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# TOKYO'S HISTORY, GEOGRAPHY, AND POPULATION

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## TOKYO'S HISTORY, GEOGRAPHY, AND POPULATION

### ► History of Tokyo

The history of the city of Tokyo stretches back some 400 years. Originally named Edo, the city started to flourish after Tokugawa Ieyasu established the Tokugawa Shogunate here in 1603. As the center of politics and culture in Japan, Edo grew into a huge city with a population of over a million by the mid-eighteenth century. Throughout this time, the Emperor resided in Kyoto, which was the formal capital of the nation. The Edo Period lasted for nearly 260 years until the Meiji Restoration in 1868, when the Tokugawa Shogunate ended and imperial rule was restored. The Emperor moved to Edo, which was renamed Tokyo. Thus, Tokyo became the capital of Japan.

During the Meiji era (1868-1912), Japan began its avid assimilation of Western civilization. Buildings made of bricks and stone were built on the sites of the mansions of feudal lords, and the major roads were paved with round stones. In 1869 Japan's first telecommunications line was opened between Tokyo and Yokohama, and the first steam locomotive started running in 1872 from Shimbashi to Yokohama. Western hairstyles replaced the traditional topknot worn by men, and bowler hats, high collars, and bustled skirts were the height of fashion. In 1882 Japan's first zoological gardens were opened in Ueno. In 1885 the cabinet system of government was adopted and Ito Hirobumi became Japan's first prime minister. With the promulgation of the Constitution of the Empire of Japan in 1889 Japan established the political system of a modern state.

During the Taisho era (1912-1926), the number of people working in cities increased, and a growing proportion of citizens began to lead consumer lifestyles. Educational standards improved, and the

number of girls going on to study at higher schools increased. Performing arts such as theater and opera thrived.

In September 1923 Tokyo was devastated by the Great Kanto Earthquake. The fires caused by the earthquake burned the city center to the ground. Over 140,000 people were reported dead or missing, and 300,000 houses were destroyed. After the earthquake a city reconstruction plan was formulated, but because the projected costs exceeded the national budget only a small part of it was realized.

Beginning shortly after the Great Kanto Earthquake, the Showa era (1926-1989) started in a mood of gloom. Even so, Japan's first subway line was opened between Asakusa and Ueno in 1927, and in 1928 the 16th general elections for the House of Representatives of the Diet were held for the first time following the enactment of universal male suffrage. In 1931 Tokyo Airport was completed at Haneda, and in 1941 the Port of Tokyo was opened. By 1935 the resident population of Tokyo had grown to 6.36 million, comparable to the populations of New York and London.

However, the Pacific War, which broke out in 1941, had a great impact on Tokyo. The dual administrative system of Tokyo-fu (prefecture) and Tokyo-shi (city) was abolished for war-time efficiency, and the prefecture and city were merged to form the Metropolis of Tokyo in 1943. The metropolitan administrative system was thus established and a governor was appointed. In the final phase of the war, Tokyo was bombed 102 times. The heaviest air raid was on March 10, 1945, in which there was great loss of life and material damage. The war came to an end on September 2, 1945, when the Japanese government and military representatives signed the Instrument of Surrender. Much of Tokyo had been laid waste by the bombings and by October 1945 the population had fallen to 3.49 million, half its level in 1940.

In May 1947 the new Constitution of Japan and the Local Autonomy Law took effect, and Seiichiro Yasui was elected the first Governor of Tokyo by popular vote under the new system. In August of that year, the present 23 special-ward system (see p.14 for explanation) began in Tokyo Metropolis.

The 1950s were a time of gradual recovery for the nation. Television broadcasting began in 1953, and Japan joined the United Nations in 1956. Economic recovery was aided in particular by the special procurement boom arising from the outbreak of the Korean War in 1950. This led to Japan's entry into a period of rapid economic growth in the 1960s. Due to technological



Tokyo Station Square (1964)



innovations and the introduction of new industries and technologies, this period saw the beginning of mass production of synthetic fibers and household electric appliances such as televisions, refrigerators, and washing machines. As a result, the everyday lives of the residents of Tokyo underwent considerable transformation. In 1962 the population of Tokyo broke the 10 million mark. In 1964 the Olympic Games were held in Tokyo, the Shinkansen (“Bullet Train”) line began operations, and the Metropolitan Expressway was opened, forming the foundation for Tokyo’s current prosperity.

Entering the 1970s, the strain of rapid economic growth became apparent as the country was beset by environmental issues such as pollution of the air and rivers, as well as high levels of noise. The Oil Crisis of 1973 brought the many years of rapid economic growth to a halt.

In the 1980s, Tokyo took large steps in economic growth as a result of its increasingly global economic activity and the emergence of the information society. Tokyo became one of the world’s most active major cities, boasting attractions such as cutting-edge technology, information, culture, and fashion, as well as a high level of public safety. From 1986 onwards, land and stock prices spiraled upwards, a phenomenon known as the “bubble economy.”

Japan enjoyed tremendous growth under the bubble economy, but with the burst of the bubble at the beginning of the 1990s, sinking tax revenues caused by the protracted economic slump led to a critical state in metropolitan finances. Tokyo was, however, able to overcome this financial crisis through two successive fiscal reconstruction programs. The population also started returning to Tokyo, and in 1997, in-migration exceeded out-migration for the first time in 12 years. Tokyo’s population reached 12 million in 2000, 13 million in 2009, and surpassed 14 million in 2019.

In March 2011 the Great East Japan Earthquake struck the Tohoku region, and Tokyo was also seriously affected.

In September 2013, Tokyo won the bid to host the Olympic and Paralympic Games for the second time. The impact of COVID-19, which had been spreading around the world since the start of 2020, however, resulted in the decision in March 2020 to postpone the Games by one year. Amid the difficulty presented by this unprecedented decision, the remaining days were used to implement measures to hold a safe and secure Games, culminating in the delivery of the Games in summer 2021.

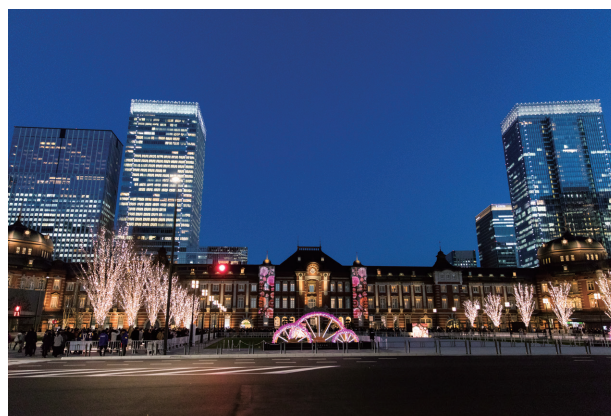
Multifaceted initiatives, both tangible and intangible,

have been consistently promoted since the decision to host the Games, including infrastructure upgrades, measures for the environment, and the promotion of culture. These efforts, together with the accomplishments of the Games, are building a Games legacy that contributes to the abundant lives of Tokyo’s residents.

With regard to COVID-19 response, a monitoring council and the Tokyo iCDC, consisting of experts, were established. Based on their analyses and insights, the comprehensive system for healthcare delivery was built up, including an improved testing system, quick securement of hospital beds, opening of mass vaccination centers, and the establishment of facilities for the recovery of older citizens. As a result, despite the fact that Tokyo is one of the most populated cities in the world, the number of cases and the mortality rate remained low compared to other countries of the world.

The increasing frequency and growing intensity of storms and flooding in recent years, the possibility of a large earthquake directly striking the capital, and other risks, make the situation such that a large-scale disaster can occur at any time. In order to protect the lives and livelihoods of the people of Tokyo from such emergencies, the Tokyo Resilience Project was launched in 2022.

The shapes of cities and the landscape of society also change with the times. Looking back, it can be seen that many of Tokyo’s achievers used turning points in history to transform Tokyo into a future-oriented and more prosperous city. Informed by the approach they took, as the economy and society are now undergoing major changes, the Tokyo Metropolitan Government will work to make Tokyo a city where each and every citizen can shine.



Tokyo Station Marunouchi Building (Tokyo Michiterasu illumination event)

## ► History of Tokyo

- 1603 Tokugawa Ieyasu establishes the Shogunate Government (Tokugawa Shogunate) in the town of Edo. Edo period begins.
- 1657 Major fire in Edo claims over 100,000 lives.
- 1674 Seki Takakazu publishes *Hatsubi-Sampo*, presenting solutions to algebraic equations.
- 1718 Firefighting organizations established.
- 1721 First population census conducted (Edo's population about 1.3 million).
- 1722 Koishikawa Yojosho established as the first free hospital by the government.
- 1854 Treaty of Peace and Amity between Japan and the U.S. concluded (Japan ends seclusion policy).
- 1867 Tokugawa Yoshinobu, last shogun of the Tokugawa Shogunate, resigns and returns governing power to the Emperor.
- 1868 New Meiji government established. Meiji era begins.  
Edo renamed Tokyo and becomes a prefecture.
- 1872 First railway line opens between Shimbashi (Tokyo) and Yokohama.
- 1877 First Industrial Exhibition held at Ueno Park.
- 1879 First Tokyo-fu (prefecture) Conference held.
- 1882 First zoo opens in Ueno.
- 1885 Cabinet system established. Ito Hirobumi appointed as first Prime Minister.
- 1888 Municipal organization system introduced.
- 1889 Constitution of the Empire of Japan promulgated. Tokyo City and 15 wards established.
- 1893 Jurisdiction of three Tama Areas transferred from Kanagawa Prefecture to Tokyo-fu.
- 1894 Tokyo-fu Government Building completed in Marunouchi.  
Sino-Japanese War begins (ends 1895).
- 1904 Russo-Japanese War begins (ends 1905).
- 1914 World War I begins (ends 1918).  
Red brick and tile Tokyo Station completed.
- 1920 Japan becomes one of the original members of the League of Nations.  
First census conducted. Population of Tokyo-fu rapidly increases and becomes 3,699,428.
- 1923 Great Kanto Earthquake claims the lives of around 140,000 people and destroys about 300,000 houses.
- 1925 Universal male suffrage enacted.  
Radio broadcasting services launched.
- 1927 First subway line opens between Asakusa and Ueno.
- 1931 Tokyo Airport opens in Haneda.
- 1935 Tokyo's resident population reaches 6.36 million (almost the same as New York City and London).
- 1941 Port of Tokyo opens.  
Pacific War begins.
- 1943 Metropolitan administration system established.
- 1945 March 10: Tokyo hit by heaviest air raid since beginning of war.  
Pacific War ends.  
Tokyo's population drops to 3.49 million (half of 1940 levels).
- 1947 Constitution of Japan promulgated.  
New local self-government system introduced. Yasui Seiichiro elected first Governor of Tokyo by popular vote.  
Tokyo launches 23 special-ward administration system.
- 1951 Treaty of Peace with Japan and Japan-U.S. Security Treaty concluded.
- 1953 Television broadcasting services launched.
- 1956 Japan joins United Nations.
- 1959 Azuma Ryotaro elected Governor of Tokyo.
- 1962 Tokyo's population reaches 10 million.  
Start of high economic growth period.
- 1964 The Olympic Games and Paralympic Games held in Tokyo.
- 1967 Minobe Ryokichi elected Governor.

- 1968 Ogasawara Islands returned to Japan.  
Tokyo Centennial Anniversary Festival held.
- 1969 Tokyo Metropolitan Pollution Control Ordinance enacted.
- 1973 Oil crisis occurs.
- 1975 First public election of ward mayors conducted.
- 1979 Fifth G7 Economic Summit Meeting held in Tokyo.  
Suzuki Shunichi elected Governor.
- 1982 Long-Term Plan for the Tokyo Metropolis announced.
- 1991 Tokyo Metropolitan Government Buildings move to Shinjuku from Marunouchi.
- 1993 Rainbow Bridge opens.
- 1995 Aoshima Yukio elected Governor.
- 1997 Long-Term Strategies for a Resident-Friendly Tokyo announced.
- 1999 Ishihara Shintaro elected Governor.  
Fiscal Reconstruction Promotion Plan announced.  
Say No to Diesel Vehicles! campaign launched.
- 2000 Responsibility of refuse collection and disposal transferred to wards.  
Miyake Island erupts and all residents evacuated.
- 2001 Asian Network of Major Cities (ANMC21) holds 1st Plenary Meeting.
- 2003 Diesel Vehicle Emissions Regulations introduced in Greater Tokyo Area.
- 2005 New Tokyo Metropolitan University begins operations.
- 2006 Tokyo's Big Change: The 10-Year Plan formulated.
- 2007 Inaugural Tokyo Marathon held.  
Tokyo announces Japan's first financial statements based on a new public accounting system.
- 2008 C40 Tokyo Conference on Climate Change held.
- 2010 Haneda Airport puts new runway and international terminal into service.
- 2011 Great East Japan Earthquake occurs.  
Ogasawara Islands inscribed on UNESCO's World Heritage List.  
Tokyo Vision 2020 formulated.
- 2012 Tokyo Gate Bridge opens.  
Tokyo Skytree opens.  
Inose Naoki elected Governor.
- 2013 Tokyo selected to host the 2020 Olympic and Paralympic Games.  
Typhoon causes huge damages on Oshima Island.
- 2014 Masuzoe Yoichi elected Governor.  
The Long-Term Vision for Tokyo released.
- 2015 Tokyo Metropolitan Expressway Central Circular Route fully opens to traffic.
- 2016 Koike Yuriko elected Governor.  
New Tokyo. New Tomorrow. The Action Plan for 2020 released.
- 2018 Toyosu Market opens.  
Tokyo 150 Years Festival held.
- 2019 Typhoon Hagibis hits Tokyo.  
Rugby World Cup 2019 held in Japan.  
The strategic vision for Tokyo's future unveiled.
- 2020 Decision made to postpone the Olympic and Paralympic Games Tokyo 2020.  
Emergency measures implemented in Tokyo to prevent the spread of COVID-19.
- 2021 Future Tokyo: Tokyo's Long-Term Strategy unveiled.  
The Olympic and Paralympic Games Tokyo 2020 held.
- 2022 Tokyo Resilience Project launched.
- 2023 Tokyo marks the centennial of the Great Kanto Earthquake.

\*All names in this publication follow the Japanese order of family name first.

## ► Geography of Tokyo

Tokyo Metropolis is located in the southern Kanto region, positioned in approximately the center of the Japanese archipelago. It is bordered to the east by the Edogawa River and Chiba Prefecture, to the west by mountains and Yamanashi Prefecture, to the south by the Tama River and Kanagawa Prefecture, and to the north by Saitama Prefecture.

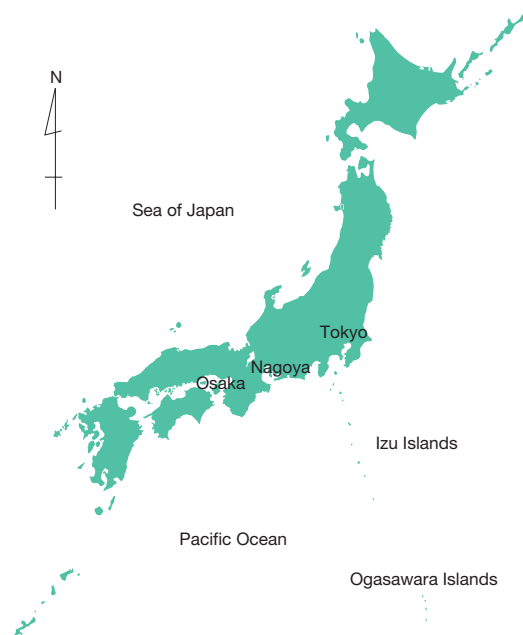
The Tokyo Megalopolis Region, or Greater Tokyo Area, is made up of Tokyo and the three neighboring prefectures of Saitama, Chiba, and Kanagawa. This area is home to around 30% of Japan's total population. The National Capital Region is made up of Tokyo and the seven surrounding prefectures of Saitama, Chiba, Kanagawa, Ibaraki, Tochigi, Gunma, and Yamanashi.

Tokyo Metropolis is a metropolitan prefecture comprising administrative entities of special wards and municipalities. The “central” area is divided into 23 special wards (*ku* in Japanese), and the Tama

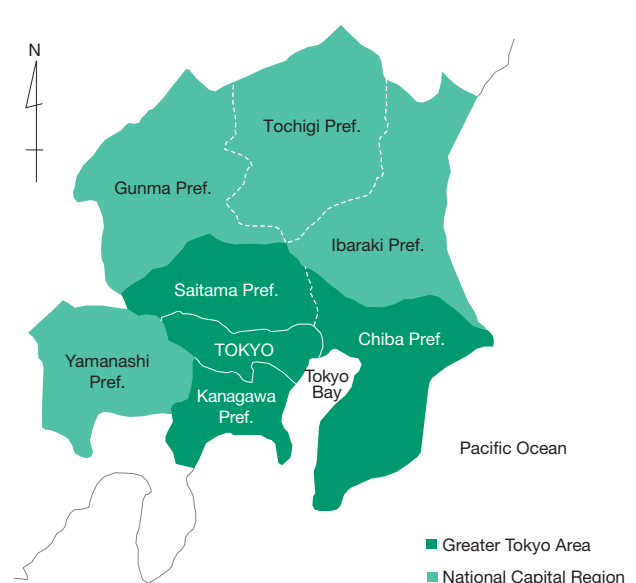
area is made up of 26 cities (*shi*), 3 towns (*machi*), and 1 village (*mura*). The 23 special-ward area and the Tama area together form a long, narrow stretch of land, running about 90 kilometers east to west and 25 kilometers north to south. The Izu Islands and the Ogasawara Islands, two island groups in the Pacific Ocean, are also administratively part of Tokyo, despite being geographically separated from the metropolis. The islands have between them two towns and seven villages. In addition, islands comprising the most southern and most eastern lands of Japan also fall under the administrative district of Ogasawara-mura; these are, respectively, the Okinotorishima Islands, which have an exclusive economic zone of about 400,000 square kilometers, and Minamitorishima Island.

The overall population of Tokyo is about 14.1 million (as of August 1, 2023), and the area is about 2,194 square kilometers. The climate is generally mild.

■ Map of Japan



■ Tokyo Metropolis and Surrounding Prefectures



### The 23 Special-ward Area

The total area covers about 628 square kilometers. The population has been showing an upward trend, with 9.78 million residents—a population density of about 15,583 persons per square kilometer—as of August 1, 2023.

The 23 special-ward area is the political, economic, and cultural hub of Japan. Government offices, corporations, and commercial facilities are concentrated in the heart of Tokyo, and the transportation network is well developed. The bay area is a transportation and logistics hub, with regional transportation infrastructure that includes a major international airport and port. Cultural facilities such as museums and art galleries, as well as sightseeing and entertainment facilities, are located in the 23 special-ward area, making it an area bustling with large numbers of visitors.

### The Tama Area

The Tama area covers about 1,160 square kilometers. Its population is 4.30 million—a population density of about 3,704 persons per square kilometer—as of August 1, 2023.

This area has a beautiful natural environment including lakes, rivers, and green areas, and a good living environment. Moreover, strong industrial capability and rich human resources made available through the concentration of universities, high-tech industries and research institutes, powerfully support Tokyo's dynamism.

