



# **POLICY FOR THE PROMOTION OF THE GLOBAL CITY STRATEGY**

**June 23, 2022**

**Office of the Governor for Policy Planning  
Tokyo Metropolitan Government**

# Policy for the Promotion of the Global City Strategy Project

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# I

The Vision Tokyo Pursues through the  
Promotion of International Policies

# Policy for the Promotion of the Global City Strategy: Objectives

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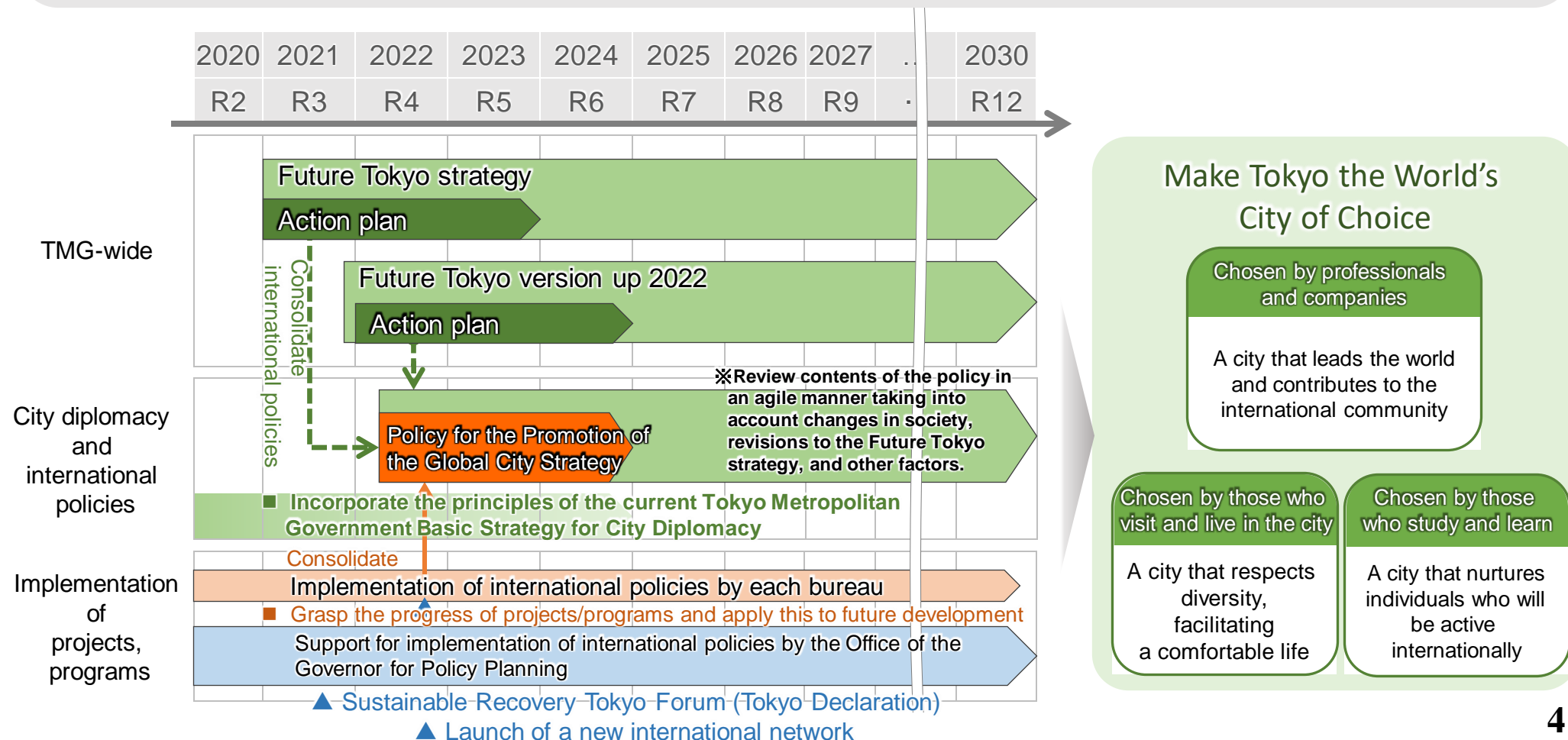
- This strategy is positioned as one of the projects set forth in Future Tokyo: Tokyo's Long-Term Strategy (Strategy 20: Global City Strategy)
- In addition to developing the legacy built by the Olympic and Paralympic Games Tokyo 2020, Tokyo must also raise its international presence to become "the world's city of choice" by grasping and agilely responding to global trends, including heightened awareness of decarbonization, digital transformation (DX), and realization of an inclusive society.
- To achieve these goals, it is necessary to implement initiatives such as the following:
  1. Effectively communicate Tokyo's policies to the world.
  2. Strengthen connections with cities overseas and embassies.
  3. Cultivate talent to support the international implementation of policies.
- The Tokyo Metropolitan Government (TMG) has compiled this policy to raise Tokyo's international presence, implementing initiatives such as those listed above TMG-wide.



# Policy for the Promotion of the Global City Strategy: Positioning

## Positioning

- The policy is positioned as a three-year action plan to cover the period through FY2024. The objective of this policy is to promote the Future Tokyo strategy (Strategy 20), formulated with an eye to 2030. The content of the policy will be reviewed in an agile manner according to changes in the environment.
- The TMG has compiled international policies implemented by each bureau into this policy in order for it to serve as a compass to enhance Tokyo's global presence.



# Policy for the Promotion of the Global City Strategy: Image

Make Tokyo  
the World's City  
of Choice

In line with initiatives such as those advanced during the Tokyo 2020 Games, the TMG will raise its global presence to make Tokyo the world's city of choice.

Policy for the  
Promotion of  
the Global City  
Strategy

→Return the benefits  
generated by the  
strategy to the  
citizens of Tokyo

Tokyo  
Metropolitan  
Government  
Basic  
Strategy for  
City Diplomacy

- U20, C40
- Practical cooperation projects

Initiatives to date

Multilateral  
city diplomacy

Initiatives  
for the  
Tokyo 2020  
Games

Initiatives  
implemented  
during the Games

Bilateral  
city  
diplomacy

Cooperation  
with  
embassies  
in Tokyo, etc.

- Host City Tokyo Project
- Tokyo Global Partners Seminar

- Friendship city agreement with The Greater London Authority
- Agreements with 9 governments

- Online meeting on COVID-19 response for the diplomatic corps held
- English email newsletter launched

Legacy

→From FY2023 onward,  
TMG bureaus will  
reflect the direction of  
the Policy for the  
Promotion of the Global  
City Strategy in their  
policy development.

(Formulated in December 2014)

- 1 Ensure the successful delivery of the Tokyo 2020 Games
- 2 Find solutions to common urban challenges
- 3 Make Tokyo a global city

▲Sept. 2015  
SDGs adopted

▲Late 2019  
COVID-19 starts to spread

▲Tokyo 2020 Games

▲Dec. 2014  
Long-term vision formulated

▲Dec. 2015  
Paris Agreement adopted

▲March 2021  
Future Tokyo strategy  
formulated

▲Feb. 2022 Future Tokyo strategy  
version up 2022 formulated

# II

## Analysis of Tokyo's Current Situation

# Tokyo's City Diplomacy Initiatives To Date

The TMG has steadily engaged in various international activities in line with the three objectives of the Tokyo Metropolitan Government Basic Strategy for City Diplomacy.

## ① Initiatives to ensure the successful delivery of the Tokyo 2020 Games

### Sports

- Tokyo International Youth Football (U-14) Tournament
- Asia Junior Sports Exchange Games

### The arts and culture

- Short-term experience program in traditional performing arts for foreign nationals
- Support for performances in Tokyo and abroad, etc.

### Education

- Promoting Olympic and Paralympic educational programs such as the Sekai Tomodachi Global Friendship program

### Establishment of systems for welcoming foreign visitors to Tokyo

- Making signage at transport and TMG-operated facilities multilingual

## ② Initiatives for finding solutions to common urban challenges

### Bilateral city cooperation

- Since 2015, the TMG has signed new agreements with 7 cities and issued joint communiques with 3 cities

### Multilateral city cooperation

- Four meetings, including the U20 Mayors Summit, were held in Tokyo between 2018 and 2019, at which the cities of the world shared their challenges and sent out messages to the international community.



Delivery of the U20 Tokyo Mayors Summit communiqué to the Prime Minister of Japan following the conclusion of the conference (May 22, 2019)

## ③ Initiatives for making Tokyo a global city

### Business

- Business Development Center TOKYO
- Agreement signed with The City of London Corporation

### Temporary stay and living

- Operate ambulance units able to assist in English
- Japan Medical Service Accreditation for International Patients acquired by select Tokyo Metropolitan Hospitals

### Disaster preparedness and crime prevention

- Provision of information to foreign residents in multiple languages

### Development of human resources

- The Japan Exchange and Teaching (JET) Programme
- Acceptance of exchange students at Tokyo Metropolitan University through use of a scholarship fund

※Initiatives listed above are examples of major initiatives from each category.  
Includes ongoing initiatives/programs.

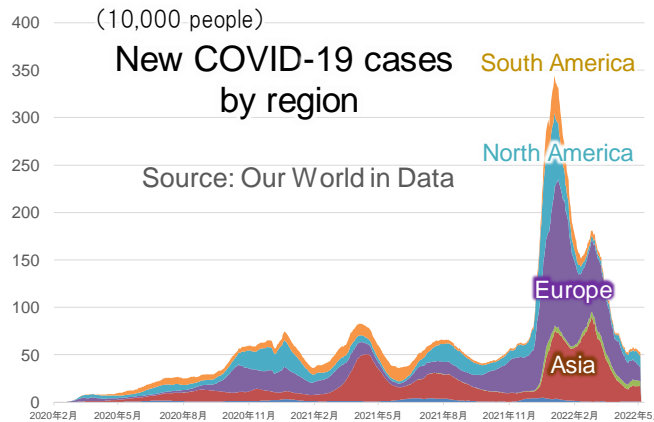
# Tokyo's Current Situation

## ① Emergence of global-scale challenges shared by cities

To overcome various crises faced by the world, there is the need for cities to closely cooperate and coordinate, and for Tokyo to contribute to the resolution of these global challenges with its advanced technology and expertise.

