Safety Learning Centers.

P6

### Tokyo Fire Dept. Tachikawa Life Safety Learning Center

By experiencing an earthquake simulator and learning about disaster preparedness, you can acquire knowledge and skills for use in the event of a disaster.  
(7 min. by bus from Tachikawa Station)



P4

### See an area where utility poles have been eliminated

We are advancing the elimination of utility poles to make the city more attractive, safe, and pleasant to walk around.  
(Nearest station: Takahatafudo)



P19

### Musashino Forest Sport Plaza

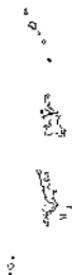
As one of the competition venues for the Tokyo 2020 Games, construction of facilities is progressing with the aim to offer a higher level of barrier-free access.

Scheduled to open in 2017.  
(Nearest station: Tobitakyu)

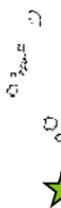


Image

## Ogasawara Islands



## Izu Islands



P22

### Hachijojima Geothermal Energy Museum

At the first geothermal power plant built on one of Japan's outer islands, you can learn about how geothermal power works and how the island was formed.  
(Hachijo-machi)



Ward Area

**KURUMIRU**  
Shops can be found at Isetan's Tachikawa store and Marui's Kinshicho store, too.

**P15 KURUMIRU**

(Tokyo Metropolitan Government Building branch)

This shop offers a selection of original handmade items for the home, crafted by persons with impairments.

(Nearest station: Tochohmae)



**P28**

**Ueno "Cultural Forest"**

We will continue to enhance the attractiveness of this hub for culture, drawing on the power of Tokyo's diverse arts and cultural scene.

(Nearest station: Ueno)



**P22**

**Tokyo Hydrogen Museum (Tokyo Suiso-miru)**

Learn about the vision for a hydrogen society and experience generating hydrogen through an interactive exhibit.

(Nearest station: Shiomi)



**P7-8**

**Tokyo Sewerage Museum "Rainbow"**

Learn about Tokyo's sewerage system by viewing and experiencing various exhibits, including full-scale sewerage pipes and pumps.

(Nearest stations: Kokusaitenjiyo and Odaiba-kaihinkoen)



**P27**

**Tokyo Tourist Information Center (Busta Shinjuku)**

This center provides sightseeing information to those visiting Tokyo from Japan and abroad.  
(Nearest station: Shinjuku)



Other locations include the Tokyo Metropolitan Govt. Building, Keisei Ueno Station, and Haneda Airport.



Tokyo is working to encourage people to rethink their disposable lifestyles!  
Let's learn how to use *furoshiki*, an eco-friendly, convenient, and stylish wrapping cloth.

## How to use furoshiki

### ■ Basic carry wrap



1. Place the object in the center of the furoshiki.



2. Taking the near corner, drape the furoshiki over the object, then tuck the corner underneath it.

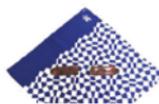


3. Drape the far corner of the furoshiki over the object and tuck the remaining cloth underneath.



4. Tie the right and left ends into a square knot at the center and it's done.

### ■ Two-bottle wrap



1. Lay two bottles in the center of the furoshiki with their bases facing each other. Leave a space the size of a fist between them.



2. Take the near corner, drape the furoshiki over the two bottles, then roll the bottles so that they are wrapped in the furoshiki.



3. Make sure the remaining corner of the furoshiki is right above the bottles.



4. Stand the bottles so that this corner of the furoshiki is tucked between them.



5. Tie the right and left ends into a square knot over the mouths of the bottles and it's done.

\*The furoshiki shown above is one of the "Japan Premium" official goods for Tokyo 2020. It is made using the traditional technique of *Tokyo some komon* dyeing.





A large rectangular area with a brown, textured border. Inside the border, there are 15 horizontal dashed lines, providing a guide for writing.



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**New Tokyo. New Tomorrow.**  
The Action Plan for 2020

|                                    |
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