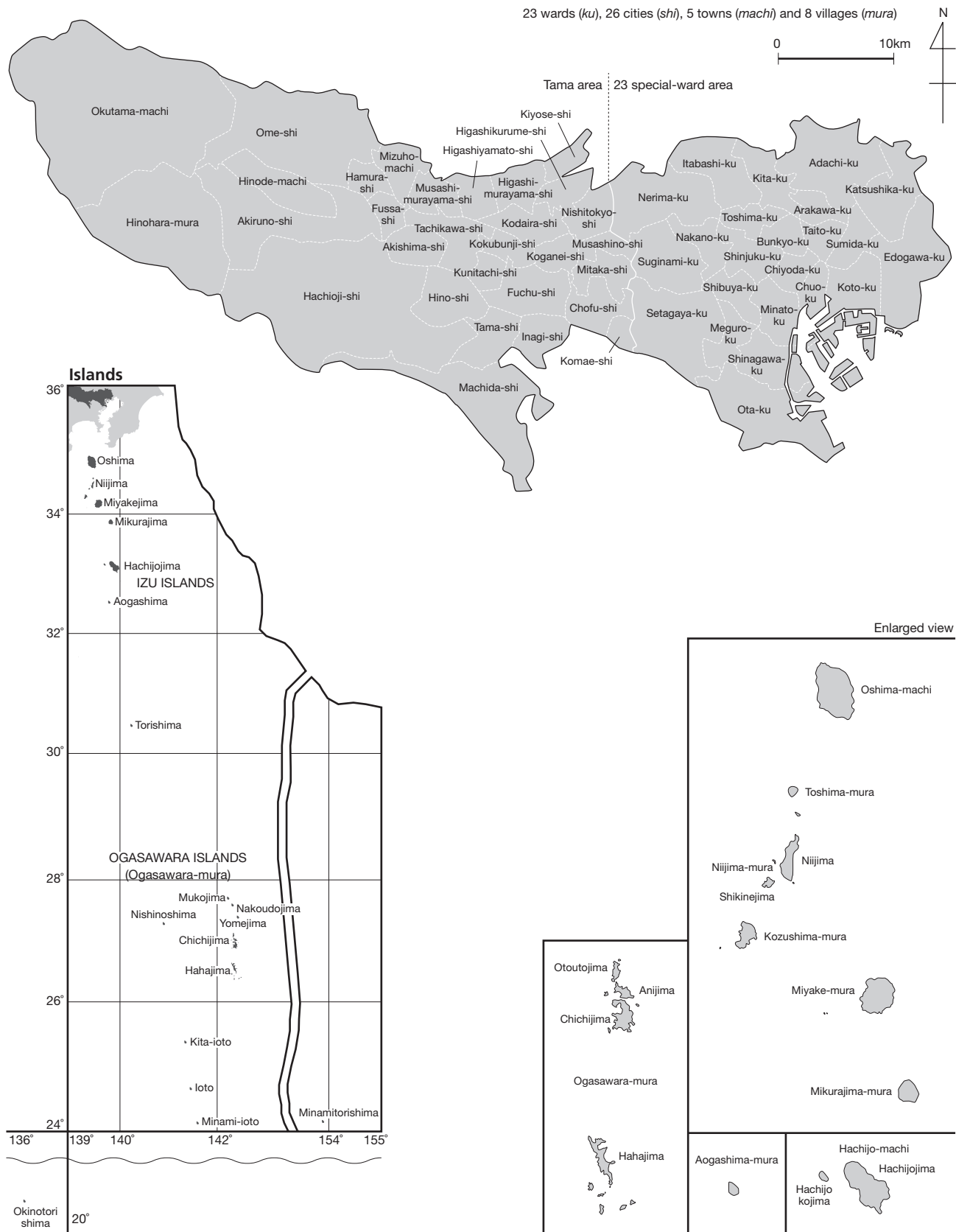
The Tama area is also a region with much potential, holding an important position within not only Tokyo Metropolis, but the entire Greater Tokyo Area as well.

### The Islands

The islands have a total area of about 406 square kilometers. The island population is continuing to fall and currently stands at 23,000 (as of August 1, 2023), with a population density of 58 persons per square kilometer.

This region has a rich natural environment abundant with marine resources, and the islands also play an important role for our country in securing a vast exclusive economic zone. They have a diverse and remarkable natural environment, as well as a unique historical and cultural background, and are precious assets providing valuable “healing” spaces for visitors. On the other hand, the islands face challenges such as the need to develop the marine and air transportation network and health care delivery system to improve living conditions; a declining and aging population; and sluggish agriculture, fisheries, and tourism industries.

## Administrative Areas of Tokyo





## ► Population of Tokyo

### Population Summary

As of October 1, 2022, the population of Tokyo is estimated to be 14.041 million, or about 11.2% of Japan's total population, and it has the largest population among all the 47 prefectures.

At 2,194 square kilometers, the area of Tokyo is 0.6% of the total area of Japan. With a population density of 6,399 persons per square kilometer, Tokyo is the most densely populated prefecture in Japan.

The ward area is home to 9.72 million persons, the Tama area, 4.297 million, and the Islands, 24,000.

Tokyo has 7.333 million households, with an average 1.91 persons per household. The number of foreign residents according to the basic resident register is 570,000 as of October 1, 2022.

### Population Change

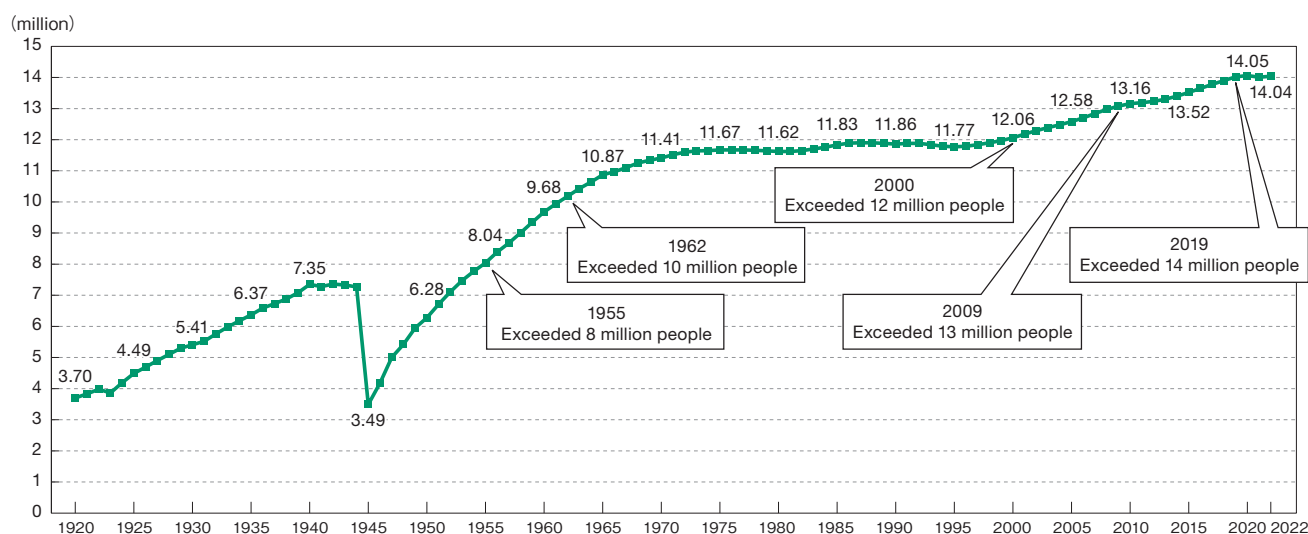
The population migration between Tokyo and other prefectures in 2022 showed 439,000 persons moving into Tokyo while 403,000 persons moved out, for a net social increase of 36,000 persons.

With the exception of 1984 and 1985, there was a prevailing trend of out-migration exceeding in-migration since 1967, until a net social increase was seen for the first time in 12 years in 1997. 2022 again showed a net increase.

Looking at the migration between Tokyo and the three adjacent prefectures (Saitama, Chiba, and Kanagawa prefectures), 200,000 people came into Tokyo while 224,000 moved out.

Looking at the natural population change, following the peak net natural increase of 182,000 in 1968, Tokyo experienced a slowing of population growth and marked its first natural decline in 2012. During 2022, there was a net natural decrease of 46,000, with about 94,000 births and 140,000 deaths.

### ■ Trends in Population of Tokyo



### Demographic Composition by Age

According to the Population Census, as of October 1, 2020, the population of Tokyo was 14.0476 million (Statistics Bureau, Ministry of Internal Affairs and Communications). This number was divided into three age categories: child population (ages 0 - 14) at 1.568 million; the working-age population (ages 15 - 64) at 9.284 million; and the aged population (ages 65 and over) at 3.195 million. These figures are 11.2%, 66.1% and 22.7%, respectively, of the overall population.

The percentage of aged persons exceeded the United Nations standard of 14% for an “aged society” in 1998, and Tokyo is now a “super-aged society,” with senior citizens making up 21% or more of the population.

### Labor Force Population

As of October 1, 2020, the population aged 15 years and older was 12.052 million persons, of whom 7.97 million were employed and 307,000 fully unemployed within a total labor force population of 8.277 million persons.

### Demographic Composition by Industry

According to the Population Census of 2020, when employed persons were viewed by the three industrial groups, 28,000 persons (0.4%) were employed in the primary industry of agriculture, forestry, and fisheries; 1.199 million (15.0%) in the secondary industry of mining, construction, and manufacturing; and 6.743 million (84.6%) in the tertiary industry of commerce, transportation, communication, and services.

### Demographic Composition by Occupation

According to the Population Census of 2020, when employed persons were viewed by the four employment groups, 28,000 persons (0.4%) were employed in agriculture, forestry, and fisheries; 1.397 million (17.5%) in manufacturing and transportation-related occupations; 2.156 million (27.0%) in sales and services; and 4.39 million (55.1%) in clerical, technical, and management occupations.

### Daytime Population and De Jure Population

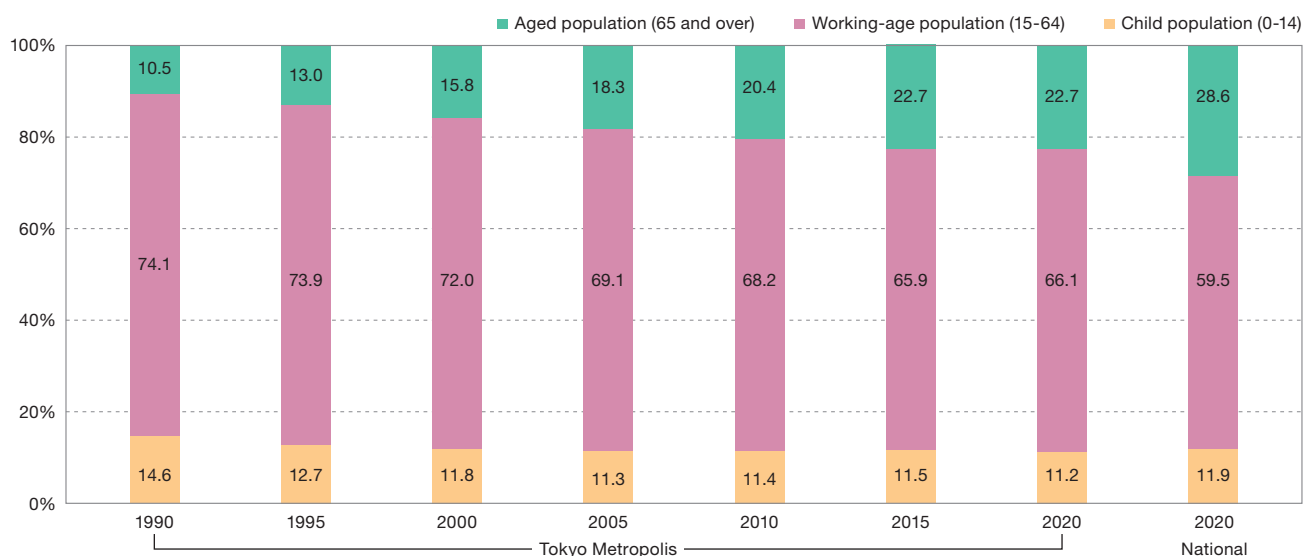
The Population Census in 2020 lists the daytime population of Tokyo as 16.752 million people, which is 2.704 million more than the de jure population of 14.048 million. This difference is caused mainly by the daytime influx of commuting workers and students from the three neighboring prefectures of Saitama, Chiba, and Kanagawa. The daytime/nighttime population, which is daytime population per 100 de jure population, is 119.2, with the daytime population about 1.19 times more than the de jure population.

The daytime population, broken down by area, is 12.87 million in the ward area, 3.856 million in the Tama area, and 25,000 persons in the islands. The ratios of daytime per 100 de jure population for these three areas are 132.2, 89.9, and 102.5, respectively, with the ward figure noticeably higher. The three central wards—Chiyoda, Chuo and Minato—are especially high at 629.2 (a de jure population of 496,000 and a daytime population of 3.123 million), making their daytime population more than six times higher than the de jure population.

Changes in the metropolis since 1965 show that while the de jure population increased by 3.178 million (29.2%) during the period up to 2020, the daytime population had a much greater increase of 5 million (42.5%).



### Changes in Population Composition by Three Age Groups

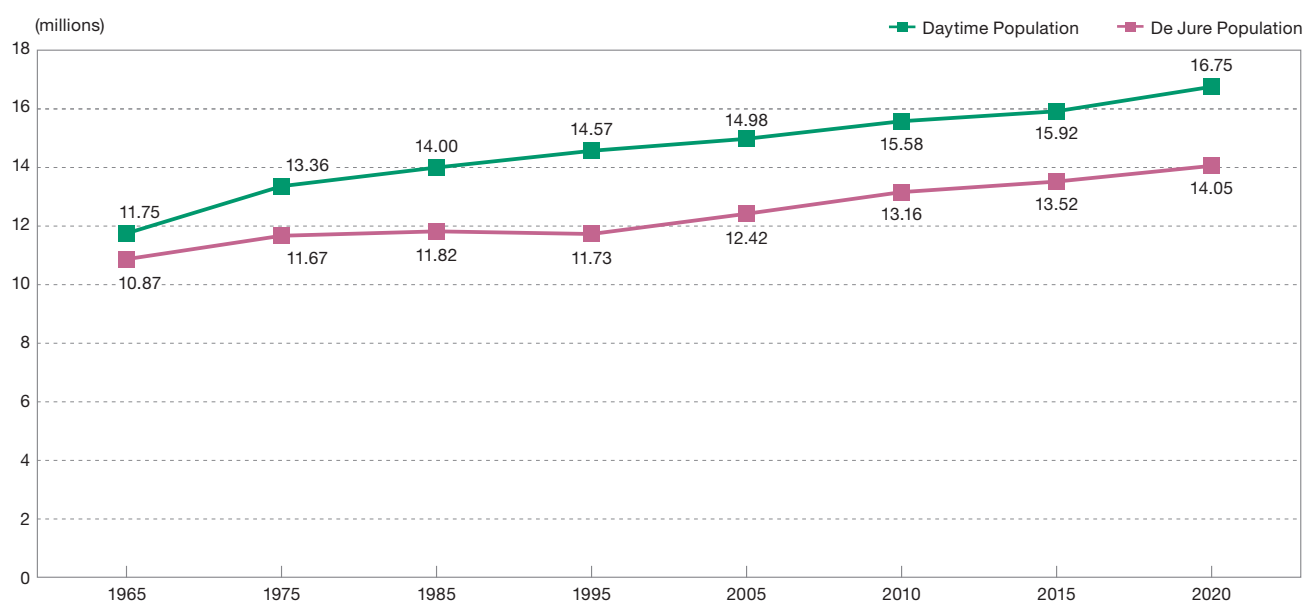


Note 1: As the denominator (total population) from 1990 to 2005 used to calculate the percentages includes persons of unknown age, totals do not reach 100%.

Note 2: Figures for 2020 are from imputed values.

Source: Statistics Bureau, Ministry of Internal Affairs and Communications; "Population Census"

### Changes in Tokyo's Daytime and De Jure Populations

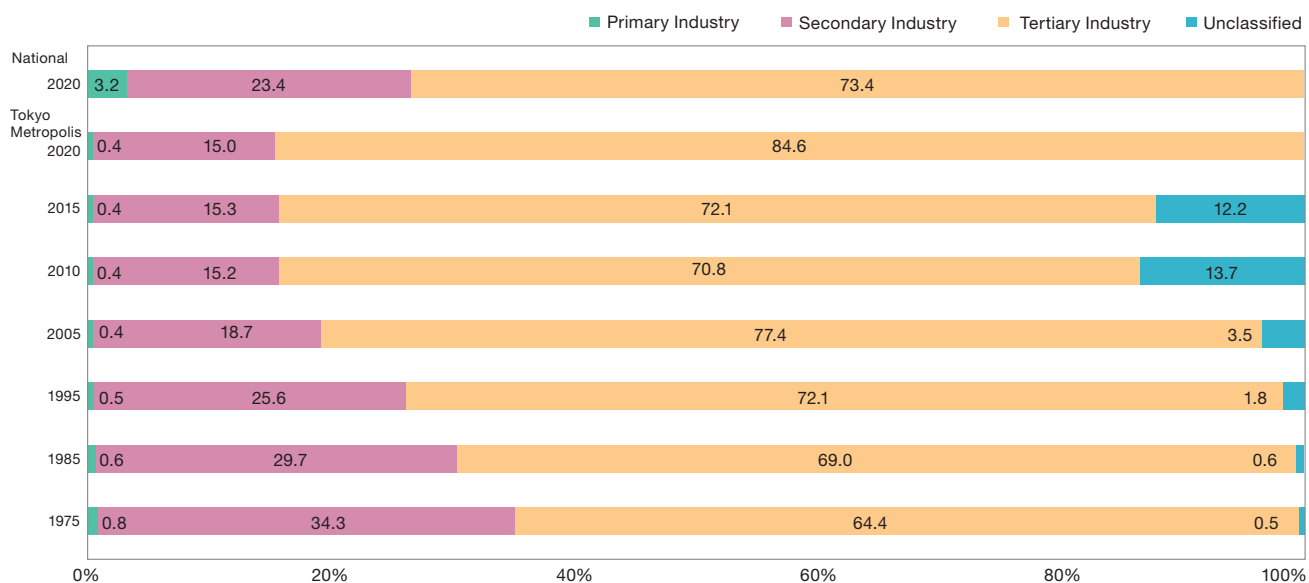


Note 1: Both daytime and nighttime populations exclude persons whose ages are unknown.

Note 2: Figures for 2020 are from imputed values.

Source: Statistics Division, Bureau of General Affairs, TMG; "Daytime Population in Tokyo"

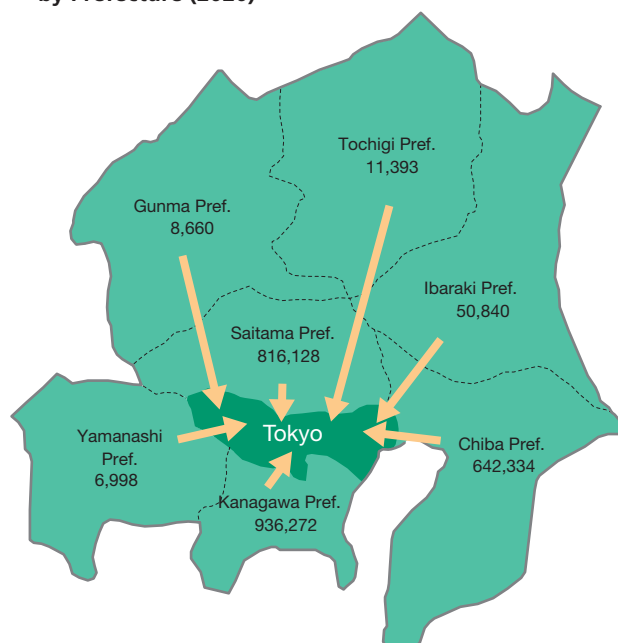
## Trends in Breakdown of Employed Persons by Three Industry Sectors



Figures for 2020 are from imputed values.

Source: Statistics Bureau, Ministry of Internal Affairs and Communications; "Population Census"

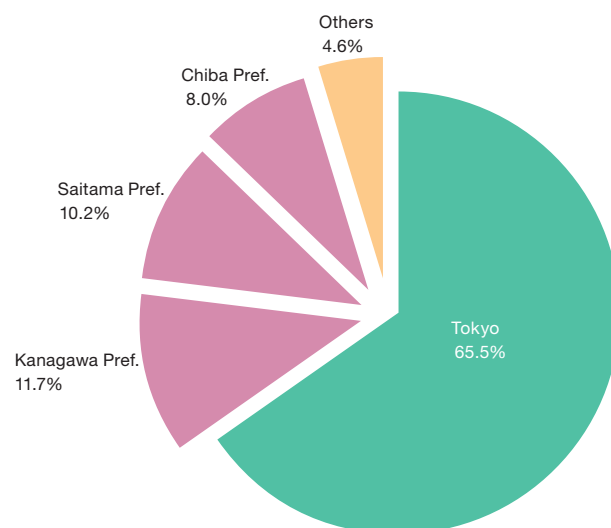
## Population Commuting into Tokyo Metropolis by Prefecture (2020)



The figures indicate the number of workers who live in neighboring prefectures and commute into Tokyo.