### A pandemic that threatens humankind

- As cross-border movement becomes more active, the risk of the spread of infection rapidly increases.
- Coordination and cooperation among countries and cities is necessary to contain the spread.



### Natural disasters that occur with increased frequency and intensity

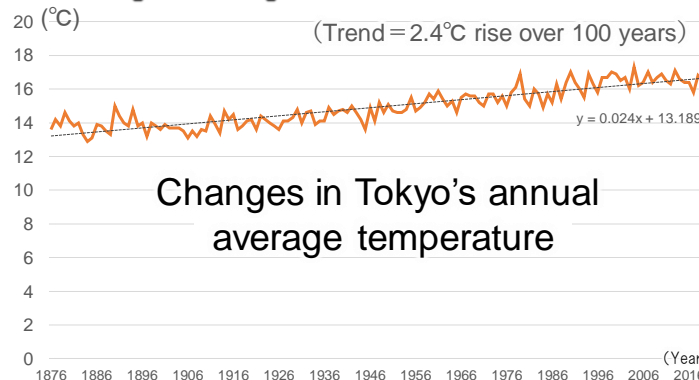
- Localized heavy rain is causing more damage.
- The top 10 most expensive weather disasters in 2021 caused USD \$170.3 billion in damage (approx. JPY 20 trillion, up 17% over the previous year). This was the 6<sup>th</sup> time since 2011 for the amount to top \$100 billion.\*



Damage to Metropolitan Road No. 204 (October 15, 2019)

### Advancement of global warming, marine plastic pollution

- The climate crisis is becoming even more severe.
- Increased consumption of resources such as plastics is having a greater impact on the environment.



Source: JMA Homepage, Data and materials, Search of past meteorological data by year

### Increased interest in progress toward achieving the SDGs

- In 2015, the UN adopted the Sustainable Development Goals (SDGs).
- Efforts to create and release a Voluntary Local Review (VLR) are spreading worldwide.



(\*) Report issued by UK charity Christian Aid (December 27, 2021)

# Tokyo's Current Situation

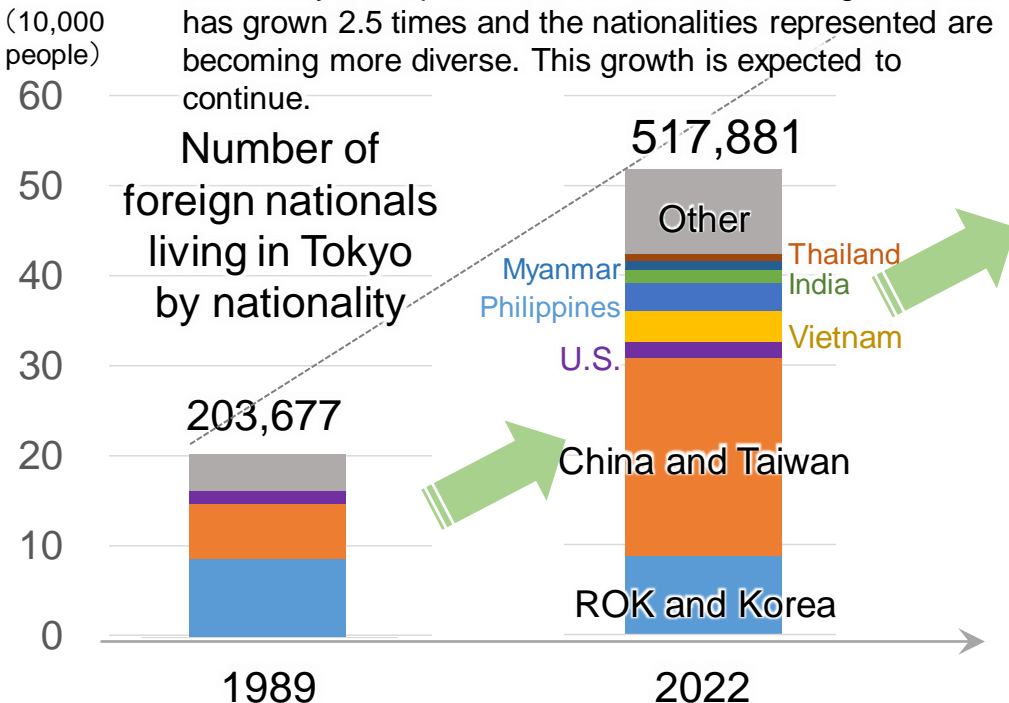
## ② The need to respond to globalization

- As globalization advances, each year the number of foreign nationals living in Tokyo increases and the nationalities represented are becoming more diverse.
- To become a global city, it is necessary to engage in efforts such as building an environment that allows foreign nationals to live comfortably and with peace of mind, and developing human resources that can support globalization.

### Foreign population in Tokyo

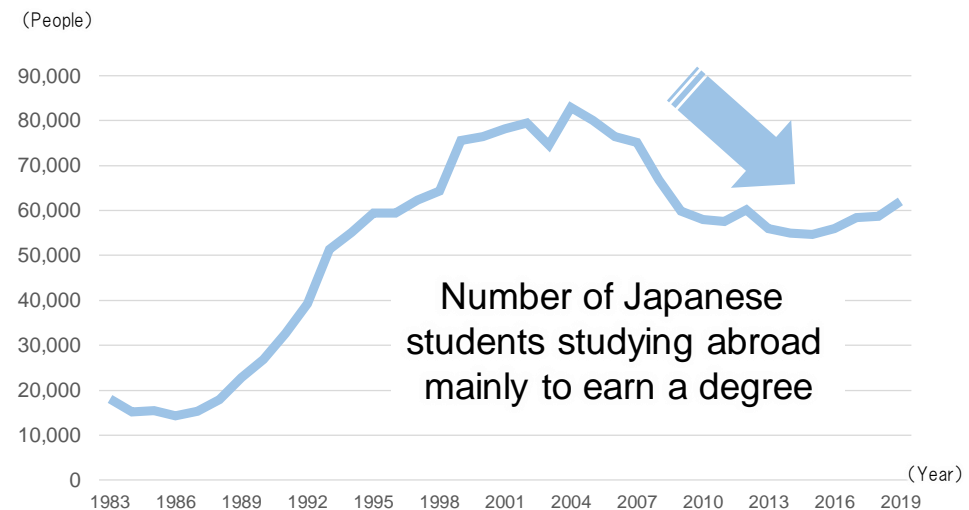
In the 33 years up to 2022, the number of foreign nationals has grown 2.5 times and the nationalities represented are becoming more diverse. This growth is expected to continue.

Number of  
foreign nationals  
living in Tokyo  
by nationality



### Need to increase human resources with a global perspective

- The number of foreign students and exchange students studying in Japan remains at 5% of all students enrolled in higher education.
- The number of Japanese students studying abroad is only 75% of that recorded in 2004 when the number reached its peak.



Source: Ministry of Education, Culture, Sports, Science and Technology: "International Student Survey in Japan" and "Number of Japanese Students Studying Abroad," etc. (as of March 30, 2022)



# Tokyo's Current Situation

## ③ Olympic and Paralympic Legacy: **TOKYO FORWARD**

The accomplishments of initiatives implemented to ensure the successful delivery of the Tokyo 2020 Games, one of the pillars of the Basic Strategy for City Diplomacy, will be passed on as a post-Games legacy and utilized in the development of the new international strategy.

Make Tokyo a city that is comfortable  
for foreign nationals to live and work in

### Delivery of a safe and secure Games

Utilizing risk management initiatives implemented for the Games as a legacy, realize a resilient city that is ready for any type of disaster, including infectious diseases, earthquakes, and storms.

### Experiencing an inclusive society

Having awareness generated during the Games lead to individual actions, create "inclusive city Tokyo," a place where a diverse range of people live together and embrace each other's differences.

### Changing our city and way of life

Make Tokyo a city where everyone can be safe and comfortable, and lead an active life.

### Sharing the wonder of sports

Make the connection to sports formed through the Games a part of everyday life to realize "Sports Field Tokyo."

### Showed the world the recovery of disaster-hit areas and gratitude for its support

Through the Games, the sight of areas achieving recovery from the Great East Japan Earthquake and a message of thanks were delivered to people around the world who supported Japan. The great emotion and heart-felt bonds shared with the quake-hit areas will be carried on into the future.

### Volunteers made people smile

Firmly establish a culture of volunteerism to create an inclusive society that is supported by everyone.

### Conveying the attraction of Tokyo and Japan

With the attraction of Tokyo spread by holding the Games serving as a legacy, utilize the city's strengths, such as art, traditional performing arts, and cuisine, to make the city one that people want to visit again and again.

### Path to a sustainable society

Utilizing the legacy of an eco-friendly, sustainable Games, accelerate initiatives to realize Zero Emission Tokyo.

### Futuristic technology

Implement cutting-edge technologies used at the Games in the city to create "Smart City Tokyo," which will enable citizens to lead a high quality of life.

Utilize the attention focused on Tokyo  
to promote the city's attractions and strengths

Continue the development of human resources  
and a barrier-free mindset

# Tokyo's Current Situation

## Initiatives implemented in response to the international situation ① COVID-19 pandemic (1/2)

By promptly and strategically implementing measures based on the characteristics of COVID-19, the number of cases and deaths have been kept low, despite having a population of 14 million.

### Main initiatives taken to date in response to the spread of COVID-19

Initiatives to prevent the spread of infection taken in collaboration with municipalities, public health centers, medical institutions, etc.

- Measures to prevent the spread of infection led by the Tokyo iCDC
- Enhancement of testing systems
- Building up the system for the provision of health care, including securing hospital beds and designated hotels for recovery
- Promoting vaccine rollout and encouraging citizens to get vaccinated
- Strengthening of public health center functions, etc.

Strengthening the safety net to support the livelihoods and activities of the people and businesses of Tokyo

- Strengthening the safety net for people impacted in a variety of ways
- Support for companies making efforts to adapt to "life with Covid," subsidies for infection prevention measures, etc.