Source: Statistics Division, Bureau of General Affairs, TMG; "Tokyo's Daytime Population"

## Proportion of Workers in Tokyo Metropolis by Place of Residence (2020)



Source: Statistics Division, Bureau of General Affairs, TMG; "Tokyo's Daytime Population"

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## THE STRUCTURE OF THE TOKYO METROPOLITAN GOVERNMENT (TMG)

### ▶ Japan's Local Government System

The local government system in Japan consists of two tiers: prefectures and the municipalities that make up the prefectures. Prefectures and municipalities are both local public entities of equal status and cooperate in local administration according to their share of duties.

Prefectures are regional authorities comprising municipalities, and are in charge of broader regional administration. Japan is made up of 47 prefectures and Tokyo is one of these regional authorities.

Municipalities are local public entities that have a strong and direct relationship with local residents and handle affairs directly related to the residents. As of January 1, 2023, there are 792 cities (including Designated Cities), 743 towns, and 189 villages in Japan. There are no essential differences between cities, towns, and villages in their responsibilities. To be recognized as a city, a municipality must have a population of 50,000 or more, and must meet various other requirements as well. Towns must also meet certain conditions prescribed by prefectural ordinances.

In addition to ordinary local public entities such as prefectures and municipalities, there are special local public entities that have been established for specific objectives relating to local government. These include special wards, cooperatives, and public property districts. Tokyo's 23 special wards are, in principle, subject to the same regulations that apply to cities. The special-ward system, however, has been designed to meet the distinctive needs of a large metropolis.

### ▶ TMG and the 23 Special Wards

Tokyo is a regional government encompassing 23 special wards, 26 cities, 5 towns and 8 villages. However, reflecting the dense population, urban contiguity, and other realities of the 23 special-ward area, a unique administrative system exists between the metropolitan government and the wards, which differs from the typical relationship between prefectures and municipalities.

This system balances the need to maintain unified administration and control across the whole of the ward area and the need to have the local ward governments, which are nearer to the residents, handle everyday affairs. Specifically, in the 23 wards, the metropolitan government takes on some of the administrative responsibilities of a "city," such as water supply and sewerage services, and firefighting in order to ensure the provision of uniform, efficient services, while the wards have the autonomy to independently handle affairs close to the lives of the residents such as welfare, education, and housing.

The special-ward system underwent a number of reforms to become what it is today. The wards were formerly positioned as special local public entities within Tokyo Metropolis, but with the aim to enhance their independence and autonomy, the system was reformed to reposition the wards as basic local public entities from the year 2000. In addition, the Metropolitan-Ward Council was established as a consultative body for communication and coordination between the metropolitan government and the wards. Through the meetings of this council, the metropolitan government and the wards continuously hold discussions on matters such as the ideal form of relations between the two entities.

## TMG Financial Adjustment System for the Special Wards

Through this system, the metropolitan government makes financial adjustments both between itself and the wards and among the wards themselves. In the ward area, the metropolitan government and wards share responsibilities for managing affairs and administration, and thus also share the tax revenue sources required for the costs incurred. A fixed proportion of the revenues of corporate inhabitant tax, fixed assets tax, and special land possession tax, which are municipal taxes collected by the metropolitan government, plus business tax (corporate) subject to allocation and special grant to compensate for diminished revenues in fixed assets tax is allocated to the ward governments. The financial adjustment among the 23 special wards is also designed to redress imbalances in an individual ward's fiscal revenues due to uneven distribution of financial resources. When a ward's basic fiscal need exceeds its basic fiscal revenues, the difference is made up in the form of allocations from the metropolitan government.

## ► TMG and the Municipalities

In addition to the 23 special wards mentioned above, the Tokyo Metropolis also contains 39 municipalities—26 cities (*shi*), 5 towns (*machi*) and 8 villages (*mura*)—that are ordinary local public entities. The administrative and financial systems for the metropolitan government and its municipalities are the same as those for other prefectures. The government and its individual municipalities work on equal footing in performing their respective functions: the former handling the broader administrative work and the latter providing services closer to the everyday lives of local residents. This integrated process is distinguished by the following elements.

### Management of Services

#### Firefighting Services, Waterworks

Firefighting services and waterworks are affairs that are generally designated under law as municipal services. In the Tokyo Metropolis, however, from the view that these services can be handled more efficiently on a broader scale and such an approach would also serve to lessen the financial burden, the metropolitan government provides all of these services except in certain municipalities.

#### Joint Operations

As with the aforementioned operations, for services that can be handled with greater effectiveness and efficiency on a regional basis, the related municipalities establish cooperatives and regional associations serving as special local public entities, based on the stipulations of the Local Autonomy Act.

The number of such cooperatives in the municipalities is 29 and they manage a broad range of affairs, which include the establishment and management of waste disposal sites and incineration plants, the operation of public hospitals, and profit-making projects.

There is currently one regional association made

up of all the metropolitan municipalities and wards, which handles the administrative affairs of the medical care system for the elderly.

## TMG Assistance Programs

Each municipality is seeking efficient administrative and fiscal management through efforts such as constant review of service operations in order to meet diversifying demands, which include measures for declining birthrates and a growing elderly population, and the development of a safe and secure community. The future state of administrative and fiscal operations of each municipality cannot be foreseen, however, due to increases in mandatory spending, including child welfare programs and public assistance. There is even the possibility that some municipalities will face further difficulties.

The metropolitan government promotes measures aimed at tackling the challenges faced by the Tama area and the outlying islands, and also furnishes assistance tailored to the administrative requirements of each individual municipality.

The metropolitan government takes an active stance in promoting regional administration through various supportive measures such as financial assistance in the form of TMG-disbursed funding and loans, and technical advice to upgrade regional sewerage systems.

## ► Organizational Structure of TMG

### Tokyo Metropolitan Assembly

#### Composition

The Tokyo Metropolitan Assembly is made up of 127 members directly elected by Tokyo citizens to serve a term of four years.

#### The President

The President of the Assembly is elected from among its members. The President represents the Assembly, presides over its sessions, and supervises its affairs. He or she also expresses the Assembly's opinions externally. As a support organization for the Assembly, a Secretariat is provided and the President is empowered to appoint and dismiss its staff members.

#### Committees

Because the structure and roles of the metropolitan administration are vast, varied, and complex, in order to ensure thorough discussion and efficient proceedings, the Assembly establishes committees for specialized study and discussion. The committees are divided into standing committees and special committees set up by the Assembly to consider specific subjects.



### Authority of the Assembly

The Tokyo Metropolitan Assembly is the formal decision-making organ of Tokyo Metropolis. It has the authority to, among other things, enact, amend, and repeal metropolitan ordinances, approve the budget and certify its settlement, and elect members of the Election Administration Commission and other such bodies. In addition, the consent of the Assembly must be sought for important appointments, nominations, and other designations made by the Governor such as those of a Vice Governor or administrative commission member. Representing the people of Tokyo, the Assembly also has the powers to investigate and inspect all aspects of the metropolitan government.

### Executive Organs

#### The Governor

The Governor is directly elected by the citizens, and represents the Metropolis of Tokyo. With a four-year term of office, he or she has overall control of metropolitan affairs, and the authority and responsibility for managing the metropolitan administration.

#### Auxiliary Administrative Agencies

To assist the Governor in dealing with the affairs within his or her authority, Vice Governors and other staff members are provided. A total of 165,431 positions have been approved as of August 1, 2023, for staff members of these auxiliary administrative agencies. (Breakdown: Governor's bureaus, 18,827; administrative commissions and the Assembly, 1,073; public enterprises, 12,856; police/firefighting, 65,185; school teachers and administrative staff, 67,490.)

### Personnel

#### Recruitment

The Personnel Commission usually holds examinations for the recruitment of new staff, and candidates who pass the examinations are employed by the Governor and other officials who have appointive powers. In some occupations like nursing, specially authorized officials directly conduct exams and employ personnel.

Recruitment examinations are conducted after being publicly announced to ensure wide public awareness, and they include written examinations and interviews. These examinations are split into different levels according to the difficulty of the questions. The examinations are completely open to everyone on an equal basis regardless of gender, academic background, or social position.

Nationality requirements on 44 out of 73 positions have been removed, opening up employment opportunities to foreign nationals. To accelerate the employment of disabled persons, examinations are held in braille or using enlarged print, and recruitment targeting individuals with disabilities is held.

#### Appointment

The Tokyo Metropolitan Government's personnel appointment system is based on ability and job performance. Through a fair and impartial selection process, promotion to deputy director and managerial positions is based on personal efforts and merit, rather than academic background or the category an individual was originally hired under.

According to individual career aspirations, "generalization" or "specialization" can be chosen,

resulting in a variety of paths for promotion. Young senior staff members are eligible to take the “Managerial Position Selection A” test, and if selected, they are trained to assume managerial positions requiring a metropolitan administration-wide perspective. Team leaders and deputy directors are eligible to take the “Managerial Position Selection B” test, which selects personnel based on their experience and achievements for managerial positions centering on their area of specialty. There is also a selection process for specialists to take on managerial positions in specific areas.

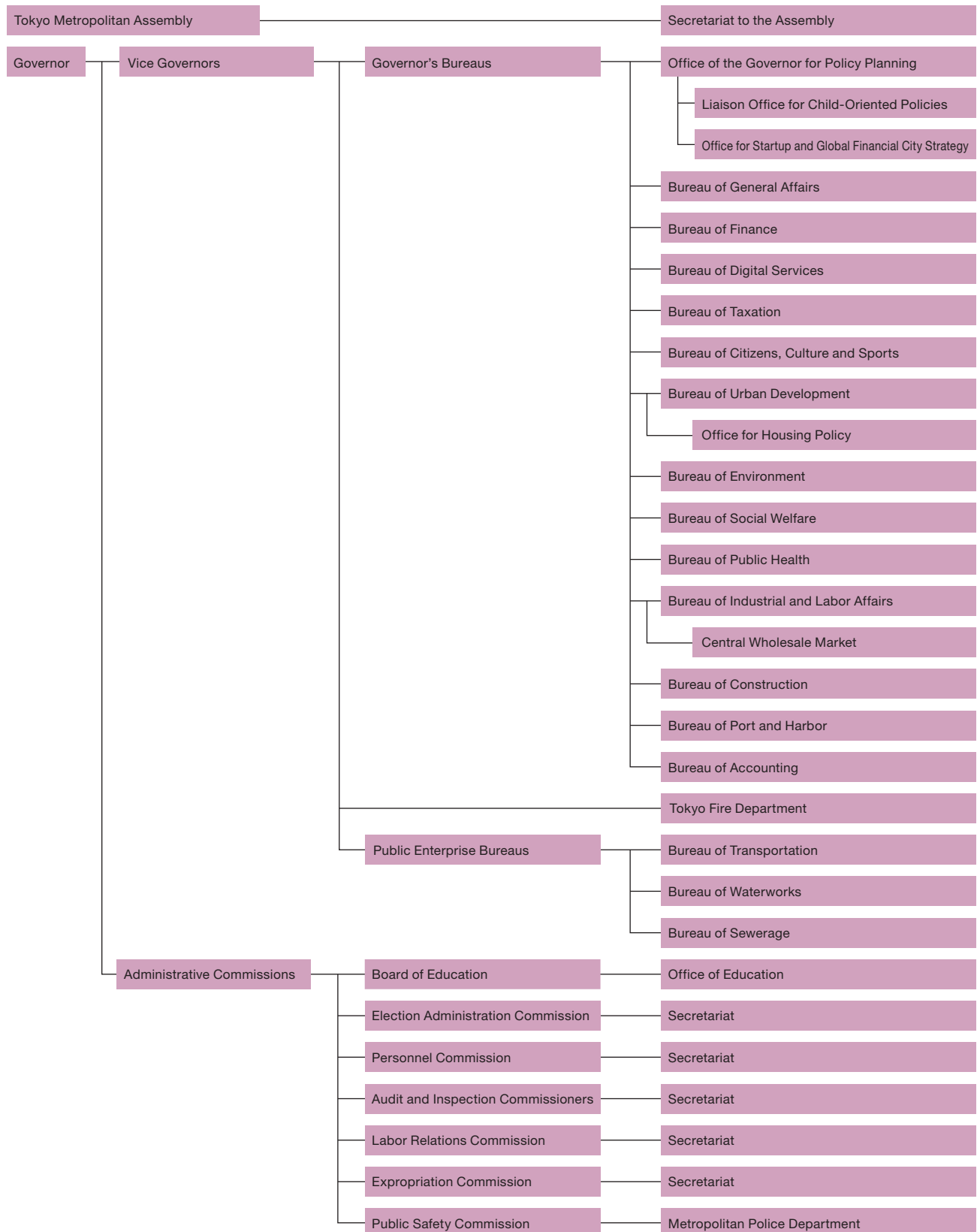
### **Human Resource Development**

In order to respond to the increasingly sophisticated and complex needs of Tokyo residents for administrative services, as well as to develop human resources possessing a high level of knowledge, ability, and experience who can cope with the various challenges Tokyo faces, the metropolitan government has drawn up a set of basic guidelines aimed at developing metropolitan government personnel. Under these guidelines, efforts are taken to manage personnel with a focus on human resource development; this includes training, performance evaluation, and deployment of personnel resources.

The basic approach taken with respect to solid employee training is to shape individual staff capabilities to match organization needs, and to respond to employee motivation for skill improvement, developing individual capabilities to the fullest. From this perspective, the metropolitan government is implementing a practical and comprehensive human resource development program that effectively combines (1) on-the-job training through daily duties in the workplace, (2) off-the-job training undertaken away from daily duties, and (3) personal development through self-education.



■ Organization of the TMG (as of April 1, 2024)



## ■ Operations

### <Governor's Bureaus>

Bureau/Divisions	Principal operations
<b>Office of the Governor for Policy Planning</b> General Affairs Division Policy Division Strategic Public Relations Division Planning and Coordination Division International Affairs Division	<ul style="list-style-type: none"> <li>• Assists the top management operations of the governor by serving as a bridge between the governor and the bureaus holding jurisdiction over matters on the ground in order to realize strategic and speedy operations that can properly respond to the constantly changing and diversifying administrative challenges facing Tokyo.</li> <li>• In order to make Tokyo a sustainable city that achieves a balance between maturity and ongoing growth, based on strategies such as Future Tokyo: Tokyo's Long-Term Strategy, which serves as the new compass guiding the metropolitan government, the office supports the bureaus in actively implementing advanced measures that will improve the lives of Tokyo residents by working to organically coordinate projects implemented by each bureau from a government-wide perspective. These include:                         <ul style="list-style-type: none"> <li>-Basic planning and overall coordination of Tokyo's administrative and fiscal affairs</li> <li>-Planning of key policies</li> <li>-Liaison with the press</li> <li>-Promotion of city diplomacy</li> <li>-Promotion of strategic public relations</li> </ul> </li> </ul>
<b>Liaison Office for Child-Oriented Policies</b> Comprehensive Promotion Division Planning and Coordination Division	<ul style="list-style-type: none"> <li>• Responsible for                         <ul style="list-style-type: none"> <li>-Design of plans concerning children based on studies of best practices within and outside Japan</li> <li>-Response to comprehensive issues concerning children by building systems for cooperation with the relevant bureaus.</li> <li>-Implementation of pioneering projects in collaboration with a diversity of actors by taking a broad perspective that breaks away from the status quo of welfare and education.</li> </ul> </li> </ul>
<b>Office for Startup and Global Financial City Strategy</b> Strategy Promotion Division Innovation Promotion Division	<ul style="list-style-type: none"> <li>• Comprehensively and strategically develops policies to bolster Tokyo's global competitiveness through drawing out the full power of startups and finance, which will create a positive cycle of solving social challenges and economic growth.</li> <li>• Promotes initiatives in unison with all stakeholders including the national government, Japan's municipalities centering on those in Tokyo, economic organizations, individual companies, and universities, to fulfill the TMG mission of contributing to the economic and social growth of not only Tokyo, but that of Japan as a whole.                          Projects include those related to:                         <ul style="list-style-type: none"> <li>-Promoting start-up strategies</li> <li>-Realizing Global Financial City: Tokyo</li> <li>-Promoting the development of the business environment by using the special zone system</li> <li>-Promoting strategic overseas promotional activities</li> </ul> </li> </ul>

Bureau/Divisions	Principal operations
<b>Bureau of General Affairs</b> General Affairs Division Disaster Recovery Support Division Personnel Division Compliance Division Local Administration Division Disaster Prevention Division Statistics Division Human Rights Division	<ul style="list-style-type: none"> <li>Coordinates and promotes projects and policies that straddle various bureaus to ensure the smooth implementation of work of the TMG as a whole:               <ul style="list-style-type: none"> <li>-Internal management work such as controlling organizations and budgeted number of staff and their appointment and dismissal, labor management, and staff welfare</li> <li>-Implementation of matters requiring a unified approach such as law interpretation, ordinance proposals, and litigations</li> <li>-Disaster reduction and crisis management</li> <li>-Human rights policies</li> <li>-Support to regions affected by the Great East Japan Earthquake of 2011 as well as to their displaced citizens residing in Tokyo</li> </ul> </li> <li>Others:               <ul style="list-style-type: none"> <li>-Provision of advice and coordination with municipalities for administrative and fiscal management</li> <li>-Compilation of statistics</li> <li>-Support for management of the Tokyo Metropolitan Public University Corporation</li> <li>-Promotion of information disclosure</li> </ul> </li> </ul>
<b>Bureau of Finance</b> Accounting Division Budget Division Property Administration Division Public Building Construction and Maintenance Division	<ul style="list-style-type: none"> <li>Responsible for the budget and other fiscal affairs and undertakes work on:               <ul style="list-style-type: none"> <li>-Formation of the budget</li> <li>-Formulation of mid- and long-term fiscal plans</li> <li>-Overall management of contracts</li> <li>-Operation and management of TMG-owned vehicles</li> <li>-Overall coordination and use of TMG properties</li> <li>-Design and construction of TMG-owned structures</li> <li>-Provision of technical support to the other bureaus for maintenance work</li> <li>-Management, operation, maintenance and other work concerning the TMG building and related facilities</li> </ul> </li> </ul>
<b>Bureau of Digital Services</b> General Affairs Division Digital Strategy Division Digital Services Promotion Division Digital Infrastructure Division	<ul style="list-style-type: none"> <li>For the comprehensive advancement of government services that utilize the power of digital technologies, the bureau is working with Govtech Tokyo to implement initiatives including:               <ul style="list-style-type: none"> <li>-Providing support to the TMG bureaus and municipalities engaging in digital transformation</li> <li>-Securing and cultivating digital talent</li> <li>-Promoting digitalization of administrative procedures</li> <li>-Implementing measures to realize Smart Tokyo</li> <li>-Building the digital infrastructure and implementing security measures</li> </ul> </li> </ul>
<b>Bureau of Taxation</b> General Affairs Division Tax System Division Taxation Division Property Tax Division Tax Collection Division	<ul style="list-style-type: none"> <li>Responsible for:               <ul style="list-style-type: none"> <li>-Imposition and collection of a total of 16 categories of metropolitan taxes that are the foundation of Tokyo's finances, including business tax, motor vehicle tax, gas oil delivery tax, real estate acquisition tax, and fixed assets tax (for the 23 special wards only)</li> <li>-Planning and coordination of tax systems for each category</li> <li>-Response to tax inquiries by Tokyo residents</li> </ul> </li> <li>Facilities include:               <ul style="list-style-type: none"> <li>-Tokyo Metropolitan Taxation offices and branch offices located throughout the wards and Tama area</li> <li>-Tokyo Metropolitan Tax Operations Center</li> <li>-Automobile taxation offices</li> </ul> </li> </ul>

Bureau/Divisons	Principal operations
<b>Bureau of Citizens, Culture and Sports</b> General Affairs Division Citizens' Affairs Division Citizen Safety Promotion Division Consumer Affairs Division Private Schools Division Culture Promotion Division Comprehensive Sports Promotion Division International Sports Projects Division Sports Venue Division	<ul style="list-style-type: none"> <li>• Responsible for policies deeply related to the lives of the citizens of Tokyo, such as the following, and for the coordination and promotion of these programs across the bureaus.               <ul style="list-style-type: none"> <li>-Promotion of community activities and multicultural symbiosis</li> <li>-Promotion of gender equality and women's active participation in society</li> <li>-Citizen safety and public safety measures, traffic safety measures, and support to young people</li> <li>-Stability and improvement of consumer affairs</li> <li>-Private schools</li> <li>-Cultural and sports promotion</li> </ul> </li> </ul>
<b>Bureau of Urban Development</b> General Affairs Division Urban Development Policy Division Urban Infrastructure Division Urban Development Projects Division Urban Building Division Tama Area Urban Development Policy Division US Military Facilities Relations Division	<ul style="list-style-type: none"> <li>• Responsible for tasks broadly relating to the lives of Tokyo's citizens and business activities:               <ul style="list-style-type: none"> <li>-Formulation of overall urban development policies</li> <li>-Construction of roads, railways and other urban infrastructure</li> <li>-Improvement of built-up areas through land readjustment and urban redevelopment projects</li> <li>-Provision of guidance for housing land development and architectural structures</li> <li>-Measures for US military facilities</li> </ul> </li> </ul>
<b>Office for Housing Policy</b> Housing Planning Division Private Housing Division Metropolitan Housing Management Division	<ul style="list-style-type: none"> <li>• Responsible for comprehensive housing policies including:               <ul style="list-style-type: none"> <li>-Promoting the building of good-quality housing stock and good living environment</li> <li>-Developing a housing market environment where residents can make appropriate choices</li> <li>-Ensuring residential stability for Tokyo citizens experiencing housing distress</li> </ul> </li> </ul>
<b>Bureau of Environment</b> General Affairs Division Climate Change Division Environmental Improvement Division Natural Environment Division Sustainable Materials Management Division	<ul style="list-style-type: none"> <li>• Engages in initiatives to find solutions to environmental issues in order to make Tokyo a green and resilient global city that paves the way to the future. These include:               <ul style="list-style-type: none"> <li>-Initiatives to realize a sustainable city that is carbon neutral, conserves biodiversity, and has a good urban environment</li> <li>-Initiatives to swiftly and accurately respond to the energy crisis</li> </ul> </li> </ul>
<b>Bureau of Social Welfare</b> General Affairs Division Planning Division Guidance and Inspection Division Welfare Division Senior Citizen Policy Promotion Division Children and Child-Rearing Support Division Disabled Persons Programs Division	<ul style="list-style-type: none"> <li>• With the aim to realize a society that leaves no one behind, policies are promoted to meet the diverse needs of citizens in all stages of life, from childbirth and parenting to senior life, so that they can all live in their communities with peace of mind.               <ul style="list-style-type: none"> <li>Initiatives include:                   <ul style="list-style-type: none"> <li>-Supporting children and households raising children</li> <li>-Supporting individuals with disabilities and senior citizens</li> <li>-Providing welfare and measures for the homeless</li> <li>-Promoting barrier-free design to make communities inclusive</li> <li>-Inspecting and providing guidance at social welfare facilities, etc.</li> </ul> </li> </ul> </li> </ul>

Bureau/Divisions	Principal operations
<b>Bureau of Public Health</b> General Affairs Division Planning Division Health Policy Division Medical Policy Division Metropolitan Hospital Support Division Health and Safety Division Infectious Disease Control Division	<p>The provision of high-quality medical services and realization of an environment where people can be healthy throughout their lives are raised as the bureau's goals. The full resources of Tokyo are also deployed to promote measures protecting Tokyo's residents from diversifying health crises. Initiatives promoted include:</p> <ul style="list-style-type: none"> <li>-Promoting healthier living</li> <li>-Measures for intractable diseases</li> <li>-Preparing healthcare delivery systems</li> <li>-Guiding and supervising medical institutions, etc.</li> <li>-Support for the operation of Tokyo Metropolitan Hospital Organization</li> <li>-Monitoring and guidance for food and pharmaceuticals</li> <li>-Environmental health measures</li> <li>-Infectious disease response</li> </ul>
<b>Bureau of Industrial and Labor Affairs</b> General Affairs Division Commerce and Industry Division Financial Affairs Division Industry Energy Policy Division Tourism Division Agriculture, Forestry and Fishery Division Employment Division	<ul style="list-style-type: none"> <li>•Implements projects to promote a wide range of industries, from manufacturing, service, and tourism to agriculture, forestry, and fishing, and for stable employment. These include:               <ul style="list-style-type: none"> <li>-Provision of support to SMEs to, among others, improve and strengthen management, raise technological strength, promote entrepreneurship, vitalize shopping streets, and facilitate smoother fund procurement</li> <li>-The diffusion of zero emission vehicles and the promotion of energy conservation, renewable energy sources and hydrogen use as industrial policy to realize Zero Emission Tokyo</li> <li>-Utilization of a logo and other tools, to attract overseas visitors to Tokyo</li> <li>-Development of tourism resources and an environment to receive foreign visitors</li> <li>-Development of the infrastructure and implementation of programs to raise successors for stable management of the agriculture, forestry, marine, and livestock industries</li> <li>-Measures to secure food safety</li> <li>-Promotion of a forestry cycle</li> <li>-Registration and inspection/guidance for the money lending businesses</li> <li>-Promotion of local employment</li> <li>-Securing of proper labor environments</li> <li>-Development and enhancement of working skills that match diverse needs</li> </ul> </li> </ul>
<b>Central Wholesale Market</b> Management Division Business Division	<ul style="list-style-type: none"> <li>•To ensure that fresh food and items such as marine products, produce, meat, and flowers are quickly delivered to the consumers, as the establisher of 11 central wholesale markets in Tokyo, duties include:               <ul style="list-style-type: none"> <li>-Guidance and supervision of trading based on the Wholesale Market Act and ordinances</li> <li>-Maintenance and management of the market facilities</li> </ul> </li> <li>•Facilities include:               <ul style="list-style-type: none"> <li>-Toyosu Market, Ota Market, and the Meat Market</li> </ul> </li> </ul>

Bureau/Divisions	Principal operations
<b>Bureau of Construction</b>	
<ul style="list-style-type: none"> <li>General Affairs Division</li> <li>Land Purchase Division</li> <li>Road and Street Administration Division</li> <li>Road and Street Construction Division</li> <li>Three Loop Roads Construction Promotion Division</li> <li>Park Division</li> <li>River Division</li> </ul>	<ul style="list-style-type: none"> <li>Promotes the construction of urban infrastructure that will contribute to the creation of a sophisticated disaster-resilient city, with the aim to realize a comfortable, and highly convenient city that can withstand disasters, by implementing: <ul style="list-style-type: none"> <li>-Construction of the Three Ring Expressways of the National Capital Region and arterial roads</li> <li>-Promotion of the burying of utility lines and construction of designated routes for improvement</li> <li>-Upgrade of rivers to protect the city from floods</li> <li>-Development of parks and other spaces that not only provide relaxing places for Tokyo's residents, but serve as temporary refuge and bases for rescue efforts in the event of a disaster</li> </ul> </li> <li>Other responsibilities include: <ul style="list-style-type: none"> <li>-Construction and management of facilities such as zoos and an aquarium for the enjoyment of the citizens</li> <li>-Implementation of proper maintenance and management and systematic renewals to ensure that the facilities are performing at their best</li> </ul> </li> </ul>
<b>Bureau of Port and Harbor</b>	
<ul style="list-style-type: none"> <li>General Affairs Division</li> <li>Port Management Division</li> <li>Waterfront Development Division</li> <li>Port Planning and Construction Division</li> <li>Island Harbors Division</li> </ul>	<ul style="list-style-type: none"> <li>Undertakes: <ul style="list-style-type: none"> <li>-Development and promotion of the Port of Tokyo, which holds a crucial role as a major logistics hub supporting the National Capital Region</li> </ul> </li> <li>Other duties include: <ul style="list-style-type: none"> <li>-Development of landfills in the waterfront area and other areas</li> <li>-Construction of waste treatment centers</li> <li>-Work on marine park projects</li> <li>-Implementation of disaster reduction measures for the Port of Tokyo and the upgrading of harbors, fishing ports, airports and coastline of the islands of Tokyo to protect the residents from tsunami, storm surges, and other flooding</li> </ul> </li> </ul>
<b>Bureau of Accounting</b>	
<ul style="list-style-type: none"> <li>Management Division</li> <li>Police and Fire Department Cashier's Division</li> </ul>	<ul style="list-style-type: none"> <li>As the organization in charge of accounting, activities include: <ul style="list-style-type: none"> <li>-Management and safeguarding of cash and securities</li> <li>-Confirmation of obligations</li> <li>-Preparation of annual financial statements</li> <li>-Planning, guidance, and inspection of accounting activities</li> <li>-Advancing a new public accounting system through double entry accrual-based accounting</li> <li>-Managing government funds</li> <li>-Providing supplies to each bureau</li> </ul> </li> </ul>
<b>Tokyo Fire Department</b>	
<ul style="list-style-type: none"> <li>Planning and Coordination Division</li> <li>Safety Promotion Division</li> <li>Administration Division</li> <li>Human Resources Division</li> <li>Fire Suppression Division</li> <li>Disaster Preparedness Division</li> <li>Emergency Medical Service Division</li> <li>Fire Prevention Division</li> <li>Equipment Division</li> <li>Fire Academy</li> </ul>	<ul style="list-style-type: none"> <li>Established under the jurisdiction of the Governor of Tokyo for the special wards to work together in fulfilling their firefighting duties pursuant to the Fire Organization Act, the department: <ul style="list-style-type: none"> <li>-Is entrusted with the firefighting services of the cities, towns, villages of Tokyo, excluding Inagi City and the islands of Tokyo, pursuant to the Local Autonomy Act</li> <li>-Is made up of headquarters, fire district headquarters, fire stations, fire station divisions, and fire station branches</li> <li>-Protects the lives and assets of the Tokyo residents from fire through prevention, vigilance, and suppression of fires</li> <li>-Reduces damage due to earthquakes or other disasters</li> <li>-Transports those injured during a disaster to hospitals</li> </ul> </li> </ul>

## &lt;Public Enterprise Bureaus&gt;

Bureau/Divisions	Principal operations
<b>Bureau of Transportation</b>	
General Affairs Division Personnel Division Property Administration Division Subway and Streetcar Service Division Bus Service Division Rolling Stock and Electricity Division Construction and Maintenance Division	<ul style="list-style-type: none"> <li>• Operates the public transit systems of Toei Subway (Asakusa, Mita, Shinjuku, and Oedo lines), Toei Bus, Tokyo Sakura Tram (Toden Arakawa Line), Nippori-Toneri Liner, and the Ueno Park Monorail</li> <li>• Undertakes the hydropower generation business utilizing the water flow of the Tama River <ul style="list-style-type: none"> <li>* The Monorail is currently not in service.</li> </ul> </li> </ul>
<b>Bureau of Waterworks</b>	
General Affairs Division Personnel Division Assets Management and Contracting Division Customer Service Division Purification Division Water Supply Division Construction Division  Tama Waterworks Reform Promotion Center Coordination Division Facilities Division	<ul style="list-style-type: none"> <li>• As of fiscal 2022, water is supplied to the 13.7 million residents living in the ward area and the 26 municipalities of the Tama area, an area totaling about 1,239 km<sup>2</sup></li> <li>• The total volume of TMG's water sources is 6.8 million m<sup>3</sup> per day, capacity of water purification facilities is 6.84 million m<sup>3</sup> per day, and total length of distribution pipes is 27,466 km</li> <li>• Industrial water used to be supplied to the eight wards along the Arakawa River and a portion of Nerima Ward, but this industrial-use water business was abolished as of March 31, 2023.</li> </ul>
<b>Bureau of Sewerage</b>	
General Affairs Division Personnel Division Accounting and Contracting Division Planning and Coordination Division Facilities Management and Maintenance Division Construction Division  Regional Sewerage Office Management Division Engineering Division	<ul style="list-style-type: none"> <li>• Along with fulfilling the basic functions of the sewer system, i.e. improving daily life through sewage treatment, flood control through removal of rainwater, and quality maintenance of public waters, in order to provide high quality sewerage services, the Management Plan 2021 was formulated in March 2021. The following initiatives are promoted: <ul style="list-style-type: none"> <li>-Implementation of system reconstruction, flood control, earthquake measures and other policies that help the residents of Tokyo feel safe and secure</li> <li>-Combined sewer system improvement, improvement of treated wastewater quality, global warming measures, and other measures that contribute to the realization of a city with a good water environment and low environmental impact</li> <li>-Stable provision of best services at minimum cost</li> </ul> </li> </ul>

## <Administrative Commissions>

Bureau/Divisions	Principal operations
<b>Board of Education (Office of Education)</b> General Affairs Division Metropolitan School Education Division Community Education Support Division Curriculum and Guidance Division Global Talent Cultivation Division Personnel Division Benefits and Welfare Division	<ul style="list-style-type: none"> <li>• Made up of the Director General and five members appointed by the governor upon approval by the metropolitan assembly:               <ul style="list-style-type: none"> <li>-The Director General serves a three-year term and the members serve a four-year term</li> <li>-The Director General presides over all affairs of the Board of Education and represents the Board</li> </ul> </li> <li>• Main affairs managed and administered by the Board of Education include:               <ul style="list-style-type: none"> <li>-Establishment and management of educational institutions such as public schools</li> <li>-Personnel affairs such as appointment and dismissal of staff and teachers</li> <li>-Admission, transfer, and withdrawal of students</li> <li>-Provision of necessary directions, advice, and assistance to the municipal boards of education for the proper processing of affairs related to education</li> </ul> </li> </ul>
<b>Secretariat to Election Administration Commission</b> General Affairs Section Election Section	<ul style="list-style-type: none"> <li>• The Commission is made up of four members elected by the metropolitan assembly to a four-year term. In order to ensure fair elections, it is independent of the governor</li> <li>• This collegiate administrative commission is assisted by the secretariat</li> <li>• Main duties include:               <ul style="list-style-type: none"> <li>-Management of elections as stipulated under law</li> <li>-Management of Supreme Court judge retention referendums</li> <li>-Administrative work concerning election-related lawsuits</li> <li>-Boosting public interest in elections</li> <li>-Administrative work based on the Political Funds Control Act</li> </ul> </li> </ul>
<b>Secretariat to Personnel Commission</b> Personnel Management and Equity Division Civil Service Examiner's Division	<ul style="list-style-type: none"> <li>• The Secretariat assists the Commission, a specialized administrative institution for personnel affairs, which is independent of the appointing authority</li> <li>• The Commission is made up of three members appointed by the governor for a four-year term upon approval by the metropolitan assembly</li> <li>• Principal powers of the Commission are:               <ul style="list-style-type: none"> <li>-Provision of recommendations on measures to be taken concerning salaries and other employment conditions</li> <li>-Establishment of a neutral and fair appointment system (e.g. recruitment exams)</li> <li>-Review and rendering of judgment on requests concerning staff employment conditions</li> <li>-Fair review including rulings or decisions on appeals made by employees who were subject to adverse dispositions</li> </ul> </li> </ul>



Bureau/Divisions	Principal operations
Secretariat to Audit and Inspection Commissioners General Affairs Section First, Second and Third Inspection Sections Technology Inspection Section	<ul style="list-style-type: none"> <li>•The Secretariat implements audits from perspectives including compliance, economy, efficiency, and effectiveness</li> <li>•Five commissioners (two metropolitan assembly members and three experts) are appointed by the governor upon approval by the metropolitan assembly</li> <li>•They are commissioner entities established under the Local Autonomy Act to ensure fair and efficient administrative and fiscal operations by conducting audits and inspections on implementation of clerical work related to finances and management of businesses</li> </ul>
Secretariat to Labor Relations Commission General Affairs Section Trial and Adjustment Section	<ul style="list-style-type: none"> <li>•The Secretariat assists this collegial commission established under the Labor Union Act</li> <li>•The Commission is made up of 39 members, with 13 each from public services, workers, and employers</li> <li>•The main purposes of the commission are:               <ul style="list-style-type: none"> <li>-Stabilizing and normalizing labor relations such as settling disputes between labor unions and employers concerning labor conditions and union activity rules</li> <li>-Helping workers subject to unfair labor practices</li> </ul> </li> </ul>
Secretariat to Expropriation Commission General Affairs Section Trial Section	<ul style="list-style-type: none"> <li>•The Secretariat assists this collegial organization, which is an administrative commission with quasi-judicial functions established under the stipulations of the Compulsory Purchase of Land Act</li> <li>•The Commission promotes public interests and adjusts private assets concerning the use or expropriation of land and other properties necessary for projects in the public interest</li> <li>•The seven committee members, as well as reserve members, are selected among those with abundant experience and knowledge on law, economy, or public administration, who can make fair judgments on public welfare</li> <li>•The members are appointed by the governor to a three-year term upon approval by the metropolitan assembly</li> </ul>
Public Safety Commission (Metropolitan Police Department) Administration Bureau Personnel and Training Bureau Traffic Bureau Security Bureau Community Police Affairs Bureau Public Security Bureau Criminal Investigation Bureau Community Safety Bureau Organized Crime Control Bureau Metropolitan Police Academy District Headquarters Telecom Fraud Task Force Cyber Security Control Task Force	<ul style="list-style-type: none"> <li>•Commissions are established at the national and prefectural level as organizations to manage the police under the Police Act in order to secure their democratic operation and political neutrality</li> <li>•The Commission in Tokyo is an independent collegial commission placed under the jurisdiction of the Governor of Tokyo</li> <li>•Five members are appointed by the governor for a three-year term (reappointment limited to two times) upon approval by the metropolitan assembly</li> <li>•Main powers vested under the Police Act and other laws and ordinances include:               <ul style="list-style-type: none"> <li>-Traffic control and the issuance, suspension and revocation of driver licenses under the Road Traffic Act</li> <li>-Issuance, suspension, and revocation of business permits based on laws such as the Secondhand Articles Dealer Act and Pawnbroker Business Act</li> <li>-Authorization and revocation of security services businesses</li> <li>-Restraining orders related to stalking statutes</li> <li>-Designation of organized crime groups and revocation of designation</li> </ul> </li> </ul>

## <Legislative Organ>

Bureau/Divisions	Principal operations
Secretariat to the Tokyo Metropolitan Assembly	
Management Division	• Supports the activities of the metropolitan assembly by assisting in the operation of plenary sessions and committee meetings
Procedures Division	• Prepares the minutes of the meetings
Research Division	• Prepares and conducts research for other materials necessary for activities of the assembly
	• Carries out public relations for the assembly

# TOKYO'S FINANCIAL SYSTEM

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## TOKYO'S FINANCIAL SYSTEM

### ► Financial Structure of Local Governments in Japan

The administrative system of Japan has a three-tiered structure: the top tier is the national government, and below that are the two tiers of local governments—prefectures and municipalities.

With the exception of administrative functions such as foreign relations and national defense, most of the administrative functions are financed both by the national government and local governments. Many of the national policies and programs are carried out by local governments.

In fiscal 2021, net total expenditure by the national government and local governments amounted to 97.3084 trillion yen and 122.5684 trillion yen, respectively. The scale of expenditure by local governments reached approximately 1.3 times that of the national government; this figure shows how extensive a role local governments play in the public administration of Japan.

The total amount of tax collected in fiscal 2021 was 114.29 trillion yen, of which national taxes

accounted for 62.9% and local taxes, 37.1%. However, the ultimate allocation of this revenue was 43.3% to the national government and 56.7% to the local governments. This is because about 30% of the taxes collected as national tax are distributed to local governments through systems such as the local allocation taxes, local transfer taxes, special grants to local governments, etc.