Measures to achieve a balance between stopping the spread of infection and maintaining socio-economic activities

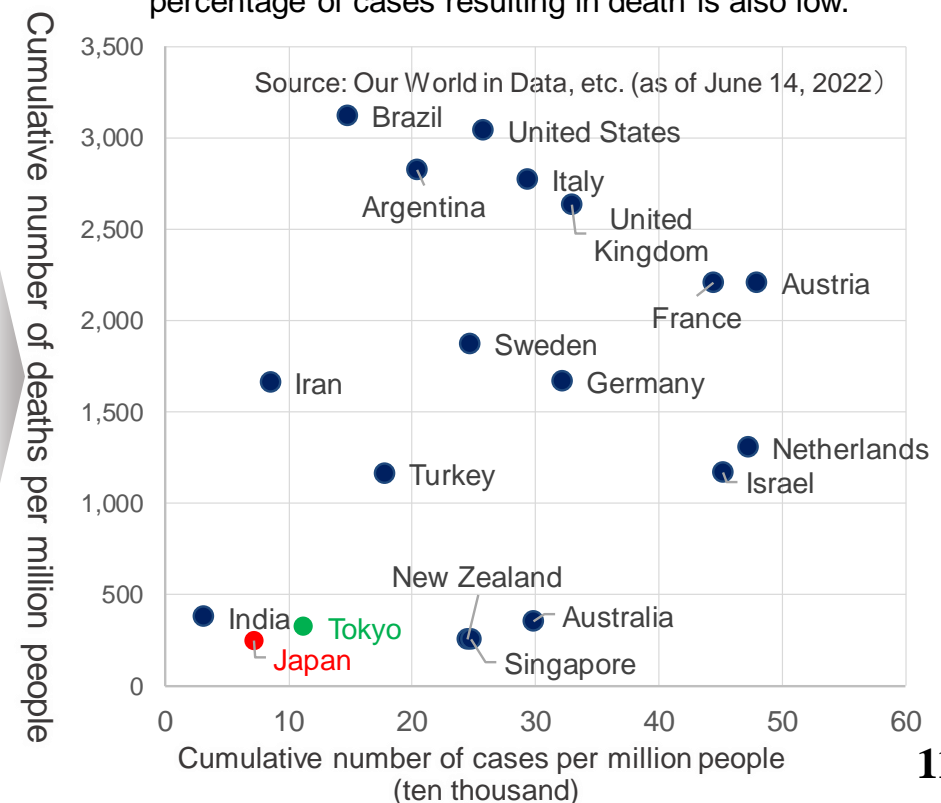
- Provision of payments for cooperation and payments to support businesses to ensure the effectiveness of requests to shorten business hours, etc.
- Requests to the people of Tokyo and others related to preventing the spread of infection based on the situation at the time
- Encouraging restaurants and other establishments to implement thorough infection prevention measures
- Efforts to help curb the movement of people, etc.

Publicizing and disseminating information to the people of Tokyo, etc., and joint efforts with three other prefectures

- Publicity aimed at encouraging people to get vaccinated
- Disseminating information overseas
- Issuing joint requests with three other prefectures to the national government, etc.

### The COVID-19 infection situation in Tokyo and Japan compared to other countries

- The number of cases and deaths in Tokyo and Japan have been kept low relative to population size. The percentage of cases resulting in death is also low.





To help stop the spread of COVID-19, the TMG enhanced communications with foreign residents and others.

### Examples of initiatives for foreign residents of Tokyo and others launched in response to the pandemic

From the start of the spread of the COVID-19, the TMG used various methods to urge the public to implement infection prevention measures.

#### Established TOCOS (Functions later transferred to TMC Navi)

In April 2020, the TMG established the Tokyo Coronavirus Support Center for Foreign Residents (TOCOS) to provide consultations to foreign nationals and others in 14 languages.

#### Strengthened cooperation with embassies in Tokyo

In early 2021, the TMG began sending updates on the COVID-19 situation in the city to diplomatic missions in Tokyo and launched a regular email newsletter. In summer of 2021, the TMG started providing vaccinations to employees of embassies, etc.

#### Requests for cooperation made by the governor in multiple foreign languages

In November 2020, the TMG produced videos in multiple languages featuring the governor of Tokyo requesting cooperation with infection prevention measures. Plain Japanese, English, Chinese, Korean, Nepali, and other versions of the message were made. A weekly English language program with the latest COVID-19 information presented by the governor was also broadcast online.

#### Dissemination of information on infection prevention measures in multiple languages

Tokyo Metropolitan Foundation TSUNAGARI, established by the TMG, produced and distributed fliers on COVID-19 prevention measures in 16 languages, including plain Japanese.

# Tokyo's Current Situation

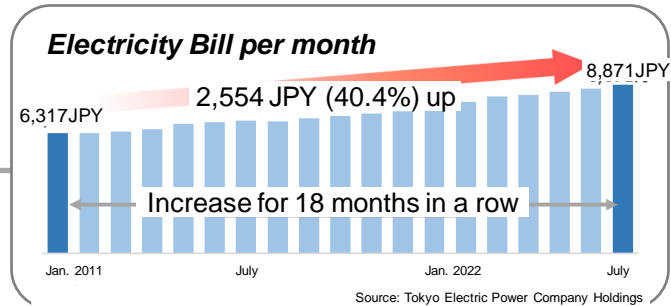
Initiatives implemented in response to the international situation ②

Developments in the Ukraine situation

- As globalization progresses, metropolitan affairs are greatly affected by developments in the international situation.
- The TMG must be more responsive toward information from abroad and reflect that in its policies.

- Response to the increase in the price of raw commodities such as crude oil, metal resources, and wheat.
- Response to evacuees from Ukraine

Operations at power plants suspended due to earthquakes off the coast of Fukushima Prefecture, etc.



Dependency on fossil fuels

Accelerating decarbonization initiatives

**Tokyo Cool Home & Biz**  
**HTT**  
TokyoTokyo

Fuel prices increase

Soaring electricity rates

Supporting businesses

Supporting the lives of the people of Tokyo

Supporting evacuees

※See column on page 37.

Economic sanctions placed on Russia

Shanghai locked down due to COVID-19

Disruptions to the supply chain

Resource and raw commodity prices increase

Evacuees emerge

Change in the situation involving Russia and Ukraine

# Tokyo's Current Situation

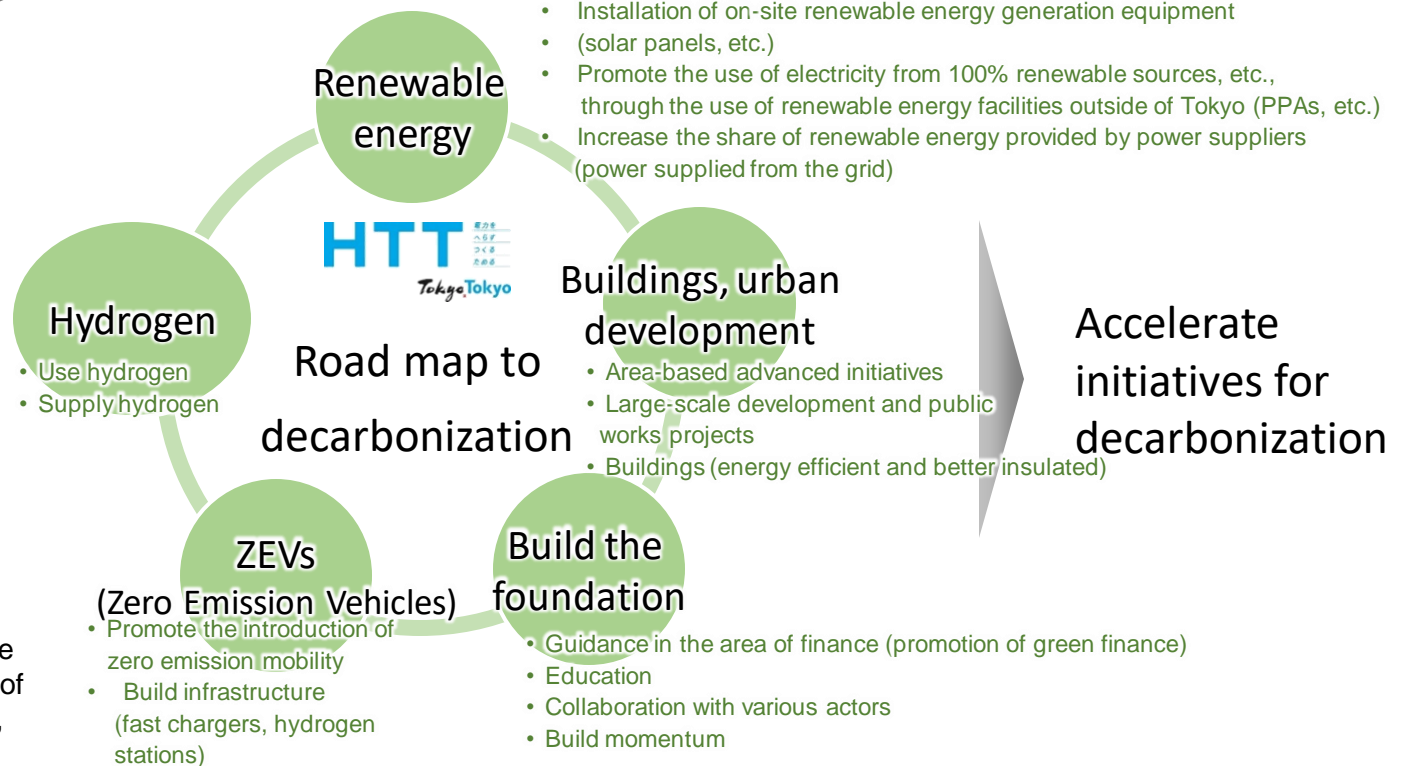
Initiatives implemented in response to the international situation ③ Efforts to secure a stable supply of energy

- In addition to the global energy crisis brought on by the situation in Ukraine, the suspension of operations at power plants due to earthquakes off the coast of Fukushima Prefecture and other issues have made securing a stable supply of energy resources a challenge.
- Along with gathering information on best practices abroad, it is necessary to use such information to accelerate initiatives toward decarbonization.