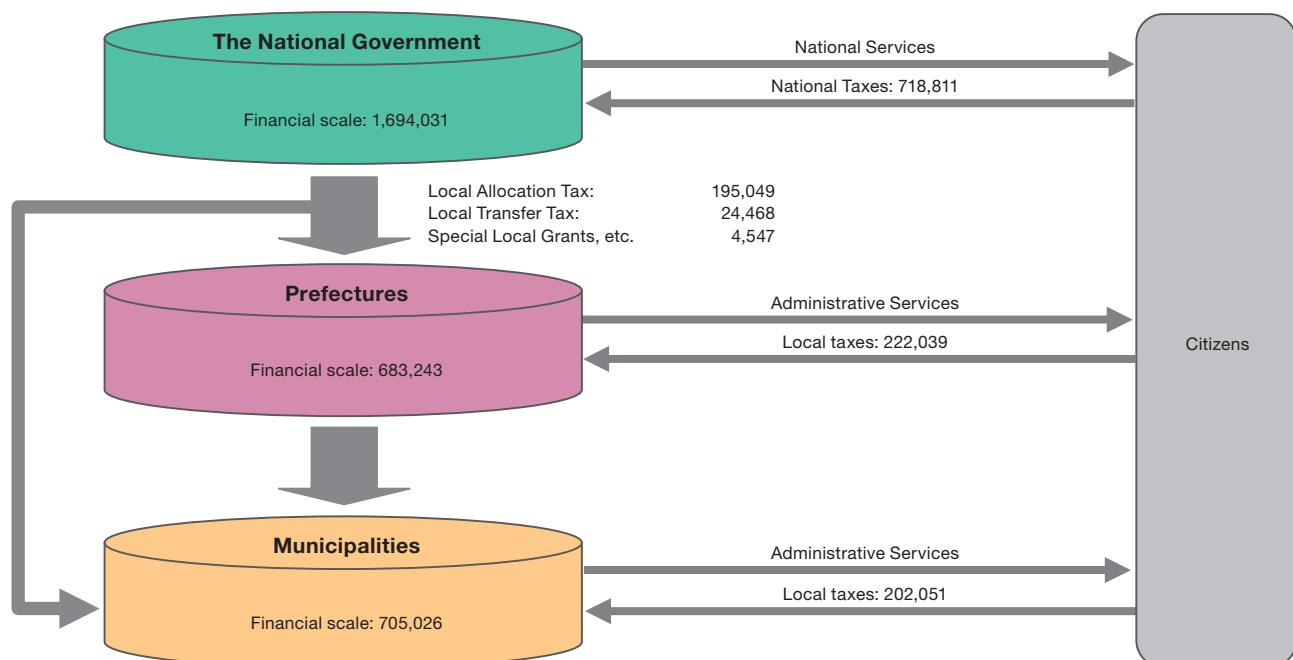
#### Revenue

Looking at the breakdown of revenue for local governments (FY2021), local taxes made up the largest proportion at 33.1%, followed by national treasury disbursements (25%), local allocation tax (15.2%), and local bonds (9.2%). In more detail, the sources of revenue for local governments are as follows:

#### Local Taxes

These are collected by local governments, and are the key source of revenue to carry out policies that meet local needs.

■ Structure of Local Public Finance in Japan (Unit: ¥100 million, FY2021)



### Local Transfer Taxes

Local transfer taxes are national taxes of which a fixed proportion of revenue collected is transferred to the local governments. Local transfer tax is an umbrella term covering taxes such as the local gasoline, special tonnage, petroleum and gas, automobile weight, aircraft fuel, and special corporate transfer taxes.

### Local Allocation Taxes

These taxes form the core of the local financial adjustment system of the nation. The system is designed to sustain general revenue sources and to correct fiscal imbalance among local governments, thereby ensuring that all local governments are able to provide an adequate level of services. This general revenue source consists of grants to local governments calculated by a fixed formula, which allocates a percentage of revenues collected nationally. The percentage of revenue allocated to local governments is 33.1% of income tax, 50% of liquor tax, 33.1% of corporation tax, 19.5% of consumption tax, and 100% of local corporation tax.

### National Treasury Disbursements

These include allotments disbursed by the national government to local governments on the basis of the cost allotment classifications of the national government and local governments; mandatory cost sharing; consignment costs; and subsidies for the promotion of specific policies and support for public finances.

### ■ Distribution of Taxes (Unit: ¥100 million)

Fiscal Year		2015	2016	2017	2018	2019	2020	2021
Taxation Total (A)		990,680	983,487	1,022,847	1,049,755	1,033,866	1,057,586	1,142,900
National Taxes (B)		599,694	589,563	623,803	642,241	621,751	649,330	718,811
Local Taxes	Prefectural Taxes (C)	201,426	202,516	205,428	206,201	207,036	205,246	222,039
	Municipal Taxes (D)	189,560	191,407	193,616	201,313	205,079	203,010	202,051
	Total (E)	390,986	393,924	399,044	407,514	412,115	408,256	424,089
National Expenditure to Local Governments	Local Allocation Taxes	173,906	172,390	167,680	165,482	167,392	169,890	195,049
	Local Transfer Taxes	26,792	23,402	24,052	26,509	26,138	22,323	24,468
	Special Local Grants, etc.	1,189	1,233	1,328	1,544	4,683	2,256	4,547
	Total (F)	201,888	197,025	193,060	193,535	198,214	194,469	224,064
Final Distribution of Tax Revenues	National Government (B) - (F) = (G)	397,806	392,537	430,743	448,706	423,537	454,861	494,747
	Local Governments (E) + (F) = (H)	592,873	590,949	592,104	601,049	610,329	602,725	648,153
Composition Ratio (%)	(B) / (A)	60.5%	59.9%	61.0%	61.2%	60.1%	61.4%	62.9%
	(C) / (A)	20.3%	20.6%	20.1%	19.6%	20.0%	19.4%	19.4%
	(D) / (A)	19.1%	19.5%	18.9%	19.2%	19.8%	19.2%	17.7%
	(E) / (A)	39.5%	40.1%	39.0%	38.8%	39.9%	38.6%	37.1%
	(G) / (A)	40.2%	39.9%	42.1%	42.7%	41.0%	43.0%	43.3%
	(H) / (A)	59.8%	60.1%	57.9%	57.3%	59.0%	57.0%	56.7%

Note 1: Total figures may not equal the sum of components due to rounding.

### Local Bonds

This is revenue from bonds issued by local governments to defray the cost of constructing public facilities such as roads and schools. These are costs that should be spread over a number of years to have generations of residents benefitting from their construction share the burden equally.

## Expenditure

The breakdown of local finance expenditure by administrative category during fiscal 2021 shows social welfare accounting for 25.4%, followed by education at 14.4%, and commerce and industry at 12.1%, with social welfare and education combined amounting to about 40% of total expenditure.

The main items of expenditure of local governments are as follows:

### Social Welfare

This expenditure provides social welfare services, including the development and operation of welfare facilities for children, the elderly, and people with disabilities, and serves to implement programs to provide public assistance, among others.

### Public Health and Sanitation

The purpose of this expenditure is to maintain and promote the health of residents and improve the living environment. Funds go to carry out various medical policies, public health and mental health programs, sewage treatment, refuse collection and disposal, and measures to control pollution.

### Agriculture, Forestry, and Fisheries

The purpose of this expenditure is to promote agriculture, forestry, and fisheries, and to maintain a stable supply of foods. Funds go to develop the production infrastructure, improve the industrial structure, take measures related to consumption and distribution, and develop and promote agricultural, forestry, and fisheries technologies.

### Commerce and Industry

This expenditure is for the promotion of local commerce and industry, and to help companies update and streamline operations. Funds go to guide and develop small and medium-sized enterprises, to attract companies to local areas, and to carry out consumption and distribution measures, among others.

### Civil Engineering Works

This expenditure is for development of the local living environment and urban infrastructure. Funds go to construct, develop, and maintain public facilities such as roads, rivers, housing, and parks.

### Education

Education is one of the basic administrative areas of local governments. Expenditure is made toward furthering education and culture through schools and social education programs.

### Debt Services

This expenditure is made for the redemption of capital and interest from the issue of local bonds.

## ▶ Tokyo's Finances

### Revenue

Metropolitan taxes accounted for the largest portion of the settled account for metropolitan revenue in fiscal 2021 at 57.9%. In light of the fact that local taxes accounted for just 33.1% of the total combined revenue of all local governments in fiscal 2021, the large share held by local taxes in Tokyo's revenues is a feature of metropolitan finances.

The metropolitan government levies 16 of the local taxes listed in the Local Tax System chart on page 35. The largest proportion of total metropolitan tax revenue in fiscal 2021 came from the two corporate taxes of Corporate Business Tax and Corporate Inhabitant Tax (36.1%). This is followed by the Fixed Assets Tax and the City Planning Tax (26.8%).

There are several taxes levied by the metropolitan government in the 23 special wards, which in other prefectures are not levied by the prefectural authority but rather come under municipal taxes.

These special measures are taken to cover the expenses of services provided by Tokyo, such as fire fighting and sewerage in the ward area, which are generally carried out by the municipality. Then, 55.1% of the combined total of revenues from municipal inhabitant tax on corporations, fixed assets tax, and special land possession tax, and the corporate business tax grant and special grant for fixed assets tax reduction compensation, is allocated to each of the wards to provide them with their own financial resources.

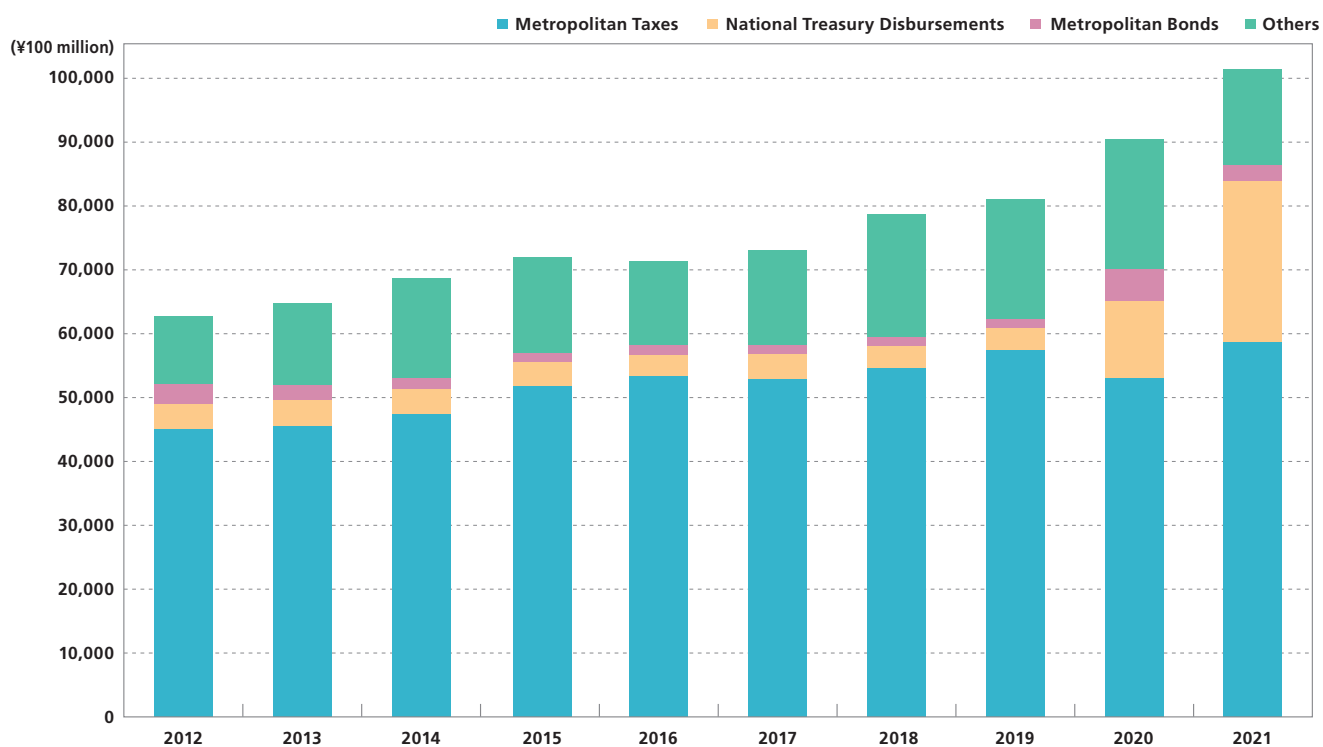
Regarding national treasury disbursements, in fiscal 2021, this category accounted for 25.0% of total local government finances and 24.8% of metropolitan finances.

Metropolitan bonds constitute an important financial resource for infrastructure development and urban renewal. To avoid a future increase of financial burdens, the metropolitan government is endeavoring to refrain from any undue reliance upon the flotation of metropolitan bonds, and to contain them within an appropriate degree.

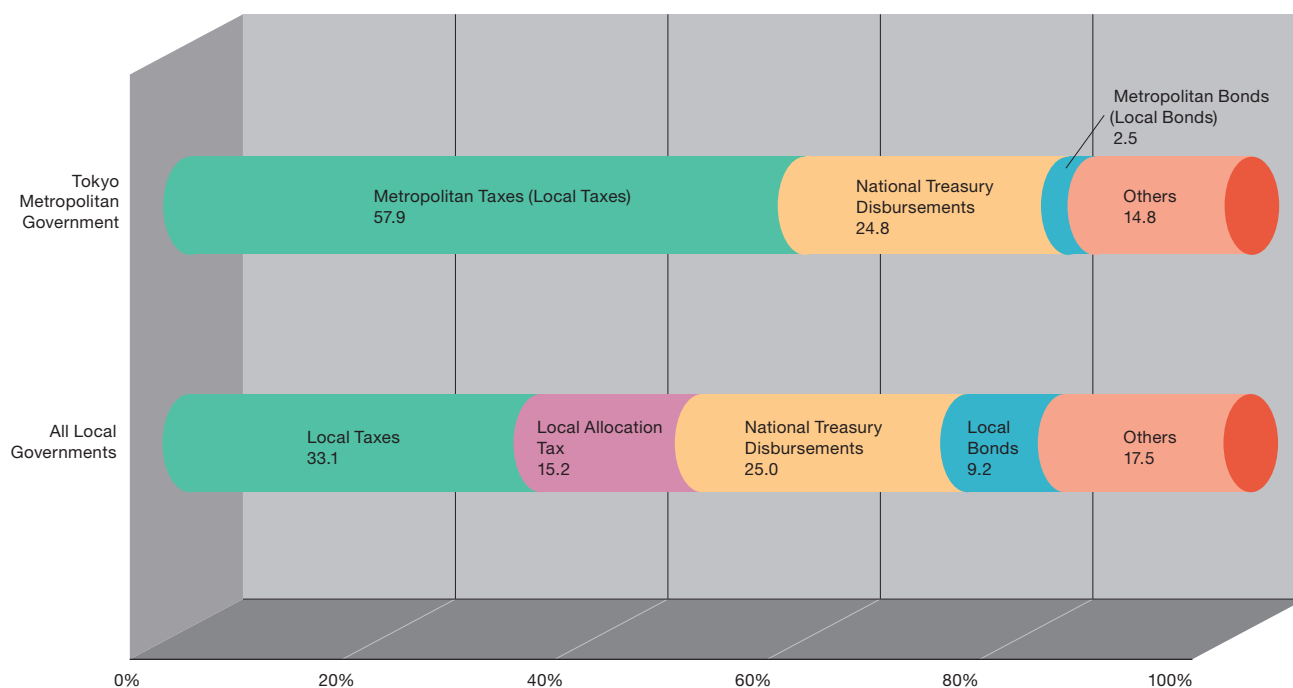
### ■ Details of Tokyo Metropolitan Government Revenue

Category	FY 2021 (¥100 million)	Ratio (%)
Metropolitan Taxes	58,715	57.9
2 Corporate Taxes Thereof	21,192	20.9
Local Transfer Tax	533	0.5
Transferred Municipal Tobacco Tax	—	—
Special Local Grants	281	0.3
Local Allocation Tax	—	—
Sub-total (General Fiscal Resources)	59,530	58.7
Special Grants for Traffic Safety Measures	29	0.0
Beneficiary Contribution	656	0.6
Charges	1,226	1.2
Fees	202	0.2
National Treasury Disbursements	25,146	24.8
Subsidies to Municipalities where National Facilities Are Located	0	0.0
Revenue from Property	399	0.4
Contributions	7	0.0
Balance Brought Down	2,848	2.8
Balance Carried Forward	4,451	4.4
Various Other Revenues	4,410	4.3
Metropolitan Bonds	2,485	2.5
Total	101,390	100.0

## Details and Trends of Tokyo Metropolitan Government Revenue



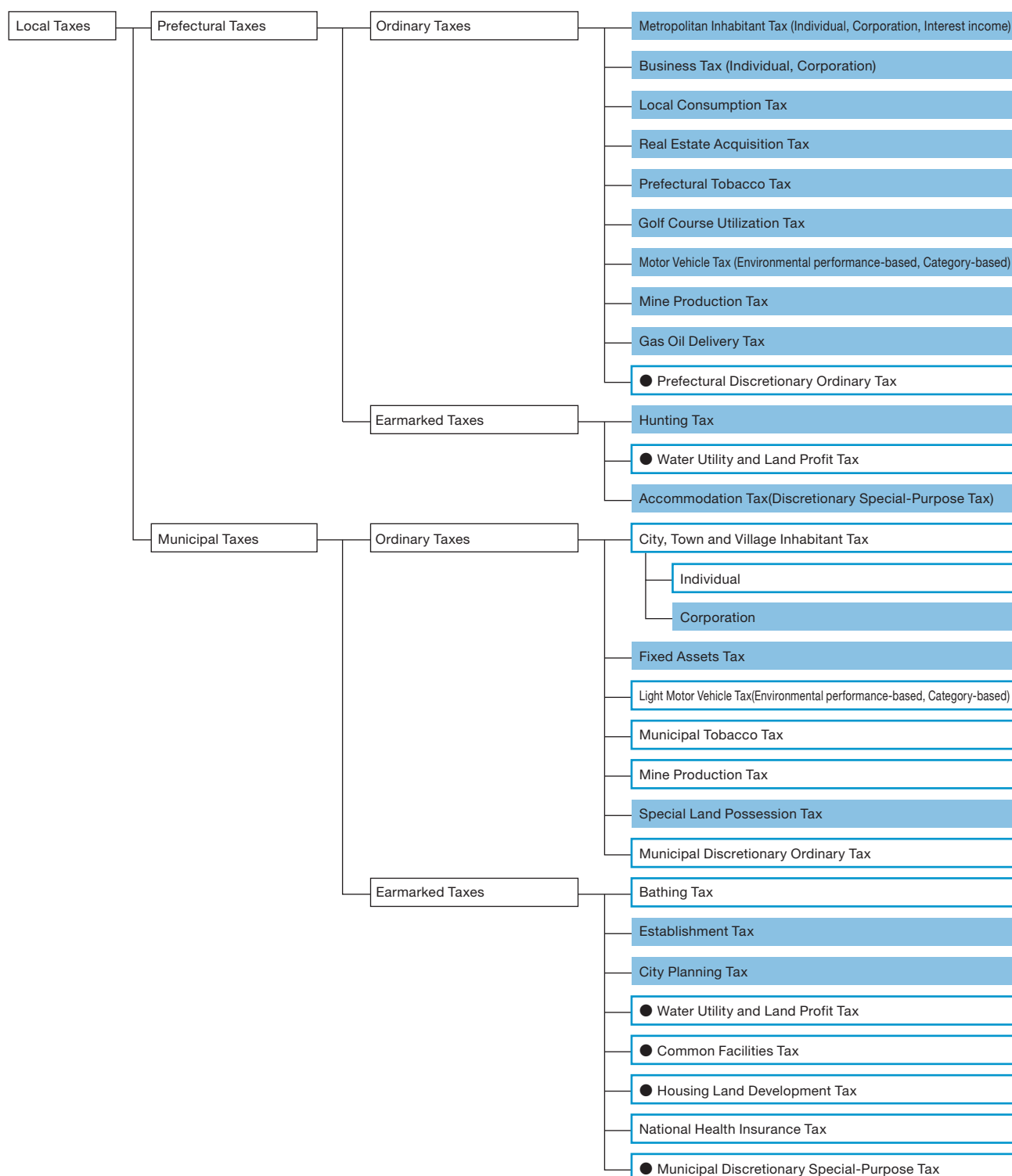
## Comparison of Revenue Breakdown



Tokyo Metropolitan Government: FY2021 Settlement of Accounts  
All Local Governments: FY2021 Settlement of Accounts



### Local Tax System (As of April 1, 2023)

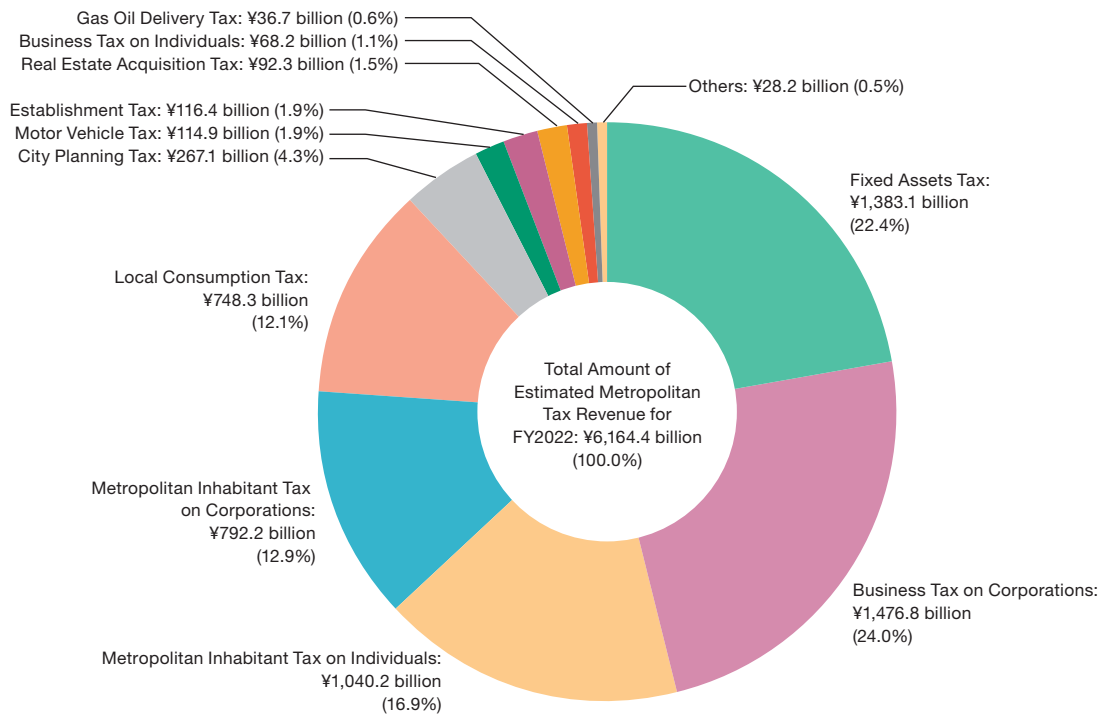


Note 1: Municipal taxes marked   are metropolitan taxes in the 23 special wards.

● indicates that the tax is not levied in Tokyo Metropolis.

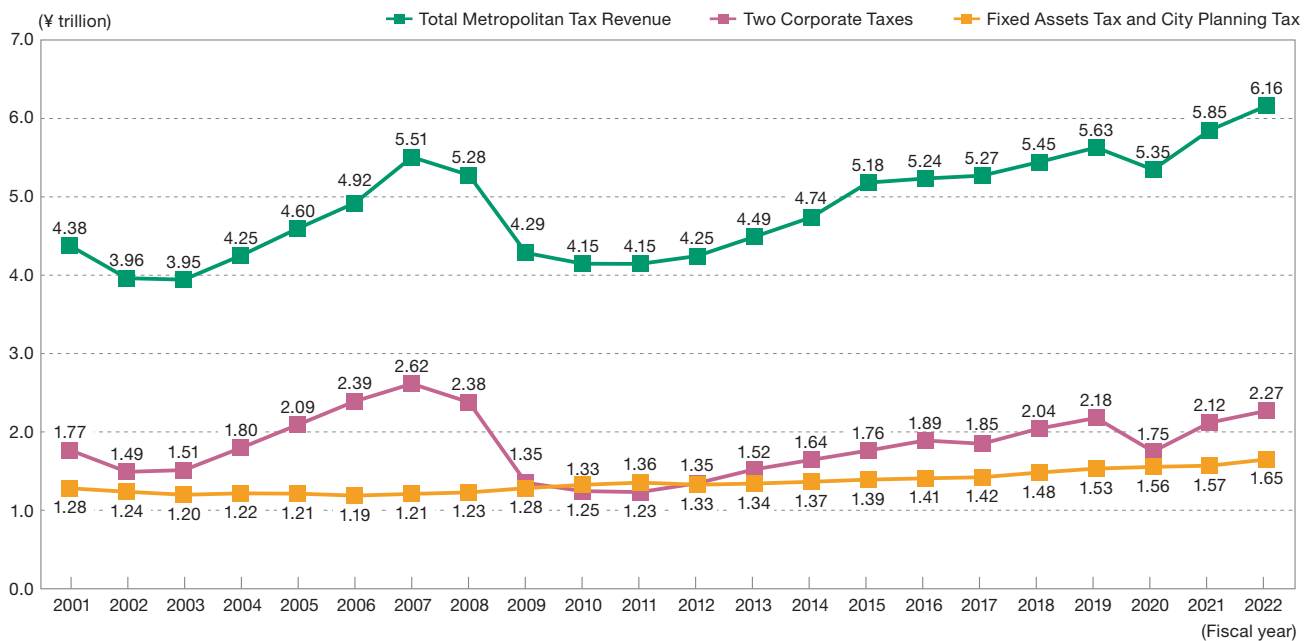
Note 2: Special Land Possession Tax has been suspended since fiscal 2003.

### ■ Breakdown of Metropolitan Tax Revenue for FY2022 (composition ratio)



Note 1: Figures shown have been rounded off. The total amount of the estimated tax revenue may not agree with the sum of the individual taxes.

### ■ Metropolitan Tax Revenue Trends (2001–2022)



## Expenditure

The expenditure of the metropolitan government has significant differences from the expenditure of other local authorities. First, Tokyo is responsible not only for administration at a prefectural level but also for a portion of the administrative services in the special-ward area, which elsewhere would be carried out at the municipal level.

Another important difference is the special ward financial adjustment allocations, an expenditure item found only in Tokyo. The special ward financial adjustment system aims to have financial resources related to the metropolitan administration fairly distributed between the metropolitan government and the 23 special wards, as well as to correct the imbalances between the 23 special wards in their fiscal strengths and ensure that they can provide an adequate level of public services.

When expenditure is viewed by type, personnel expenses constituted approximately 20% of total expenditure in fiscal 2021; the majority of this is the staff salaries of the police and fire departments, schools and other personnel directly concerned with the lives of Tokyo's residents. Ordinary construction costs accounted for about 10% of total expenditure. These are the costs to build social infrastructure such as roads and bridges, and facilities including schools and social welfare facilities. In addition, subsidies and other expenditures, which include allocations to the special wards for financial adjustments and subsidies for facility operation costs, also made up a large proportion.

## Introduction of a New Public Accounting System

Adding to the existing cash-basis accounting system, which corresponds to the budget system, in FY2006 the Tokyo Metropolitan Government (TMG) introduced double-entry bookkeeping and accrual-basis accounting standards that take into consideration characteristics particular to public administration. This was a first in Japan. Based on this financial accounting system unique to the metropolitan government, financial statements prepared in accordance with corporate accounting practices are released in the TMG Annual Financial Statements and other mediums.

### (1) Balance Sheet (FY2021)

Account	(¥100 million)
Assets	
I Current assets	17,979
II Fixed assets	337,408
Total assets	355,388
Liabilities	
I Current liabilities	4,587
II Fixed liabilities	61,235
Total liabilities	65,823
Total net assets	289,565
Total liabilities and net worth	355,388

### (2) Statement of Operating Costs (FY2021)

Account	(¥100 million)
Ordinary revenue and expenses	
I Operating revenue and expenses	
Operating revenues	87,511
Operating expenses	85,925
II Financial revenue and expenses	
Financial revenues	105
Financial expenses	491
Surplus from ordinary activities	1,200
Extraordinary gains and losses	
Extraordinary gains	172
Extraordinary losses	321
Net surplus for the period	1,050

Note: Due to rounding of figures in the above tables, the totals may not correspond with the sum of the separate figures.

### Challenges Facing Metropolitan Finances

Japan's economy is expected to recover in this age of living with COVID, due in part to the effects of various policies, but future economic trends must continue to be watched closely. These include the risk of downward pressure put on Japan's economy through downtrends in foreign economies as global monetary tightening and other policies continue, as well as the impacts of rising prices and fluctuations in the financial and capital markets.

Metropolitan tax revenues form the core of Tokyo's revenue, and a large share of those tax revenues come from corporations. This essentially makes the fiscal structure an unstable one that is easily swayed by economic trends. Although metropolitan tax revenues are trending upward due to a recovery in corporate earnings and other factors, the uncertainty of future economic trends makes it difficult to project at this time the future of Tokyo's fiscal climate.

Amid such circumstances, the era is changing at an increasingly high speed, and it is no exaggeration to say that the greatest challenges since the end of WWII are being faced in all fields, including energy, population decline, food, and the economy. At what is now a turning point in history, Tokyo must squarely face these ordeals and by gathering the wisdom of the world and that of the entire Tokyo Metropolitan Government, it must boldly evolve into a city that creates new value.

The engine driving greater growth is none other than the power unleashed by having everyone play their own vibrant role in society through mutual understanding and respect. It is crucial to create a Tokyo where each individual can take center stage, such as by investing in children who shape the future and making Tokyo a diverse city where everybody can lead lives that are true to themselves.

In addition, as safety and security are at the foundation of all urban activities, it is essential to proactively implement measures from both hard and soft infrastructure to build a resilient

and sustainable city by also taking into account disasters occurring in recent years from increasingly severe torrential rain and the challenges that have emerged from the new damage forecasts for a major earthquake directly hitting the Tokyo metropolitan area.

Furthermore, in order to leave a sustainable and beautiful planet to the future, Tokyo must take the lead in Japan to halve carbon emissions by 2030, and beyond that, to realize Zero Emission Tokyo. This includes making it mandatory to install photovoltaic systems in new small and medium-sized buildings such as houses, expanding the use of ZEVs, and creating a hydrogen society.

At the same time, not only is it necessary to implement initiatives to protect the daily lives of the people of Tokyo from soaring prices and other issues, and formulate full response to COVID by wielding experiences up to now, but it is also essential to promote policies to make Tokyo the world's city of choice which is brimming with vitality, such as through nurturing startups that will generate green transformation, digital transformation, and other key trends in the global economy, creating attractive communities in the city center and waterfront areas, and letting the world know about the attractiveness of Tokyo, built upon the legacy of the Tokyo 2020 Games.

In light of these circumstances, the Tokyo Metropolitan Government will accelerate efforts to shape the future of Tokyo and advance the structural reform of the government based on Future Tokyo: Tokyo's Long-Term Strategy and SHIN-TOSEI 3: Strategy for the Structural Reform of the TMG to Upgrade QOS (Version Up 2023), along with maintaining a resilient fiscal foundation through extensive implementation of wise spending, using ingenuity to reduce wasteful spending even more.

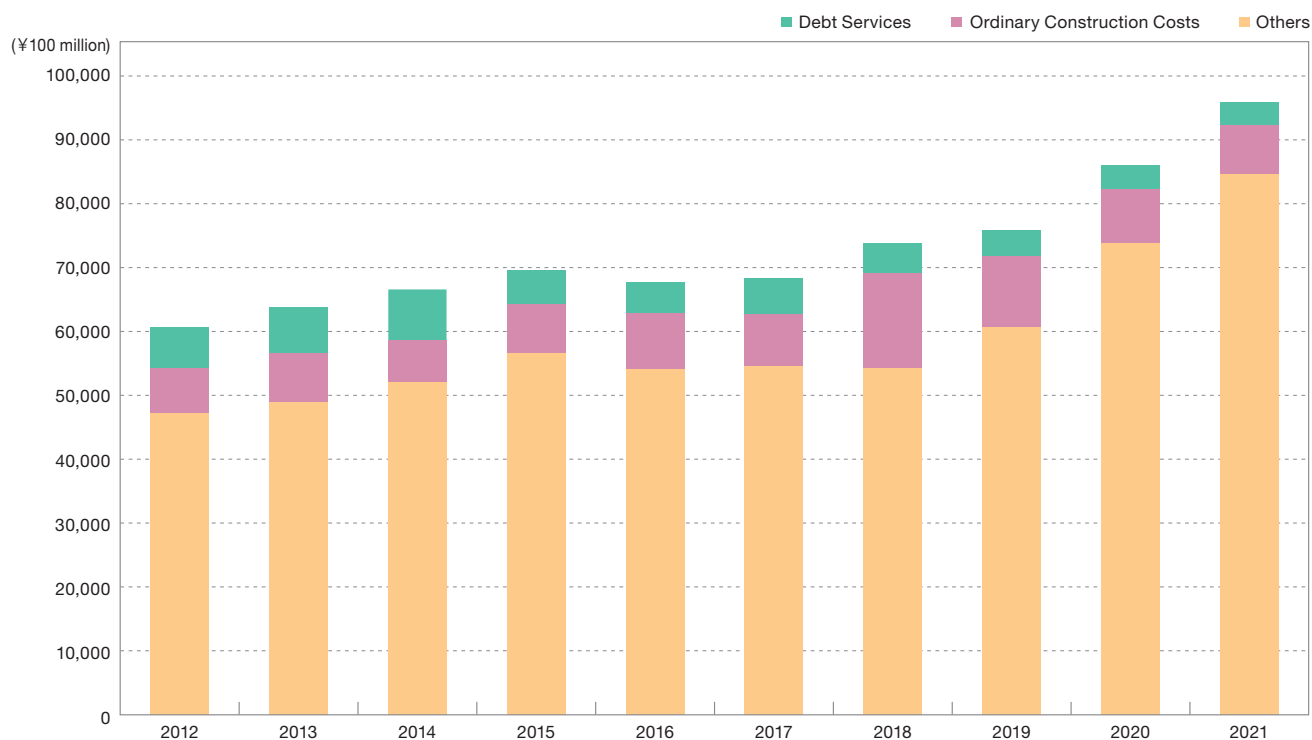
#### ■ Details of Tokyo Metropolitan Government Expenditure (by Purpose)

Category	FY2021 (¥100 million)	Ratio (%)
Assembly Costs	51	0.1
General Services Costs	5,878	6.1
Social Welfare Costs	12,542	13.1
Public Health and Sanitation Costs	6,986	7.3
Labor Costs	526	0.5
Agriculture, Forestry, Fisheries Costs	199	0.2
Commercial & Industrial Costs	20,990	21.9
Civil Engineering Works Costs	7,587	7.9
Police Costs	6,195	6.5
Fire Fighting Costs	2,304	2.4
Education Costs	13,364	13.9
Disaster Reconstruction Costs	32	0.0
Debt Services	3,671	3.8
Miscellaneous Disbursements	333	0.3
Interest Grants	39	0.0
Dividend Grants	277	0.3
Stock etc. Transfer Income Grants	339	0.4
Local Consumption Tax Allocations	3,529	3.7
Golf Facilities Tax Allocations	5	0.0
Automobile Acquisition Tax Allocations	0	0.0
Environmental Performance-Based Motor Vehicle Tax Grants	48	0.1
Corporate Business Tax Grants	85	0.1
Special Wards Financial Adjustment Allocations	10,916	11.4
Total	95,895	100.0

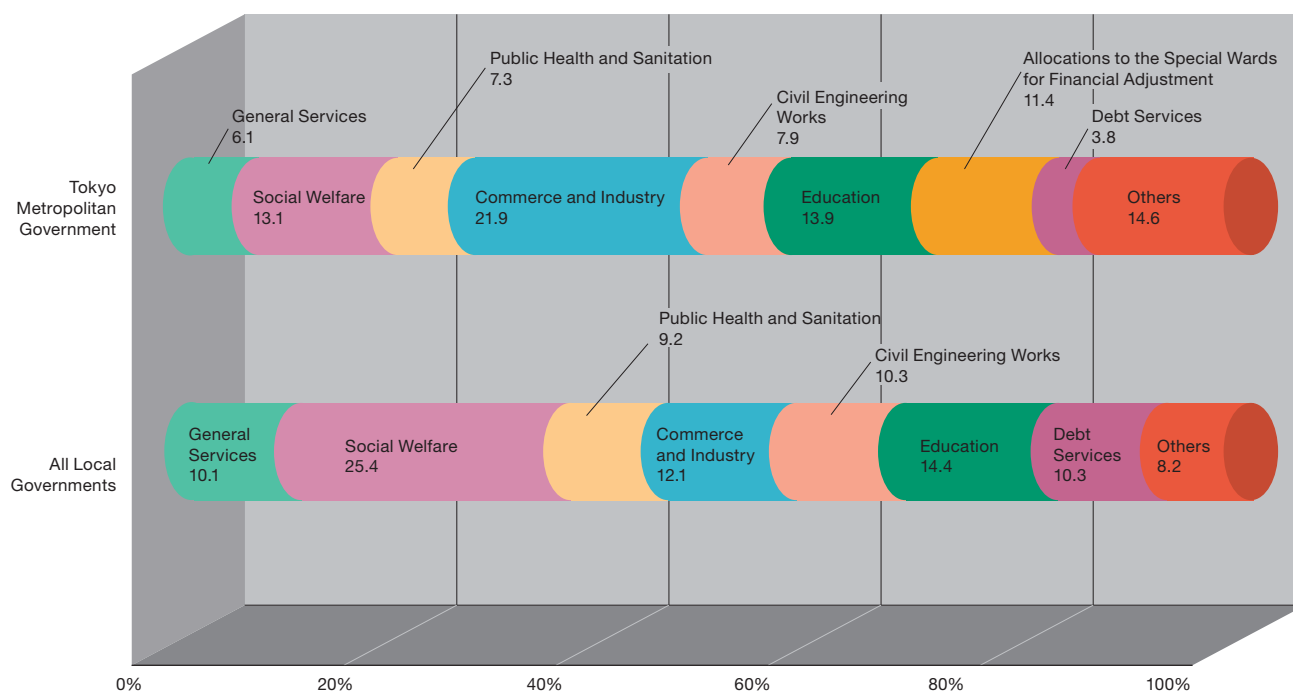
#### ■ Details of Tokyo Metropolitan Government Expenditure (by Type)

Category	FY2021 (¥100 million)	Ratio (%)
Personnel Costs	15,418	16.1
Staff Salaries	11,361	11.8
Retirement Allowances	899	0.9
Supplies Costs	5,425	5.7
Maintenance Costs	1,087	1.1
Assistance Costs	1,690	1.8
Subsidies, etc.	54,379	56.7
Ordinary Construction Costs	7,637	8.0
Subsidized Projects	1,762	1.8
Independent Projects	5,598	5.8
Others	278	0.3
Disaster Reconstruction Costs	32	0.0
Debt Services	3,649	3.8
Reserves	2,284	2.4
Investment and Capital Participation Costs	1,046	1.1
Loans	2,331	2.4
Funds Transferred	916	1.0
Total	95,895	100.0

## Details and Trends of Tokyo Metropolitan Government Expenditure



## Expenditure Breakdown Comparison



Tokyo Metropolitan Government: FY2021 Settlement of Accounts  
All Local Governments: FY2021 Settlement of Accounts

# TOKYO'S KEY POLICIES

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## TOKYO'S KEY POLICIES

### ► Future Tokyo: Tokyo's Long-Term Strategy

In March 2021, the Tokyo Metropolitan Government released Future Tokyo: Tokyo's Long-Term Strategy as a new strategy that charts the course for the metropolitan government to take in order to open a bright future for Tokyo.