Response to the energy problem

Creation of a roadmap from now to 2030, the year Tokyo aims to realize its carbon-half initiative, with 2026 as the midpoint.

Gather information, including best practices implemented overseas



Accelerate initiatives for decarbonization

Reference:

TMG response to changes in the structure of society brought about by the situation in Russia and Ukraine (Office of the Governor for Policy Planning, TMG, May 24, 2022)

# Tokyo and Japan in the Eyes of the World: Various Rankings

Institute for Urban Strategies The Mori Memorial Foundation “Global Power City Index (GPCI)” (November 2021)	
1	London
2	New York City
3	<b>Tokyo</b>
4	Paris
5	Singapore
6	Amsterdam
7	Berlin
8	Seoul
9	Madrid
10	Shanghai

Condé Nast Traveler (U.S. edition) “Best Big Cities” (excludes U.S. cities) (October 2021)	
1	<b>Tokyo</b> (Last named No. 1 in 2019)
2	Osaka
3	Kyoto
4	Singapore
5	Istanbul
6	Mérida
7	Marrakech
8	Porto
9	Bangkok
10	Seoul

(Tokyo was selected No. 1 for the first time in the U.K. edition.)

International Institute for Management Development “Talent Competiveness Ranking” (December 2021)	
1	Switzerland
2	Sweden
3	Luxembourg
4	Norway
5	Denmark
6	Austria
7	Iceland
8	Finland
...	
39	<b>Japan</b>

Tokyo’s score rose from the previous year, gaining ground on London and NYC. In the area of “livability,” improvement in “workstyle flexibility,” which has been an issue, contributed to Tokyo’s rise to 9<sup>th</sup> place. In the area of “cultural interaction,” through holding the Tokyo 2020 Games and other efforts, Tokyo was rated highly in “trendsetting potential.”

“During the Tokyo 2020 Games, Japan was featured in many media outlets, and interest in Japan continues to grow in the United States.”  
(Comment from the President of the Japan National Tourism Organization)

Japan ranked extremely low in “language skills” and “international experience of senior managers.” Overall Japan ranked below Hong Kong (11), Singapore (12), Taiwan (16), Republic of Korea (34), and China (36).

Developing Tokyo’s strengths, such as its advanced policies and infrastructure technology, there is the need to utilize the high regard for the city that was enhanced by holding the Tokyo 2020 Games to steadily “communicate” to the world.

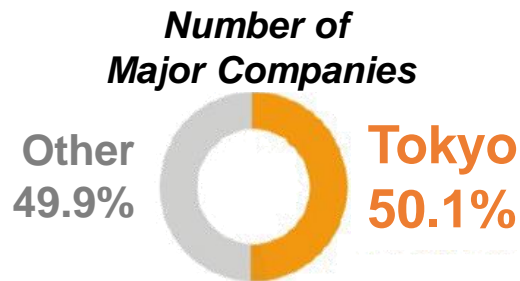
Even though the Tokyo 2020 Games have ended, there is the need to continue advancing initiatives to “connect” to the world, including building an environment to welcome foreign nationals and promoting tourism, to further refine the city’s appeal.

To enhance Tokyo’s international presence, “cultivating” talent with foreign language abilities and international experience is an urgent issue.

# Tokyo and Japan in the Eyes of the World: Business Related Statistics

In comparison to other cities in Japan, many major companies and foreign-affiliated companies are located in Tokyo. When compared to major cities abroad, Tokyo's remarkable concentration of companies and population is also part of its potential.

**Tokyo: A huge economic region where companies and population concentrate**



- Tokyo has 2,964 major companies with a capital of 1 billion yen or more, and its number of Fortune Global 500 companies with headquarters in the city is top-class in the world.
- The Greater Tokyo Area has a population greatly surpassing that of major metropolitan areas such as New York or London, standing at approximately 37.8 million people to form a huge economic region.

## Headquarters of Fortune Global 500 are Located in:

	City	Country	Number of Companies
1	<b>Beijing</b>	China	51
2	<b>Tokyo</b>	Japan	38
3	<b>New York</b>	US	20
4	<b>London</b>	UK	18
5	<b>Paris</b>	France	18

## Population of Metropolitan Areas in the World

	2014	(Million)	2030	(Million)
	City	Country	City	Country
1	<b>Tokyo</b>	Japan	37.8	
2	<b>Delhi</b>	India	25.0	
3	<b>Shanghai</b>	China	23.0	
4	<b>Mexico City</b>	Mexico	20.8	
5	<b>Sao Paulo</b>	Brazil	20.8	
1	<b>Tokyo</b>	Japan	37.2	
2	<b>Delhi</b>	India	36.1	
3	<b>Shanghai</b>	China	30.8	
4	<b>Mumbai</b>	India	27.8	
5	<b>Beijing</b>	China	27.7	

# Tokyo and Japan in the Eyes of the World: Business Related Surveys

In addition to removing factors that hinder foreign companies from entering the Japanese market, there is also the need to build an environment to nurture startups that will play active roles in the world.

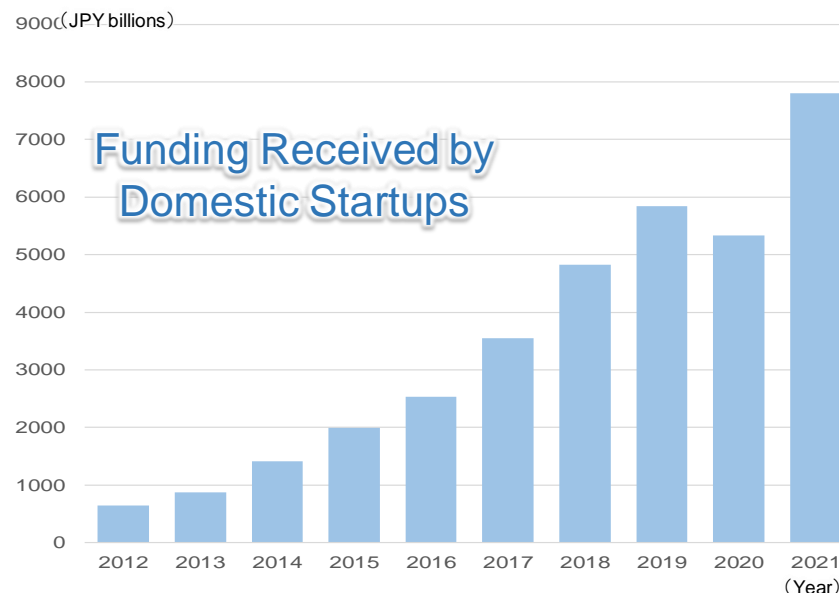
## Factors inhibiting business expansion in Japan

Matters related to cost and securing talent, a lack of information in English about the market, and other factors are becoming hurdles to foreign companies entering the Japanese market.

<i>Factors Inhibiting Business Expansion in Japan</i>	(%) (n=2,476)
1 High cost of doing business	75.1
2 Difficulty in securing personnel	53.6
3 Exclusivity and distinctiveness of the Japanese market	45.2
4 High standard that users demand from products and	44.3
5 Complicated administrative procedures	40.5
6 Strict regulations, permits and license system	39.3

## Nurturing promising startups to support future economic growth

- The amount of funding raised by Japanese startups jumped by 46% YoY in 2021. And, the amount of funding received per company, in particular, is growing greatly.
- Further development of startups to drive economic growth is desirable.



Source: Japan Startup Finance 2021  
(February 4, 2022, INITIAL)



# Tokyo and Japan in the Eyes of the World: Surveys of Foreign Residents and Visitors to Japan

Points that need to be improved to gather people from around the world can be found by looking at the problems experienced by foreign residents and tourists.

## Problems experienced by foreign residents

- Foreign residents are experiencing problems in areas such as learning Japanese, obtaining information, consulting with public agencies, seeing a doctor, and dealing with COVID-19.

### Learning Japanese

The high cost of taking Japanese classes or enrolling in a language school, etc.

### Obtaining information

Insufficient distribution of information in multiple languages, etc.

### Consulting with public agencies

Was not sure who to consult with regarding an issue, etc.

### Seeing a doctor

Could not accurately convey my symptoms to the doctor, etc.

### Dealing with COVID-19

Was not sure which sources of information were trustworthy, etc.

Source: "Basic Survey on Foreign Residents," FY2020 (Conducted in September 2020, announced in February 2021, Immigration Services Agency of Japan)

## Problems experienced by foreign tourists

- Although a high percentage responded that they did not have any trouble while in Japan, many tourists commented that they had trouble communicating with the staff at facilities and that there was a lack of multilingual information, etc.

### Difficulties during my trip

Lack of garbage receptacles		23%
Unable to communicate with staff at facilities		17%
Using public transportation		12%
Lack of multilingual Information		11%
Free wireless public LAN (Free Wi-Fi)		11%
Using credit /debit cards		7%
Discount train tickets		6%
I didn't have any problems		39%

Source: FY2019 "Questionnaire on Creating a More Welcoming Environment for International Visitors to Japan," survey results (March 19, 2020, Japan Tourism Agency, Ministry of Land, Infrastructure, Transport, and Tourism)

# Tokyo and Japan's Strengths and Weaknesses

With an understanding of the current situation, it is necessary to advance initiatives to grow our strengths and overcome weaknesses.

## Strengths

## Weaknesses

To grow strengths and overcome weaknesses, Tokyo and Japan need to pursue the following direction

A city that leads the world and contributes to the international community

- Many company headquarters and foreign-affiliated companies are located in Tokyo, and the city's urban infrastructure is advanced.
- Interest in safety and security, as well as sports and culture, increased as a result of the Tokyo 2020 Games, and decarbonization and the use of technology is advancing.

- There is a lack of dissemination of information in multiple languages, making it difficult to communicate the attractions of Tokyo.
- Slow to respond to changes in the global environment.
- Insufficient creation of an environment to attract people and companies from around the world.

- Implement advanced initiatives and enhance promotion of such initiatives
- Learn from the best practices of overseas cities
- Utilize innovation created by diverse talent

A city that gathers a diversity of people and allows them to enjoy a comfortable life.