**Future Tokyo :  
Tokyo's Long-Term Strategy**

March 2021  
The Tokyo Metropolitan  
Government

#### Stance for strategy implementation

While looking at the various changes in society and people's values brought on by COVID-19, policies will be implemented through strategies that center around the strong promotion of structural reform that cuts deep down to the source of issues and the realization of a sustainable recovery.

#### Future Tokyo raises four basic strategies

1. View the future from a backcasting approach
2. Promote policies in collaboration with various entities
3. Realize Smart Tokyo through digital transformation (DX)
4. Have the agility to flexibly respond to changes

#### Visions, strategies and projects for the realization of Future Tokyo

In order to realize Future Tokyo and create a sustainable Tokyo that strikes a balance between maturity and ongoing growth, visions for the city in the 2040s, followed by strategies looking toward the 2030s and projects to implement those strategies, are presented.

#### Visions for the 2040s



##### Envisioning Future Tokyo in the 2040s

01. A city that is full of children's smiles and people wanting to have and raise children, and is supported by family bonds and society
02. A city where a new educational model gives hope to all children and young people and enables them to develop independently
03. A city where women can choose the lifestyles they want, be themselves, and shine
04. A city where senior citizens can stay active and live comfortably in the age of the 100-year life
05. A city where everyone can work and take on active roles each in their own way
06. A city rich in diversity where people of all backgrounds live together
07. A city full of places and communities where people of diverse backgrounds can gather and support each other
08. A resilient and beautiful city that protects Tokyo citizens from disasters
09. A city that can handle crime, accidents, and fires, and is prepared for health care challenges, protecting citizens' peace of mind
10. A city where advanced urban functions and nature coexist in harmony, and people gather and relax
11. A convenient and comfortable city with the best transportation network
12. A city that harnesses the power of digital technology to draw out its potential to realize Smart Tokyo (Tokyo's Society 5.0), providing citizens with a high quality of life
13. The most open city in the world where people, goods, money, and information gather from across the globe
14. The most startup-friendly city in the world where new industries constantly emerge
15. A city that boasts the highest productivity in the world and drives the global economy
16. A city that further increases water and greenery to provide a relaxed and enriched way of life
17. Zero Emission Tokyo
18. A city that captivates the world with its culture and entertainment



19. A “sports field” city where sports are ingrained in everyday life
20. A city that has further strengthened collaboration with other areas of Japan to realize true coexistence and co-prosperity for Tokyo and the rest of Japan

### Strategies to open the doors to the 2030s



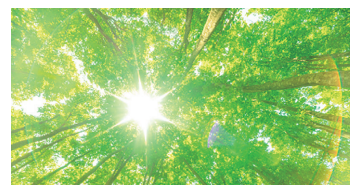
#### Strategies to engage in over the years up to 2030 in order to realize the Future Tokyo vision

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

## Why update Future Tokyo: Tokyo's Long-Term Strategy?

### Basic Strategy

Future Tokyo: Tokyo's Long-Term Strategy: Opening new horizons by carrying on the legacies of Shibusawa and Goto (March 2021)



Tokyo's long-term strategy that charts the course for the metropolitan government to take

Future Tokyo :  
Tokyo's Long-Term Strategy

**COVID-19**  
**Intensification of global warming**  
**Tokyo 2020 Games**  
**Increasing severity of natural disasters due to climate change**  
**Acceleration of birth rate decline and population aging**  
**Outbreak of the Russia-Ukraine war**  
**Generative AI** etc.

Various social circumstances

Policies are continuously updated to address social changes and challenges for

**A future Tokyo that balances maturity and ongoing growth**

Learn more about Future Tokyo: Tokyo's Long-Term Strategy here



## Key projects leading the creation of Future Tokyo

### SusHi Tech Tokyo

From Tokyo to the world, under the key words of Sustainable High City Tech Tokyo, or SusHi Tech Tokyo, Tokyo is showcasing urban visions for future generations.

Tokyo is working to create sustainable new value by using the latest technologies and ideas to overcome climate change, energy shortages, food issues and other common challenges confronting the world's cities.

### Three programs make up SusHi Tech Tokyo 2024

#### Global Startup Program

Holding a forum gathering domestic and foreign startups, investors, major corporations, students and others will generate businesses and open innovation with huge social and economic impacts that can change the world.

#### City Leaders Program

City leaders from around the world converge in Tokyo to work together for the realization of a sustainable world and create new values.

#### Showcase Program

Presenting visitors with experiences that will have them think about the challenges cities face and the possibilities of cities will raise their awareness and change their behavior, creating a movement for a sustainable world.



Learn more about SusHi Tech Tokyo 2024 here



### Tokyo Resilience Project

The Tokyo Resilience Project was launched in fiscal 2022 to protect the lives of the people of Tokyo from various disasters.

As countermeasures for flood and storm disasters, which are intensifying due to climate change, a broad range of initiatives are being bolstered, including structural measures such as building regulating reservoirs and raising the height of seawalls, and non-structural measures utilizing AI and other digital technologies.

This project will be steadily promoted under the slogan, "Always be prepared," for the realization of a resilient and sustainable city where people can feel safe for the next 100 years.

### Aiming for "Safety for the Next 100 Years"

## TOKYO 強韌化 PROJECT



Floods and storms



Earthquakes



Volcanic eruptions



Power and communications outages, etc.



Infectious diseases

Learn more about the Tokyo Resilience Project here



### Tokyo Green Biz

In 2023, the Tokyo Metropolitan Government launched Tokyo Green Biz, a new green project that looks 100 years into the future, aiming to further enhance the value of the city's greenery, which brings a sense of ease and calm to daily life, and to pass down green spaces to future generations with the cooperation of Tokyo residents.



Learn more about Tokyo Green Biz here



### The Tokyo Bay eSG Project

Setting the Bay Area, which has high potential, as the stage for implementation of the structural reform of society, Tokyo aims for sustainable urban development that integrates nature and convenience, with an eye to 50 and 100 years into the future.



Learn more about the Tokyo Bay eSG Project here



### Projects for realization of Zero Emission Tokyo and a hydrogen society

Based on the Climate Emergency Declaration: TIME TO ACT, concrete initiatives will be advanced using all means possible to realize Zero Emission Tokyo by 2050.

By promoting Tokyo and Japan's advanced initiatives, including an ordinance making the installation of solar PV systems mandatory, and the use of perovskite solar cells, a three-fold increase in renewable energy facilities in Tokyo will be achieved by 2030.

To lead the international community in spreading the use of hydrogen energy, Tokyo will work with various organizations around the world that promote the production and use of hydrogen to establish Japan's first hydrogen exchange.

### Project to enhance the appeal of the Tama Area and Tokyo Islands

By seizing various opportunities to enhance the appeal of the Tama Area and Tokyo Islands and actively promoting these areas, their fan base both in Japan and abroad will be increased and local communities brimming with vibrancy and vitality will be built.

#### Tokyo Treasure Islands Project

Tokyo's islands boast many treasures, including amazing natural scenery, marine resources, and local specialties. Each island also has its own history and culture. In addition, these islands hold the potential for greater utilization and cultivation of their appeal. The Tokyo Treasure Islands Project aims to create the "Tokyo Island Brand" by uncovering and further refining hidden attractions of the islands and widely promoting them.

#### Enhancement of attractive tourism offerings

Sightseeing tours that showcase the natural surroundings are being promoted, and development of the environment to facilitate the acceptance of vessels such as cruise ships and luxury cruisers is underway in order to improve access to the islands.



## ► For Realization of the SDGs

Working to realize a sustainable future together  
with Japan and the world

Tokyo Sustainability Action 2023, a publication that outlines the Tokyo Metropolitan Government's initiatives and approaches for realization of the SDGs, was released on July 13, 2023.

This is an updated edition of the 2021 publication, which was formulated based on Future Tokyo: Tokyo's Long-Term Strategy. It was prepared as a Voluntary Local Review (VLR), an international initiative in which local governments voluntarily review their measures and progress to achieve the SDGs, and submit a public report on the results of the review to the United Nations.



Learn more about Tokyo Sustainability Action 2023 here. The publication, based on Future Tokyo: Tokyo's Long-Term Strategy, outlines the Tokyo Metropolitan Government's initiatives and approaches for realization of the SDGs



## SUSTAINABLE DEVELOPMENT GOALS

By participating in international conferences, promoting Tokyo's efforts abroad, and other activities, Tokyo not only shares its initiatives with the cities of the world, international organizations, and others, but also studies SDG-related trends worldwide for reflection in Tokyo's policies. In this way, Tokyo is working to achieve the shared international goals set forth in the SDGs.

Tokyo is actively exchanging opinions with those involved with SDG-related efforts around the world, including hosting sessions that focus on the VLR at UN organized events.



Discussions in Bristol, United Kingdom (May 2023)



Site visit to study initiatives in Grenoble, France (May 2023)



Speaking and participating in discussions at the 8th Asia-Pacific Urban Forum (APUF) organized by the UN in Suwon, Republic of Korea (October 2023)

## ► Tokyo's International Strategy

In order to make Tokyo the world's city of choice, the Tokyo Metropolitan Government is advancing government-wide initiatives aimed at raising Tokyo's international presence, in line with the Policy for Promotion of the Global City Strategy (compiled June 2022).

### Building a Global Network

In 2022, the Tokyo Metropolitan Government launched the Global City Network for Sustainability (G-NETS), an international network for participating cities to build connections with one another and share their knowledge and expertise to find solutions to universal urban challenges, with the ultimate aim of realizing a sustainable world.

The inaugural G-NETS Leaders Summit was held in February 2023, bringing together mayors, governors, and other high-level officials from 34 cities across the globe to discuss matters such as measures to address urban challenges and their visions for the future. Intercity cooperation was confirmed, and the results of the summit were announced as a communique. Leveraging the networks formed



City leaders at the G-NETS Leaders Summit, held from February 27 to March 1, 2023

through the summit, Tokyo and overseas cities are working together to advance practical initiatives aimed at tackling global issues.

In May 2024, under the concept of Sustainable High City Tech Tokyo (SusHi Tech Tokyo), an initiative making use of cutting-edge technologies to generate new values aimed at realizing a sustainable world, the Tokyo Metropolitan Government will hold the SusHi Tech Tokyo 2024 City Leaders Program.

### Tokyo's Sister and Friendship Cities/States

Commencing with the signing of its first agreement with New York City in 1960, the Tokyo Metropolitan Government currently has sister or friendship city/state relationships with 12 cities and states around the world. Tokyo has also concluded agreements with the world's leading cities, including its sister and friendship cities, to engage in exchange and cooperation in areas of mutual interest, including the environment and sports.

#### ■ Sister and Friendship Cities/States of Tokyo

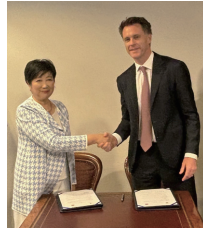
City/State	Country	Date of Affiliation
New York City	United States of America	February 29, 1960
Beijing	People's Republic of China	March 14, 1979
Paris	French Republic	July 14, 1982
New South Wales	Commonwealth of Australia	May 9, 1984
Seoul	Republic of Korea	September 3, 1988
Jakarta	Republic of Indonesia	October 23, 1989
São Paulo (state)	Federative Republic of Brazil	June 13, 1990
Cairo	Arab Republic of Egypt	October 23, 1990
Moscow	Russian Federation	July 16, 1991
Berlin	Federal Republic of Germany	May 14, 1994
Rome	Italian Republic	July 5, 1996
London	United Kingdom of Great Britain and Northern Ireland	October 14, 2015

#### ■ Conclusion of agreements with sister and friendship cities/states, etc.

Seoul, Berlin, Tomsk, London, Moscow, Beijing, Paris, Los Angeles, Kuala Lumpur, Abu Dhabi, New South Wales (in order of date the agreement was signed)



Signing of agreement on exchange and cooperation between Tokyo and Abu Dhabi (UAE)



Signing of agreement on exchange and cooperation between Tokyo and New South Wales

## Multilateral Projects

The Tokyo Metropolitan Government is advancing multilateral projects that promote cooperation and exchange and help address challenges shared by metropolises around the world. One such project is the Network for Crisis Management, which aims to improve crisis management capabilities for natural disasters and other risks through the sharing of experience and expertise among member cities. In addition to conducting trainings to develop human resources and exchanging information via an emergency hotline, the network also holds an annual Crisis Management Conference, organized on a rotating basis by a member city, that brings together working-level city officials to improve their technical and practical skills. The 2023 conference was held in Tokyo for the first time in eight years.



Crisis Management Conference 2023



Tokyo also participates in the Urban 20 (U20) city network. Based on the recognition that cities play an important role in creating a sustainable and inclusive world, the U20 brings together the experiences and views of the participating cities and produces a communique proposing recommendations to the G20. Tokyo joined the U20 in 2018, served as the chair in 2019, and in the same year, held the U20

Mayors Summit. More recently, the governor of Tokyo attended the 2022 and 2023 Mayors Summits, respectively held in Jakarta and Gujarat.



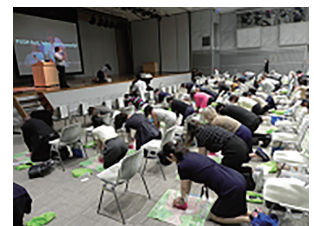
Sixth U20 Mayors Summit (in Gujarat, India)

## Cooperation with Embassies and Representative Offices in Tokyo

The Tokyo Metropolitan Government is engaged in various activities to build ties and strengthen cooperation with the approximately 160 embassies and representative offices of countries and regions that are located in Tokyo. Information sessions are held regularly to introduce the policies of the Tokyo Metropolitan Government to ambassadors and other diplomatic officers, in order to deepen their understanding of Tokyo's initiatives. Additionally, to strengthen cooperation with respect to assisting foreign nationals in times of disaster, seminars are held for officers in charge of disaster management at the diplomatic missions in Tokyo, covering measures that will be taken by the Tokyo Metropolitan Government when a disaster strikes and reinforcing channels of communication.



FY 2023 Tokyo Ambassadors Night



First TMG Disaster Management Seminar for FY 2023



# APPENDICES

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## ► Tokyo's Diverse Agricultural, Forestry, and Marine Products

A diverse range of ingredients are grown and produced throughout Tokyo, including in areas where urbanization has progressed.

### Okutama yamame trout (year round)

Okutama yamame trout is larger than standard yamame trout, growing to about 1.5 kg in 3 years and 2 kg in 4 years. It can be served as sashimi or sushi, or prepared as a western dish.



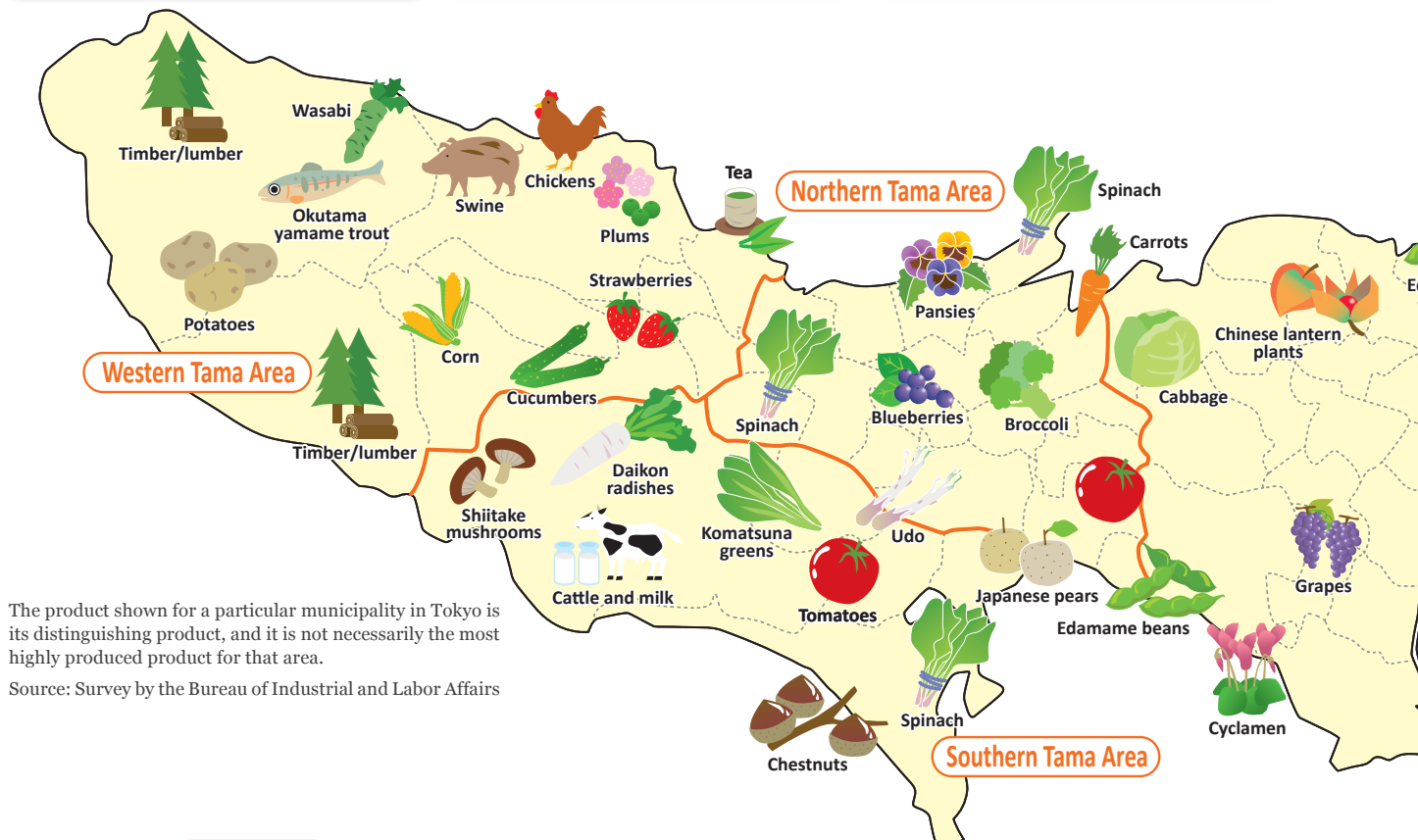
### Tomatoes (January – November)

Many varieties and sizes of tomatoes are cultivated in Tokyo. Ogasawara cherry tomatoes picked between February and May boast a perfect balance of sweetness and acidity, making them especially popular.



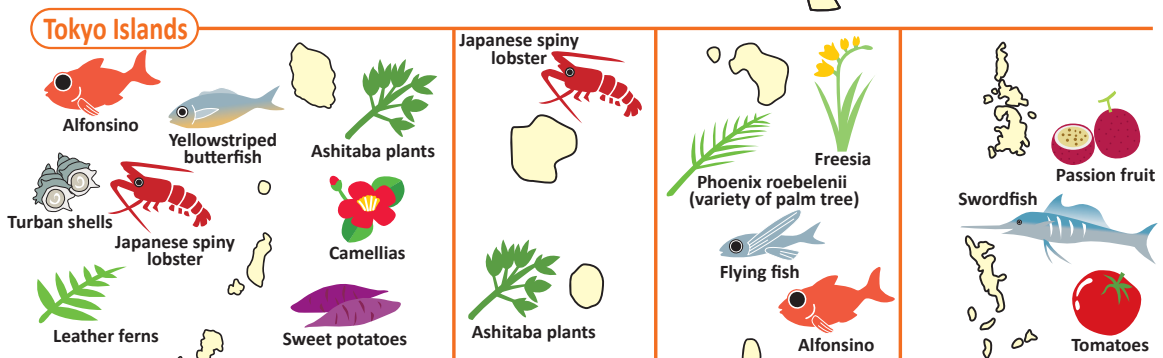
### Passion fruit (March – August)

Harvest season for the fragrant, tropical passion fruit arrives in the spring and gradually moves northward across the Ogasawara and Izu Islands as summer approaches.



The product shown for a particular municipality in Tokyo is its distinguishing product, and it is not necessarily the most highly produced product for that area.

Source: Survey by the Bureau of Industrial and Labor Affairs



<https://www.sangyo-rodo.metro.tokyo.lg.jp/nourin/tokyo/miryoku/>



### Ashitaba (year round)

Ashitaba (tomorrow plant) derives its name from the fast pace at which it grows. It is said that "new growth will appear overnight where leaves were just picked." The plant is rich in chalcones and minerals.



### Tokyo shamo chicken

Characteristics include meat that is deep red in color, rich in protein, and low in fat.



### Tokyo X pork

Tokyo X brand pork is known for its superb taste and high-quality, fragrant fat. The delicious flavor was achieved by mating Beijing Black, Berkshire, and Duroc pigs over a period of 7 years.



### Komatsuna (year round)

A leading vegetable of Tokyo, it is said that Komatsuna greens were named by Shogun Tokugawa Yoshimune.



### Corn (July and August)

Corn is a very popular summer vegetable in Japan. The flavor is at its prime on the day it is picked. Fresh corn can be bought straight from the farm at produce stands near the field or in the local community.



### Japanese pears (August – October)

Many varieties of pears are grown in Tokyo. Particularly in areas where production thrives, such as around the Tama River Basin and Tama Lake, pears are sold direct from the grove at produce stands.



### Kiwifruit (October and November)

Qualities of "Tokyo Gold" brand kiwifruits developed in Tokyo include flesh that is yellow in color and a delicious sweet flavor.



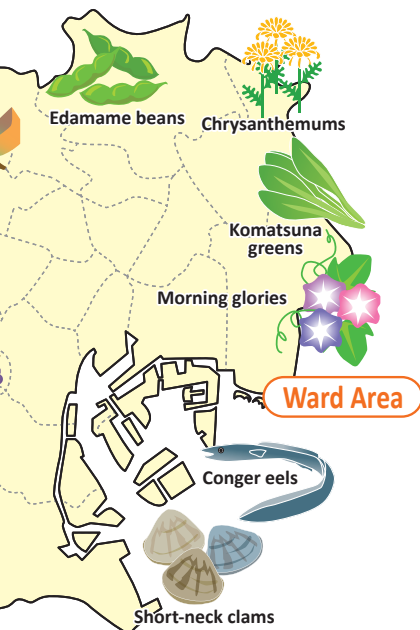
### Kinmedai alfonso (year round)

Fatty year-round, this white fish is especially delicious when simmered. It is a fish that is often prepared as sashimi and can be served as all kinds of dishes.



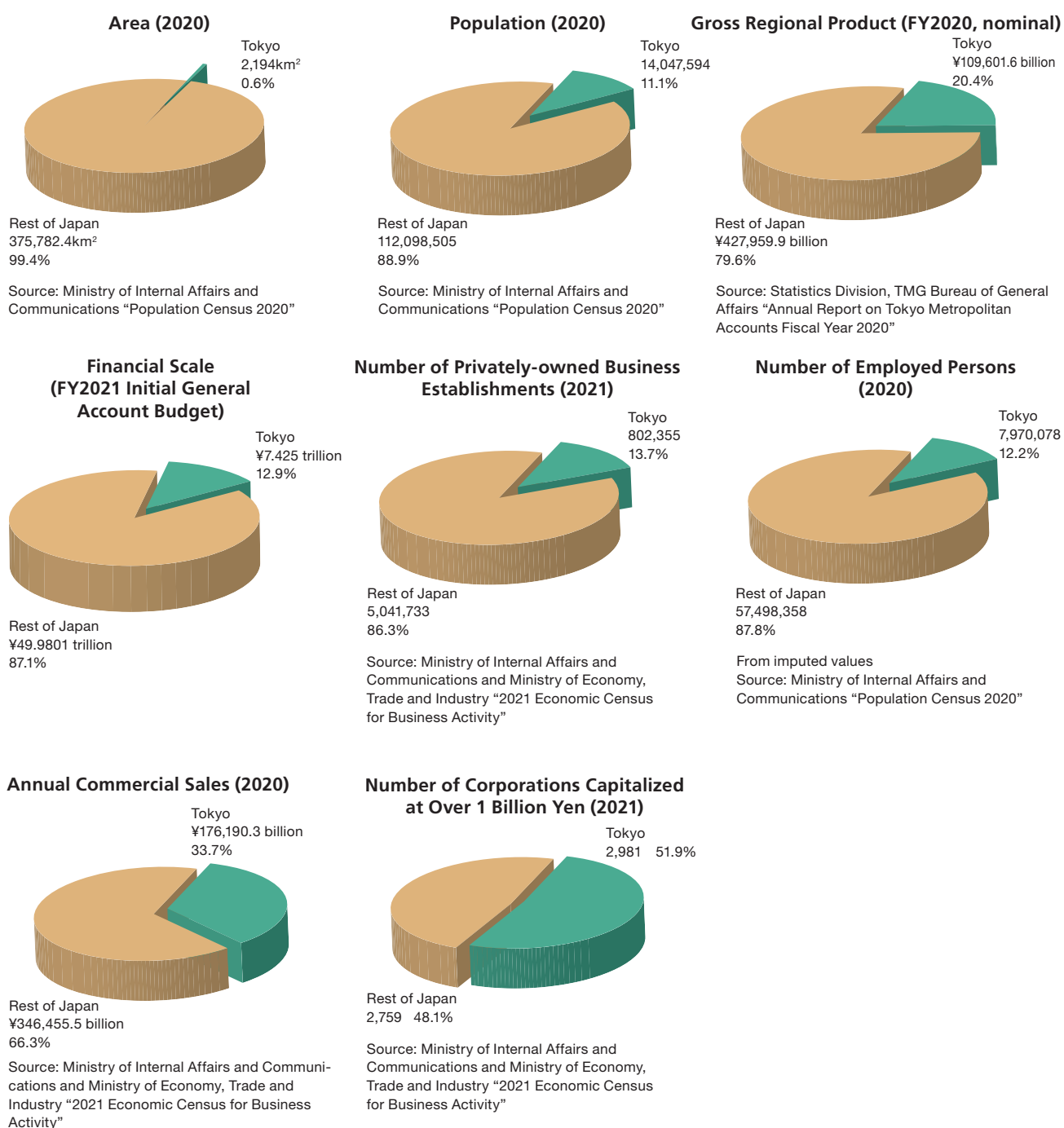
### Daikon radishes (November and December)

The milder aokubi daikon (green neck) variety of the radish is now more common than the shirokubi (white neck) variety. However, traditional shirokubi varieties, such as nerima, kameido, and okura daikon, are still grown in Tokyo.

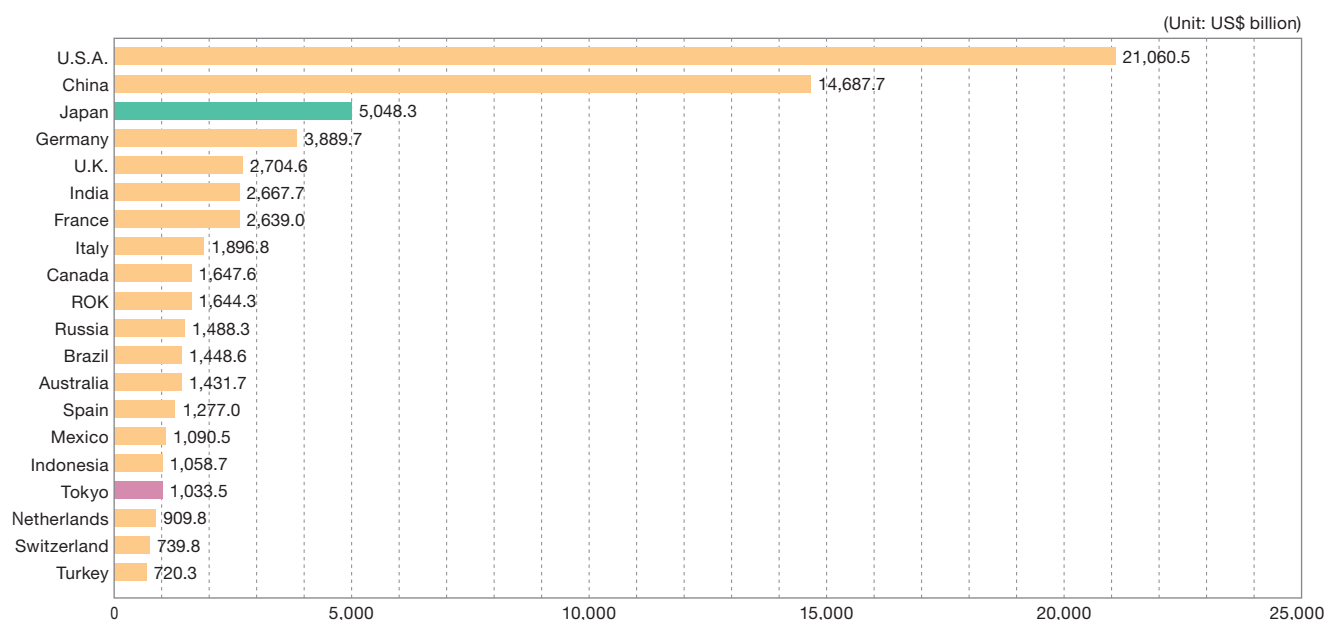


## Statistics

Fig. 1 Tokyo Compared to the Rest of Japan



**Fig. 2 Tokyo's gross metropolitan product compared to the gross domestic product of major countries (nominal, 2020)**



Note 1 : Data for calendar year 2020, except for Tokyo (FY2020 (April—March) and Australia (FY2020 (July—June)).

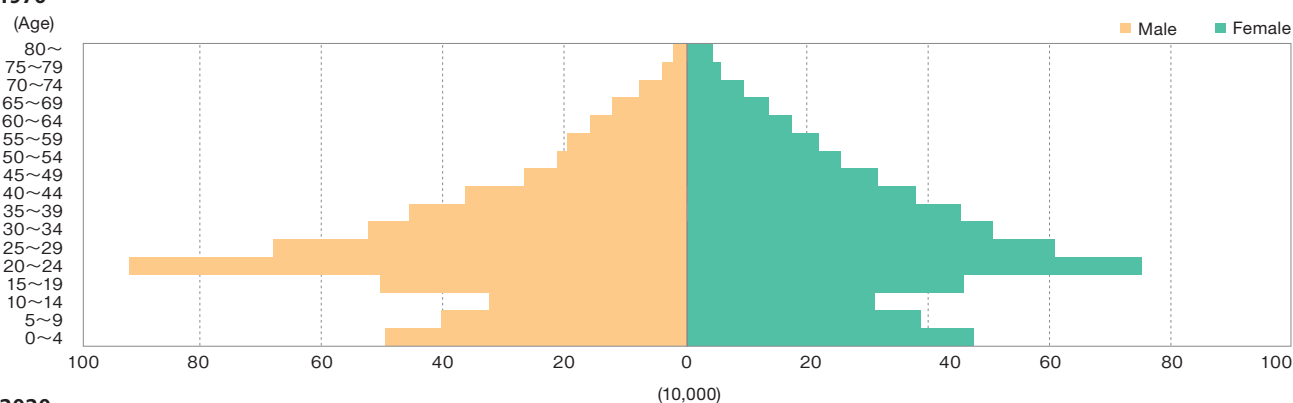
Note 2 : Tokyo's gross metropolitan product converted using the exchange rate (USD1=JPY106.04) calculated from the monthly average (12-month simple average) of Tokyo interbank offered central spot rates released by the Bank of Japan

Note 3 : Data from the "National Accounts for 2021" (Economic and Social Research Institute, Cabinet Office). Those not noted are from "OECD Stat" (OECD).

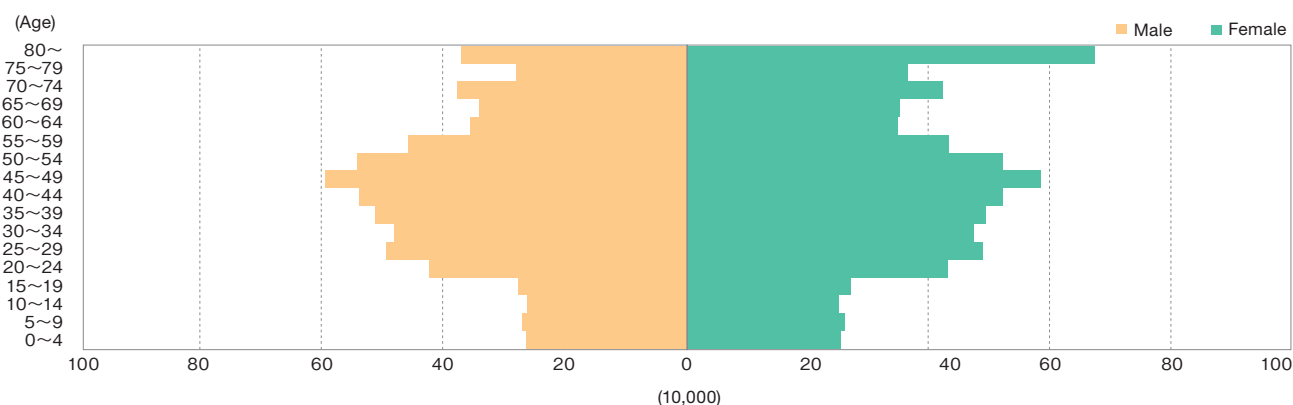
Sources: Statistics Division, TMG Bureau of General Affairs "Annual Report on Prefectural Accounts of Tokyo's Fiscal Year 2020"

**Fig. 3 Change in Population Age Structure by Gender for Tokyo (1970, 2020)**

**1970**



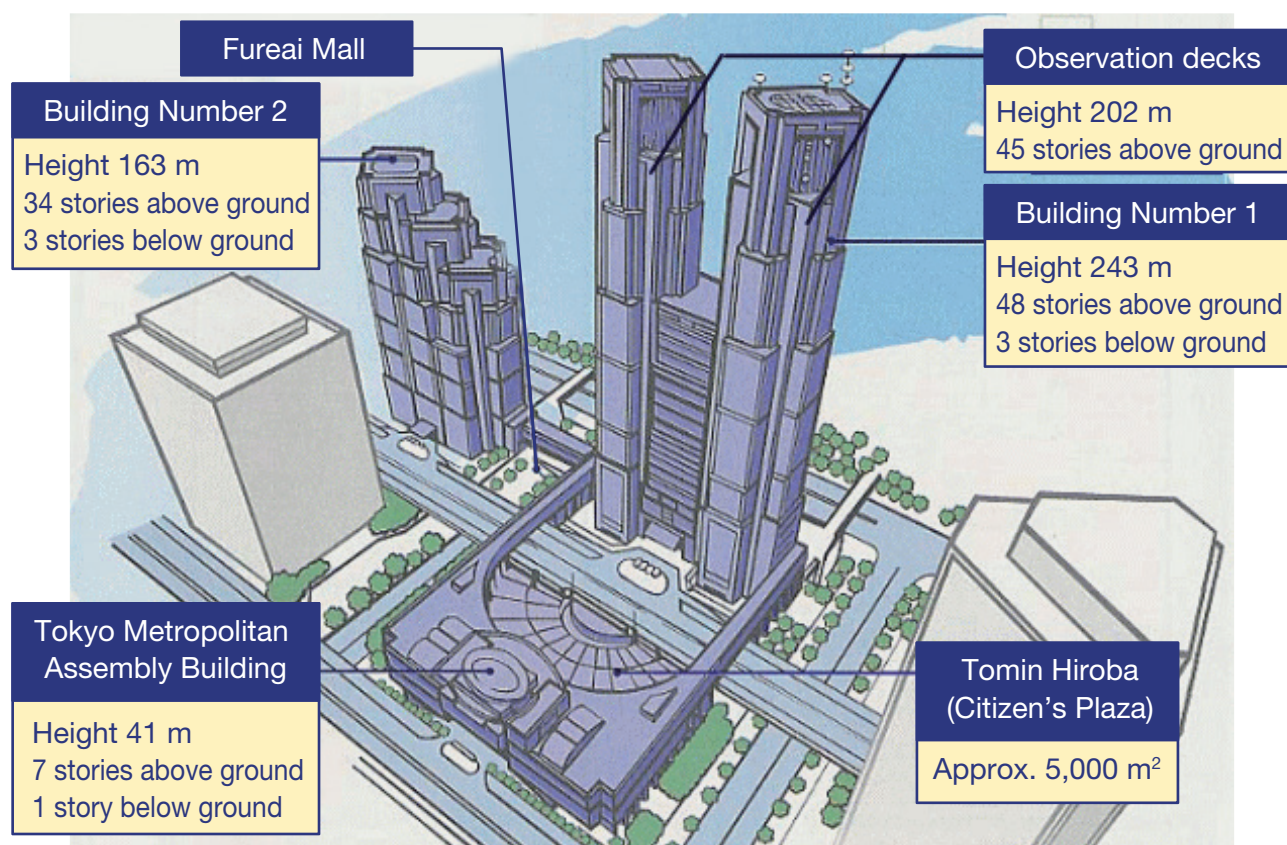
**2020**



Figures for 2020 are from imputed values.

Source: Ministry of Internal Affairs and Communications "Population Census"

## ► Tokyo Metropolitan Government Buildings

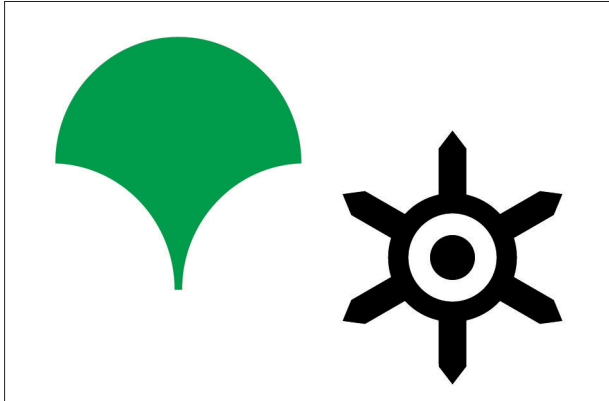


Area	Site area: Approx. 42,940 m <sup>2</sup> Total floor area: Approx. 381,000 m <sup>2</sup>
Construction began	April 1988
Construction completed	March 1991

\*On an average day, about 10,000 people work in TMG Buildings Number 1 and 2 combined.



## ► Tokyo's Symbols



### Tokyo Symbol and Logo

The symbol of the metropolis is made up of three arcs resembling a ginkgo leaf to represent the letter T for Tokyo. The metropolitan logo is normally rendered in a vivid green color to symbolize Tokyo's future growth, charm and tranquility. The symbol was officially adopted on June 1, 1989.

### Tokyo Crest

The crest of Tokyo represents the sun radiating energy in six directions.



### Tokyo Tree

*Ginkgo biloba*, a deciduous tree native to China reaching up to 30 meters in height, was designated the official metropolitan tree on November 8, 1996. Ginkgo trees are either male or female, and their distinctive fan-shaped leaves change from light green to bright yellow in autumn. The ginkgo tree is commonly found along Tokyo's streets and avenues.



### Tokyo Bird

The *yurikamome* gull has a vermillion bill and legs. It comes south to Tokyo in late October every year and sojourns in the ports and rivers around Tokyo until the following April. A favorite theme of poets and painters, it is also called *miyakodori*, meaning "bird of the capital." It was designated the official metropolitan bird on October 1, 1965.



### Tokyo Flower

The *Somei-yoshino* cherry tree was developed in the late Edo period (1603–1867) by early horticulturists as the result of wild cherry tree cultivation. The light pink blossoms can only be enjoyed for a short time, making it a highly popular orchard tree throughout Japan. It was designated the official metropolitan flower on June 22, 1984.

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