- Promotions and efforts to prepare an environment to welcome foreign nationals have been highly evaluated, and Tokyo and Japan are ranked highly as tourist destinations.
- A world-class, comfortable urban environment is ready to welcome visitors and residents alike.

- The environment to enable foreign visitors to enjoy a comfortable stay is lacking. This includes the ability to communicate in multiple languages and the telecommunications environment.
- Foreign residents experience difficulties in their everyday lives, including when seeking consultations and when seeing a doctor.

- Further polish tourism resources for inbound tourists
- Enhance the availability and quality of English-language options for administrative procedures
- Enhance the environment for foreign nationals by providing more information in multiple languages (especially in areas such as education, healthcare, etc.)

A city that nurtures individuals who will be active internationally

- Companies with cutting-edge technologies and advanced human resources gather in Tokyo. There is also a concentration of universities and research institutions.
- The level of quality of compulsory education has been highly evaluated.

- In the IMD Talent Competitiveness Ranking, Japan ranked extremely low in categories such as language skills and management level international experience.
- The number of foreign and exchange students enrolled in higher education institutions in Japan remains at 5%, and the number of Japanese students going abroad to study is not growing.

- Further enhance and improve English education at schools
- Improve language skills and nurture talent that can be active on the international stage.



# III

## Initiatives to Enhance Tokyo's International Presence

The following materials (in Japanese only) provide more detailed information on the policies.

Ref. 1: Future Tokyo: Tokyo's Long Term Strategy [「未来の東京」戦略]

URL: <https://www.seisakukikaku.metro.tokyo.lg.jp/basic-plan/mirainotokyo-senryaku/html5.html#page=1>

Ref. 2: Future Tokyo: Tokyo's Long Term Strategy 2022 [「未来の東京」戦略 version up 2022]

URL: <https://www.seisakukikaku.metro.tokyo.lg.jp/basic-plan/versionup2022/index.html#page=1>

Ref. 3: Three-Year Action Plan for Future Tokyo: Tokyo's Long Term Strategy 2022 [「未来の東京」戦略 version up 2022 3か年のアクションプラン]

URL: <https://www.seisakukikaku.metro.tokyo.lg.jp/basic-plan/action2022/index.html#page=1>

Ref. 4: FY2022 Budget Proposal Summary (Green Book) [令和4年度予算 予算案の概要（グリーンブック）]

URL: [https://www.zaimu.metro.tokyo.lg.jp/syukei1/zaisei/20220128\\_reiwa4nendo\\_tokyotoyosanangaiyou/4yosanangaiyou.pdf](https://www.zaimu.metro.tokyo.lg.jp/syukei1/zaisei/20220128_reiwa4nendo_tokyotoyosanangaiyou/4yosanangaiyou.pdf)

# Overview of Initiatives to Enhance Tokyo's International Presence



From the three perspectives of “Communicate,” “Connect” and “Cultivate,” initiatives are advanced to raise Tokyo's international presence.

(3-Year Goal)

## ① Communicate

A city that leads the world and contributes to the international community.

Form a global hub for business

Support Tokyo's companies in developing business overseas

Effectively send out information to the world

- ❑ Raise the presence of Tokyo as a model city that helps find solutions to common issues confronting cities.
- ❑ Boost Tokyo's international competitiveness.

## ② Connect

A city that gathers a diversity of people and allows them to enjoy a comfortable life.

Take the lead in the solution of common issues through a network launched from Tokyo

Utilize networks and partnerships such as with sister and friendship cities/states and embassies

Build an environment where foreign nationals can live and work comfortably

Make the best of a diversity of resources to enhance Tokyo's appeal and attract visitors

- ❑ Become an attractive city full of diversity that is the focus of the world's attention.
- ❑ Build win-win relations with overseas cities by having their best practices inform Tokyo's administrative services.

## ③ Cultivate

A city that nurtures individuals who will be internationally active.

Cultivate English language abilities and a global mindset in children

Enhance education and the cultivation of human resources who can adapt to globalization

Cultivate TMG staff who can help enhance Tokyo's international presence

- ❑ Accept many highly-skilled professionals from overseas
- ❑ Produce individuals with a rich international mindset who can be globally active.

# Support provided by the Office of the Governor for Policy Planning for the Promotion of Policies



Along with enhancing ability to disseminate information and becoming a central actor by launching and building an international network that leverages Tokyo's strengths, global city strategy projects will be actively promoted by collecting overseas information and providing this to the bureaus while working side-by-side with them to support their initiatives.

## Project to promote an international network from Tokyo

- Enhance Tokyo's ability to disseminate information and become a central actor, by establishing a **mayor/governor level meeting** with overseas cities, as well as holding **senior officials meetings and working level staff online meetings**.
- Host **public-private collaboration workshops and side events** to inform the public of Tokyo's sustainable recovery initiatives.



## Project to support the formation of an international network from Tokyo

- Survey and analyze challenges facing overseas cities and global trends such as energy-related issues, and **Tokyo's policies that could be highly appealing overseas**.
- Have considerations and proposals based on surveys and analyses be **put to good use at international conferences, etc., with feedback to the bureaus as well**.

## Project to strengthen Tokyo's ability to convey its strengths

- Provide **side-by-side support** so that **TMG staff** can actively **give presentations or hold booth exhibitions at international meetings and events, etc.**

## Strengthen overseas dissemination of information

- Strategic **promotion of Tokyo's policies**  
Maximize the governor's role as top promoter.  
Strengthen strategic dissemination of information focusing on cities.

## Utilization of TMG networks

- Utilize partnerships with **embassies in Tokyo, CLAIR (The Council of Local Authorities for International Relations)**, etc.

## Fund for Human Resources Development

- Cultivate staff with global competence using the **Tokyo Human Resources Fund for City Diplomacy**

## Strengthen internal systems

- Promote collaboration within the TMG through international strategy promotion meetings, etc., and demonstrate consultation functions.
- Strengthen TMG systems for multilingual communication.

# ① Enhance international presence by leveraging Tokyo's advanced initiatives and attractions



Promotion of policies focusing on raising international competitiveness in order to ensure Tokyo's sustained growth amid escalating competition with the world's cities.

## Form a global hub for business



**Direction** Promote initiatives to attract leading foreign companies, highly skilled professionals, investors, etc., enhance Tokyo's appeal as one of the world's leading international business centers, and contribute to the development of Tokyo and Japan.

### "Global Financial City: Tokyo" Vision 2.0

(Ref. 2, p.80)

- Become the world-leading "Global Financial City: Tokyo" through promotion of TGFI (Tokyo Green Finance Initiative), the digitalization of finance, and the concentration of diverse finance-related players.
- Contribute to the development of Tokyo and Japan such as enhancing the city's attraction and competitiveness, helping citizens build assets, and making life more convenient through revitalization of the finance market.

### Attract Overseas Companies



(Ref. 3, p.323)

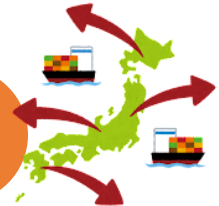
- Support foreign companies in quickly gathering the information they need to develop business in Tokyo through the establishment of an "e-business concierge" using AI chatbots.
- Contribute to creating innovation and new business models, ensuring employment opportunities, and spreading economic growth throughout Japan.

### Urban development around Tokyo station

(Ref. 3, p.267)

- Create an international business and urban tourism center where various people from around Japan and the world visit and interact through enhancement of MICE functions that consider the proximity of the International Forum and other such facilities.

## Support Tokyo's companies in developing business overseas



**Direction** Support the overseas business development of companies with advanced technologies and knowhow that are globally applicable, and along with promoting sustained development, also contribute to solving social issues.

### Startup Collaboration Strategy ver.1.0

(Ref. 2, p.81)

- Generate startups that can be active on the global stage through consortium initiatives, partnerships with startups, etc.
- Create new value and help find solutions to social issues.



### Support SMEs in overseas business development

(Ref. 3, p.370)

- Hands-on support by overseas marketing navigators, support for participation in overseas trade shows, matchups with overseas buyers, and support for efforts to develop business overseas, etc.

### Enhance the brand power of Tokyo's industries



(Ref. 3, p.375)

- Through the TOKYO Teshigoto Project, match up traditional crafts and designers, etc.
- Through the Edo Tokyo Kirari Project, provide intense support for discovering Tokyo's excellent products, refining them into treasures, and letting the world know about them through websites, etc.
- Select promising fashion designers and provide tailored business support.

# ① Enhance international presence by leveraging Tokyo's advanced initiatives and attractions



Effectively send out  
Information to the world

Direction

**Disseminate Tokyo's attractions strategically and proactively to the world to enhance Tokyo's international presence and establish its position**



## Attract and host international sports events

(Ref. 2, p.90)

- Promote the attraction and hosting of more international sports events through collaboration with sports federations and use of venues, etc.



## Host a global event

(Ref. 2, p.81)

- Host a global event in FY2022 to develop the startup ecosystem, and attract investment and companies from overseas.

## Strengthen the Startup Ecosystem Tokyo Consortium's capacity to disseminate information

- Hold events to attract venture capital from overseas and publicize ecosystem-related indices using dashboards, etc.



(Ref. 2, p.81)

## Demonstrate international leadership in responding to climate change

- Show the world Tokyo's engagement in realizing Zero Emission Tokyo, such as the climate action movement, TIME TO ACT

(Ref. 2, p.68, Ref. 3, p.434)

## Promote the Tokyo brand

- Send out information on Tokyo's attractions using the Tokyo Tokyo logo through various media including websites and social media.

## Convey the attractions of Tokyo through digital content

- Use digital content to let the world know about the vision for Tokyo's future and the city's attractions in order to further boost Tokyo's international presence.

(Ref. 3, p.324)

## Information dissemination through "Global Financial City: Tokyo" Vision 2.0

- Attract investment in Tokyo through promotional activities in collaboration with FinCity.Tokyo and JETRO etc., stronger dissemination using AI, and provision of support to companies in sending out information in English, etc.

(Ref. 2, p.80)

## Tokyo Bay eSG Project



- Strive for social implementation of the latest technologies such as next-gen mobility and renewable energy, and showcase the future city that fuses nature and convenience, which Tokyo aims to become.

(Ref. 3, p.78)

## Strategic promotion of the Tokyo Metropolitan Government

(Ref. 2, p.91)

- Survey and analyze the strengths and weaknesses of Tokyo and other major cities in the world, and the interests of the international public, and implement promotion of the Tokyo government to strategically disseminate the strengths and attractions of Tokyo to the world.

## Use the VLR to disseminate SDG initiatives

- Utilize Tokyo's VLR, "Tokyo Sustainability Action," which compiles the initiatives taken by Tokyo to achieve the SDGs, at opportunities for international exchange, and convey this information to the world.

(Ref. 2, p.91)



# Three-Year Action Plan

(Specific initiatives)		End of FY2021	Annual Plan			Targets
		FY 2022	FY 2023	FY 2024		
Form a global hub for business	“Global Financial City: Tokyo” Vision 2.0	Formation of a sustainable energy fund	Investment and loans through the Sustainable Energy Fund			• Total: JPY 10 B
		Presenting the Tokyo Financial Award (Financial Innovation and ESG Investment categories)			( Ref. 3, p.358)	• About 6 companies awarded/year
	Attract overseas companies	Attract foreign finance-related companies			• 15 companies attracted/year	
		Invest Tokyo Promotion	Invest Tokyo Promotion, New promotion based on PR strategy			( Ref. 3, p.360)
	Urban development around Tokyo station	Promote construction in the Otemachi district (Tokiwabashi district)			( Ref. 3, p.267)	• Creation of an international business and city tourism center
		Yurakucho station district development scheme and coordination with stakeholders				
Support Tokyo's companies in developing business overseas	Support SMEs in overseas business development	Support participation in overseas trade shows			( Ref. 3, p.370)	• 60 booths/year
	Enhance the brand power of Tokyo's industries	Support fashion industry promotion events (continuous implementation of high crowd-gathering areas)			( Ref. 3, p.375)	• Simultaneous implementation in various areas

## Three-Year Action Plan

(Specific initiatives)		End of FY2021	FY 2022	Annual Plan FY 2023	FY 2024	Targets
Effectively send out information to the world	Attract and host international sports events		Support attraction and hosting			( Ref. 3, p.490)
			Support the holding of international para sports competitions			(Ref. 3, p.498)
	Host a global event	—	Host	Successively host		( Ref. 3, p.347)

- Provide support from the bidding stage and enhance opportunities for top level events
- Provide support for hosting a wide range of international para sports events, and create opportunities for Tokyo citizens to watch them
- Aims include developing a startup ecosystem, and attracting investment and companies from overseas

## Use of digital technologies matching the post-COVID era (1)

## Hosting and Participating in Real/Virtual/Hybrid International Conferences



International measures often involve travel to and from overseas, and were thus significantly affected by the COVID-19 pandemic. Amid such circumstances, project objectives were able to be achieved through utilization of digital tools, such as systems for online conferences (outlined below), which have now become common.

However, it is still essential to build relations through in-person meetings, making it necessary to use various methods to send out information to the world according to the situation.



World Economic Forum's  
"Davos Agenda"  
(Jan. 27, 2021)



Exchange and cooperation MOU  
signed with Los Angeles  
(Aug. 27, 2021)

### Hosting and participating in hybrid international forums

- Speakers from the five continents were invited to an online/in-person international meeting during the Tokyo 2020 Games.

### Online meetings with the leaders of overseas cities

- An MOU was concluded with Los Angeles, which will be hosting the 2028 Games. Taking the occasion of the Tokyo 2020 Games, it was agreed to have exchanges and cooperation in areas including building a legacy.

### Participation in senior official level online international meetings

- Participated in the Sherpa Meeting to prepare for the U20 Mayors Summit online, and Tokyo's views were reflected in the communique.



Sustainable Recovery Tokyo  
Forum (Re StaRT)  
(Aug. 7, 2021)



## ② Build an environment connecting Tokyo and overseas cities

In partnership with the world's major cities, etc., engage in tackling challenges and also raising the voice and presence of cities. Through intercity networks, etc., also create opportunities for cities to learn from each other about their best practices and expertise for reflection in their policies.

Take the lead in the solution of common issues through networks launched from Tokyo

**Direction** Actively build networks and along with taking the lead in finding solutions to common issues facing major cities, enhance the voice of cities.

Build an international intercity network

( Ref. 2, p.91)

- Along with newly launching a mayor/governor level meeting in FY2022, hold senior officials meetings and working level online meetings. (Mayor/governor meeting every two years, other meetings every year)

Creative Well-Being Tokyo: The International Conference on Open Access to Culture 2022

( Ref. 2, p.88)

- For the realization of an inclusive society through culture and the arts, Tokyo hosted Asia's first comprehensive international conference that brings together four programs: an international conference, a showcase, networking, and an intensive workshop camp.
- Through the participation of diverse actors, including the residents of Tokyo, people with disabilities, and NPOs, Tokyo's initiatives for diversity and inclusion were publicized both within and outside Japan.



Utilize networks and partnerships such as with sister/friendship cities/states and embassies

**Direction** By making more use of networks and partnerships with sister/friendship cities/states and embassies, etc., enhance Tokyo's international presence.

Cooperation with embassies, etc.

- Strengthen the collection and sending of information utilizing networks with embassies, etc.

( Ref. 2, p.91)

City-to-city diplomacy

- Strategically promote diplomacy with major cities through sister/friendship city/state relations and MOUs, etc.

Multilateral city diplomacy

- Strengthen collaboration with international networks such as C40, companies and other organizations, and contribute to solving environmental issues.

( Ref. 2, p.68, Ref. 3, p.434)

Leverage cooperation with Japanese embassies overseas and CLAIR

- Use networks with Japanese embassies overseas and CLAIR to collect and send out information.

Collaboration within the TMG

- Hold international strategy promotion meetings, etc., for collaboration within the TMG.
- Share expertise within the TMG on how to handle overseas VIPs, holding international conferences, overseas visits, and other international duties by preparing manuals, etc.

## ② Build an environment connecting Tokyo and overseas cities

Build an environment where foreign nationals can live and work comfortably

Direction

**While working in collaboration with Tokyo Metropolitan Foundation “TSUNAGARI” and other organizations, enhance the multilingual dissemination of information and consultations on matters including everyday life, disaster preparedness and crime prevention to promote the formation of an environment where foreign nationals can live and work with peace of mind.**



Promote barrier-free provision of information

- For the speedy provision of information, prepare in advance multilingual alerts, etc., which may need to be sent out in an emergency. (Ref. 2, p.17, p.61)

Build a system to promote Japanese language education

- Support the building of a system to promote local Japanese language education for foreign nationals, etc.
- Use the Japanese language classroom database to send out information on Japanese language classes in the communities. (Ref. 2, p.17, p.50, p.61, p.128, Ref. 3, p.136)

Promote the spread of plain Japanese

- Through preparation and use of a case study collection, promote the spread of plain Japanese.
- Implement training to raise leaders for plain Japanese who will drive the efforts of their respective groups. (Ref. 2, p.61)



Support children who are non-native Japanese speakers

- Through use of outside personnel and various teaching materials at schools, implement effective instruction tailored to each individual child. (Ref. 2, p.101)
- Digitize Japanese language instruction materials and put them up on the web. (Ref. 4, p.100)

Support foreign students

- Prepare video materials to allow students who have just arrived in Japan to learn about Tokyo school culture and customs.
- Prepare a Japanese language instruction handbook for teachers (senior high school edition) to improve Japanese language instruction for foreign students. (FY 2022)

(Ref. 2, p.17, p.109)

## ② Build an environment connecting Tokyo and overseas cities

Make the best of a diversity of resources to enhance Tokyo's appeal and attract visitors

Direction

**Realize the sustained growth of the tourism industry through the strategic dissemination of Tokyo's attractions and the development of content that anticipates the restoration of inbound tourism.**



<p>Improve night and early morning tourism content</p> <p>( Ref. 2, p.86)</p>	<ul style="list-style-type: none"> <li>● Support the holding of night and early morning events that match the needs of foreign visitors, and send out information via websites or social media.</li> </ul>	<p>Promote tourism from Tokyo to other parts of Japan</p> <p>( Ref. 2, p.86)</p>	<ul style="list-style-type: none"> <li>● Encourage the creation of tours connecting Tokyo to other parts of Japan, and their overseas promotion.</li> </ul>
<p>TOKYO GOURMET FESTIVAL</p> <p>( Ref. 2, p.21)</p>	<ul style="list-style-type: none"> <li>● Hold a festival in spring so that those from within and outside Japan can learn about and experience the appeal of Tokyo's proud food culture.</li> <li>● Hold events where various food can be enjoyed, such as a marketplace for Tokyo's produce and food prepared from ingredients produced in Tokyo.</li> </ul>	<p>PR for recovery of inbound tourism</p> <p>( Ref. 2, p.86)</p>	<ul style="list-style-type: none"> <li>● Invite influencers and have them send out messages on Tokyo's "new traveling styles" in the new normal.</li> </ul>
<p>Projection Mapping International Award</p> <p>( Ref. 1, p.46, p.278)</p>	<ul style="list-style-type: none"> <li>● Call on creators around the world for storytelling content and project them on facilities in Tokyo.</li> </ul> 	<p>Priority support for attracting and hosting international conferences</p> <p>( Ref. 2, p.86)</p>	<ul style="list-style-type: none"> <li>● Provide more support such as subsidizing the organizers for expenses related to attracting and hosting conferences.</li> </ul>
		<p>Eco-friendly MICE</p> <p>( Ref. 2, p.86)</p>	<ul style="list-style-type: none"> <li>● Use carbon measurement tools to grasp the amount of CO<sub>2</sub> emitted by holding meetings, and promote the attraction of eco-friendly international conferences.</li> </ul>



## Three-Year Action Plan

(Specific initiatives)		End of FY2021	FY2022	FY2023	FY2024	Goals
Networks from Tokyo	Creative Well-Being Tokyo 2022		Host (international symposium, showcase, etc.)	Host symposium and a mainly domestic showcase, etc.	Host (international symposium, showcase, etc.) (Ref. 3, p.474)	• Have the world take note of the initiatives taken by Tokyo to realize an inclusive society through culture and the arts.
Build an environment where foreign nationals can live and work comfortably	Build a system to promote Japanese language education		Promote the development of financial and other support for initiatives taken by the municipalities and international exchange associations, etc. (Ref. 3, p.137)			• Build an environment where foreign nationals can acquire essential Japanese language skills.
	Promote the spread of plain Japanese	Spread to municipalities				• Spread use through utilization of videos and leaflets • Implement training to cultivate plain Japanese leaders who will drive the efforts of their respective groups. (Ref. 3, p.137)
		Spread to local communities				
		Spread to private companies				
		Train plain Japanese leaders				
	Support foreign students	Develop instruction materials (beta version)	Develop instruction materials	Use in school education		• Enhance content of Japanese language instruction  • 55 schools, • 300 instructors (FY2024) (Ref. 3, p.54)
		Use of outside personnel as Japanese language instructors (55 schools, 280 instructors)	Use of outside personnel as Japanese language instructors (55 schools, 300 instructors)	Use of outside personnel as Japanese language instructors (55 schools, 300 instructors)	Use of outside personnel as Japanese language instructors (55 schools, 300 instructors)	

## Three-Year Action Plan

(Specific initiatives)

End of FY2021

FY2022

Annual Plan

FY2023

FY2024

Goals

Improve night and early morning tourism content

Provide subsidies to promote the use of resources at night and early morning, and send out information

( Ref. 3, p.458)

- Provide subsidies for expenses and send out information on sightseeing spots using websites

TOKYO GOURMET FESTIVAL

Spring food festival (Tokyo Tokyo Delicious Museum)

Preparations and studies for holding the events

Hold every spring

- Hold every spring

Conduct tourism PR for Tokyo's food scene

Branding research and strategy formulation

( Ref. 3, p.376)

Taste of Tokyo

Hold every fall (Marunouchi, Yurakucho, Hibiya district)

- Hold every fall

Enlarge area

( Ref. 3, p.376)

Projection mapping international award

Projection mapping international award

( Ref. 3, p.458)

- Hold about 4 days a year

Promote tourism from Tokyo to other parts of Japan

Partner with the Tohoku, Chugoku/Shikoku, Kyushu and Hokuriku regions

Participate in online business talks

( Ref. 3, p.466)

- Develop tourism routes and roll out joint promotions
- Implement PR activities for regions around Japan and encourage the creation of tours

Make the best of a diversity of resources to enhance Tokyo's appeal and attract visitors



### Promote global measures using digital technologies



Through enterprising use of digital tools that have become widely used due to the COVID-19 pandemic, the effective and efficient promotion of global measures in normal times is also possible.

Virtual studies conducted under the project to strengthen international competitiveness

▣ This project was launched in FY 2019 with the aim to find solutions to issues in various areas and bolster international competitiveness by sending more staff to overseas cities to learn directly from their examples. In FY2021, virtual studies were conducted online.

VR Tours of Tokyo Sewerage System

▣ VR videos of sewer line construction sites and the inside of facilities, such as regulating reservoirs for stormwater runoff, were prepared in Japanese and English to let the world know about Tokyo's technological prowess.



### ③ Cultivate talent who can raise Tokyo's international presence

Accept many high-skilled professionals from overseas and engage in cultivating talent with rich global mindsets who can be active on the international stage to support Tokyo's transformation into a global city.

Cultivate English language abilities and a global mindset in children

Direction

**In order to support Tokyo's transformation into a global city, efforts will be taken to not only raise the language skills of students and teaching staff, but to also cultivate talent with international perspectives.**



#### Cultivate rich global mindsets

( Ref. 2, p.108)

- Opening in FY2022 of an elementary school attached to Tokyo Metropolitan Tachikawa Kokusai Secondary Education School, for consistent education from elementary through senior high school .
- A new international high school is scheduled to be established in the Shirokane district in Minato-ku.

#### Immersive English-language studies

( Ref. 2, p.108)

- In order to develop an immersive English language study environment in the Tama area, a facility that can be easily used by many schools will be built and programs tailored to the characteristics of the area will be provided (during FY2022).
- A special Tokyo Global Gateway program using VR will be prepared and provided to students in the Tokyo islands so that they can have an immersive experience studying English at school.

#### TOKYO ENGLISH CHANNEL

- Overseas exchange events such as “virtual overseas study” are held online for metropolitan high school students, etc. ( Ref. 2, p.108)

#### Tokyo GLOBAL Student Navi

( Ref. 2, p.108)

- A new portal site will be built to raise awareness of policies and measures taken to raise global talent, and enhance accessibility to information.

#### Support for TMU's foreign study programs



( Ref. 3, p.46)

- Along with promoting long- and medium-term (about 6 months to 1 year) and short-term (under 3 months) study abroad programs at the Tokyo Metropolitan University, new online exchange with foreign universities will be studied and implemented.

### ③ Cultivate talent who can raise Tokyo's international presence


Enhance education and the cultivation of human resources who can adapt to globalization

#### Direction Enhance education and the cultivation of human resources who can adapt to globalization

TOKYO ENGLISH CHANNEL	<ul style="list-style-type: none"> <li>Through the Tokyo English Channel website, provide English language study videos that viewers can learn from based on their interests and their level, from relearning to advanced studies.</li> </ul> <p>( Ref. 2, p.85)</p>
Enhance English language skills to attract foreign companies	<ul style="list-style-type: none"> <li>Promote initiatives to raise practical English language skills in order to draw more foreign companies and talent to Tokyo and boost the overseas dissemination of information.</li> </ul> <p>( Ref. 2, p.81, Ref. 3, p.363)</p>
Attract highly skilled professionals	<ul style="list-style-type: none"> <li>Send out information through the Tokyo Career Guide website.</li> <li>Support matchups between SMEs and foreign students, etc., who wish to work under a Specified Skilled Worker visa.</li> <li>Support the recruitment and retention of foreign personnel in SMEs, mainly through the Tokyo International Recruitment Navigation Center.</li> </ul> <p>( Ref. 2, p.85)</p>

Cultivate TMG staff who can help enhance Tokyo's international presence

#### Direction Cultivate TMG staff who can help enhance Tokyo's international presence

Active participation in international conferences, etc.	<ul style="list-style-type: none"> <li>Create opportunities for staff to make presentations or have booth displays at international conferences.</li> <li>The Office of the Governor for Policy Planning provides support to the other bureaus in making presentations, etc.</li> </ul>  <p>( Ref. 2, p.91)</p>
Strengthen the TMG's system for multilingual information	<ul style="list-style-type: none"> <li>Strengthen the TMG system for multilingual information such as by preparing an environment for the French language in view of the Paris 2024 Games.</li> </ul>  <p>( Ref. 2, p.91)</p>
Utilization of the Tokyo Human Resources Fund for City Diplomacy	<ul style="list-style-type: none"> <li>Use the Tokyo Human Resources Fund for City Diplomacy up to FY 2024 to broaden the base of international talent.</li> </ul> <p>( Ref. 2, p.338)</p>




# Three-Year Action Plan

(Specific initiatives)		End of FY2021	FY2022	FY2023	FY2024	Goals
Cultivate English language abilities and a global mindset in children	Cultivate rich global mindsets	New building construction	Opening of the elementary school attached to Tachikawa Kokusai Secondary Education School	Implementation of a consistent grades 1-12 educational curriculum	( Ref. 3, p.518)	• Cultivate practical language skills, an international mindset, and a diverse sense of values.
	Immersive English language studies	Public tender and selection of business operator	(Prepare an English language study environment in the Tama area) Prepare for opening / Open	Operation	( Ref. 3, p.518)	• Provide English language studies that consider the area's local characteristics.
	TOKYO ENGLISH CHANNEL	Full operations Addition of functions	Operation		( Ref. 3, p.44)	• Promote diverse English language education programs such as virtual study abroad using platforms and hosting an international conference for high school students
	Tokyo GLOBAL Student Navi		Study PR methods Prepare to build a portal site and its content	Launch PR activities Launch the portal site, complete and provide content	Continue PR activities Update, improve, and bolster content of the portal site ( Ref. 3, p.45)	• Promote Tokyo's pioneering and diverse English language education initiatives
Cultivate global talent	Attract highly skilled professionals	Promotion to attract personnel from 2 countries	Promotion to attract personnel from 4 countries			• Four countries /year (FY 2024)
		Highly skilled professionals internship 20 companies/year				
		Operation of the Tokyo International Recruitment Navigation Center			( Ref. 3, p.362)	

## Response to the Situation in Ukraine

- ❑ The Russian Federation began its invasion of neighboring country Ukraine on February 24, 2022.
- ❑ To show solidarity with Ukraine, from February 28, the Tokyo Metropolitan Government began illuminating the TMG Bldg. No. 1 in the colors of the Ukrainian flag (blue and yellow).
- ❑ The following responses were announced on March 11.
  - Rent-free provision of metropolitan housing to evacuees from Ukraine. A maximum of 700 units will be provided, including 100 units that have already been made available.
  - Suspension of exchange with Russian cities, including Moscow (friendship city) and Tomsk Region (partnership MOU).
  - The One-Stop Consultation Desk for Evacuees from Ukraine was opened by Tokyo Metropolitan Foundation “TSUNAGARI.” It provides services in plain Japanese, English, Russian and Ukrainian.
- ❑ Since then, Tokyo has been engaged in providing various kinds of support to evacuees from Ukraine.

### Services for Evacuees from Ukraine

<b>Information</b>	<b>Consultation</b>	<b>Visa Status</b>
<b>Life Support</b>		<b>Housing</b>
<b>Healthcare</b>		<b>Employment</b>
<b>Childcare</b>	<b>Education</b>	<b>Language</b>

- ❑ It would be necessary to continue to broadly collect information on the international situation, and respond accordingly.

## (Reference material) Terms used in international policy

### Sekai Tomodachi Global Friendship Project



A project that was launched before the Tokyo 2020 Games to have children understand the diversity and various values of the world and gain a rich global mindset.

Leveraging the characteristics of Tokyo with its many exchange students and concentration of foreign embassies, children at all municipal schools in Tokyo engaged in initiatives including giving reports on what they learned about their assigned countries, listening to talks by foreign diplomats and embassy staff who were invited to their schools, and exchanging video letters and mail with overseas schools.

### VLR: Voluntary Local Review

An international initiative in which local governments do a voluntary review of their engagement in the SDGs, with the results presented to the UN in a report, which is then made public.

### Japan Medical Service Accreditation for International Patients (JMIP)



Established by the Ministry of Health, Labour and Welfare, and implemented by the Japan Medical Education Foundation, this is an accreditation system for medical institutions with an environment to provide safe and secure medical care to foreign patients living in or visiting Japan. As of February 2022, there were 25 hospitals (including 12 metropolitan hospitals) in Tokyo.

### JET Programme



Acronym of The Japan Exchange and Teaching Programme, this is operated under the cooperation of local municipalities, three ministries (Internal Affairs and Communications; Foreign Affairs; and Education, Culture, Sports, Science and Technology) and CLAIR.



(Appendix)

Proposal for the Global City Strategy  
“Enhancing Tokyo’s International Presence  
and Becoming a Truly Global City”  
- Expert Views -

The views of five experts, given at a roundtable meeting in April 2022, served to inform the compilation of the promotion policy.

<b>Mohamed Abdin</b>	Corporate Social Responsibility Group, Planning Development Division, Santen Pharmaceutical	<b>Nakamuro Makiko</b>	<ul style="list-style-type: none"> <li>• Professor, Faculty of Policy Management, Keio University</li> <li>• Research Director, the Tokyo Foundation for Policy Research</li> <li>• Head of Digital Education, Digital Agency</li> </ul>
<b>Ichikawa Hiroo</b>	<ul style="list-style-type: none"> <li>• Professor Emeritus, Meiji University</li> <li>• Chairman, Institute of Metropolitan Policy</li> </ul>	<b>Marie Christine</b>	Chairperson, Tokyo Metropolitan Foundation “TSUNAGARI”
<b>Tatehana Noritaka</b>	Contemporary artist		

(Names in Japanese phonetic order, without honorifics)

## Perspective 1

Enhance International Presence by Leveraging  
Tokyo's Advanced Initiatives and Attractions



### Effectively send out information to the world

- It is essential to show how Tokyo is unique in the world.
- This will be shown from the following five approaches which also include analyzed data.

#### ① Global city Tokyo's weaknesses and solutions

Tokyo does not excel in any of the city ranking indicators. Focus should be placed on raising its economic ranking, which is dropping. In this sense, promoting Tokyo as a global financial center is meaningful. Cultural exchange should also be promoted.

#### ② Expertise in running a megacity

Tokyo is the largest metropolitan area in the world, and so know-how for running the city would be a matter of great interest to the world.

Viewing the indicator of “urban intangible values,” although the elements of “diversity” and “change and growth” present challenges to address, Tokyo aligns with Vienna as the world's top ranking city.

#### ③ A unique global city with multipolar centers

No other city has multiple downtowns in its central area, and this will astonish the world.

#### ④ Content to send out to the world

When asked about their image of cities, residents of 42 of the world's cities responded that Tokyo is highly stressful and dirty. But those who have visited Tokyo gave favorable responses that it is safe, kind, clean, traditional, and fashionable. More publicity is needed to let the world know of the good sides of Tokyo, which can be experienced by coming here.

#### ⑤ Civic pride

The city's power should be enhanced through the synergistic effects of hard and soft infrastructure. Tokyo is promoting “Global Interaction Creating City Tokyo.” The combination of the Bay Area and Tsukiji is especially good. There is probably no other city with a plot of land as large as the Bay Area. It will become a landmark of Tokyo.



### Effectively send out information to the world

- It is necessary to rethink Japan's ancient culture to weave the future.
- I am a member of the Edo-Tokyo Kirari Project, which takes some of Tokyo's many valuable traditional industries, polishes them up and publicizes them both within and outside Japan.
- This project raises the slogan, "Old meets New," and I think this is connected to rethinking.
- After rethinking Japan's ancient traditional culture, how should this be expressed for the future?
- Works such as traditional arts and crafts are excellent tools for communication that goes beyond language. It is important to let the world know about Japan's traditional culture through such works.

## Perspective 2

Build an Environment Connecting Tokyo and Overseas Cities

#### Build an environment where foreign nationals can live and work comfortably

- Tokyo should aim to become a city where everyone can play an active role, regardless of whether or not one has a disability.
- It is thought that there are three major barriers which hinder the activities of people with disabilities.

##### ① Tangible barriers

Tokyo can be proud and boast to the world about its efforts. This should be highlighted as one of Tokyo's strengths.

Railway stations are equipped with tactile paving and elevators. The restroom facilities are very clean.

This enables people to move around the city with peace of mind.

##### ② Intangible barriers

This is still incomplete. Needs from the perspectives of users have not been fully met.

For instance, there are no announcements giving visually impaired people information such as whether an escalator is going up or down and what is available on the floor where they get off. There are also aspects of facilities that are highly public in nature, such as leisure facilities, that are lacking in order for people with disabilities to enjoy them. If we can make the right adjustments, people with disabilities will be able to go out and enjoy life more often. I believe that improvements can be made through innovation created by entities such as the government, companies, startups, and civic organizations.

##### ③ People's mindset

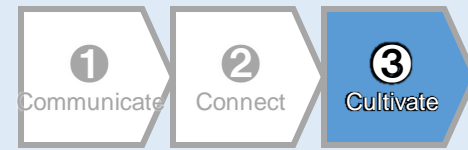
The Paralympic Games were the opportunity that enabled us to feel a change in the mindset of the people.

Walking around the city, I feel that compared to before more people offer me help now. And, starting with the Tokyo Paralympic Games, people with disabilities gained more visibility in the media and elsewhere.

- By becoming the model of a major city that enables everyone to play an active role, regardless of whether or not one has a disability, and sharing this know-how with the world, Tokyo should become a city chosen by foreign nationals as a destination for work or sightseeing.

#### Build an environment where foreign nationals can live and work comfortably

- There is also the need for us to be aware of how Japan and Tokyo are seen abroad. When you think about that, it is clear that the people of Tokyo do not actually understand much about the city's foreign residents.
- Diversification is said to be occurring. Communication within communities has become less and less in recent years.
- Foreign nationals, including those attached to embassies and businesses, form communities not only at the office, but also at their church, mosque, international school, etc. However, Japanese people have hardly any connections to those communities.
- When foreign residents of Japan are fond of our country and say, "Japan is a wonderful place. And, Tokyo, especially, is a convenient and amazing city," that serves as a very valuable form of PR.
- However, foreign nationals are living a very isolated life. For example, when the COVID-19 pandemic struck and they were feeling anxiety because they could not find information in their language, many commented that the governor's weekly English language broadcast contributed to their peace of mind.
- There are about 500,000 foreign nationals living in Tokyo. It is important that we view them as "ambassadors" who communicate the wonderful qualities of Tokyo to the world, and that we disseminate information to them and their communities in languages they understand.



## Perspective 3

Cultivate Talent Who Can Raise Tokyo's  
International Presence



#### Enhance education and the cultivation of human resources who can adapt to globalization

- Online education expanded during the COVID-19 pandemic. It is thought that the higher the age of the student (elementary through junior high school), the greater the potential for use of online materials to continue learning.
- Investing in university online learning now will make it possible to increase the number of students in the future, including accepting international students in Asian countries with no time difference with Japan and offering recurrent education for adults. It will also stimulate demand for such programs.
- A great deal of research has already been conducted overseas comparing online and in-person classes. In the past, the United States limited on-line classes to up to 50% of all classes. These regulations were relaxed in 2006. Subsequent research has found no significant difference in the effectiveness of online versus in-person education.
- With regard to how ICT will be used in the future, there are, in fact, examples of policies aimed at providing each child with a device (tablet, laptop, etc.), such as the One Laptop per Child program implemented years earlier in Syria and Colombia, that have failed despite expectations. Providing children with hardware alone has also resulted in cases of children spending more time watching videos unrelated to their studies, leading to less time spent studying and a decline in academic abilities.
- As cited in research conducted overseas and by successful programs such as Teaching at the Right Level, when we can tailor education to each individual student's level of capability, very high learning outcomes are achieved. It is of vital importance that we learn from such successful examples and apply them to education in the post-COVID era.

# To Make Tokyo the World's City of Choice



Use the Policy for the Promotion of the Global City Strategy to guide efforts and promote international policies across the entire TMG.

Based on hearings  
with experts

## ① Communicate

- Be aware of Tokyo's unique characteristics and strengths, such as expertise in running a megacity and being a multipolar city, and utilize this in our PR strategy.
- Refine Tokyo's attractions, such as its traditional culture, update them from an overseas perspective, and promote them.

## ② Connect

- From tangible to intangible barriers, including mindsets, continue to create a more barrier-free environment.
- Foreign residents of Tokyo are "ambassadors" representing the countries of the world. If their satisfaction is low, Tokyo's PR has little chance of succeeding.

## ③ Cultivate

- The shift to online education has not only been effective during the pandemic, it can also help increase the number of international students, etc.
- Learning programs tailored to the abilities of individual students that use ICT are effective.
- There is the need to learn from successful programs implemented overseas and have a positive attitude toward adopting them.

Share knowledge within the TMG by holding international strategy promotion meetings, etc.

Back the policies of TMG bureaus through the new international network and providing support for participation in international conferences



Enhance Tokyo's international presence in the lead up to 2030

Review contents as changes in society occur (respond in an agile manner)

- Three-Year Action Plan for Future Tokyo: Tokyo's Long Term Strategy 2022 (Planning and Coordination Division)
- Survey the status of international measures implemented by TMG bureaus and others (International Affairs Division)

## **POLICY FOR THE PROMOTION OF THE GLOBAL CITY STRATEGY**

Published June 2022 印刷番号(4)10

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Office of the Governor for Policy Planning,  
Tokyo Metropolitan Government  
2-8-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo 163-8001 Japan

Layout and Printing by:

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リサイクル表示

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