

# Outline of Tokyo's FY 2017 Budget Proposal

For the Achievement of a  
“New Tokyo”

A “meri-hari” (well-modulated) budget



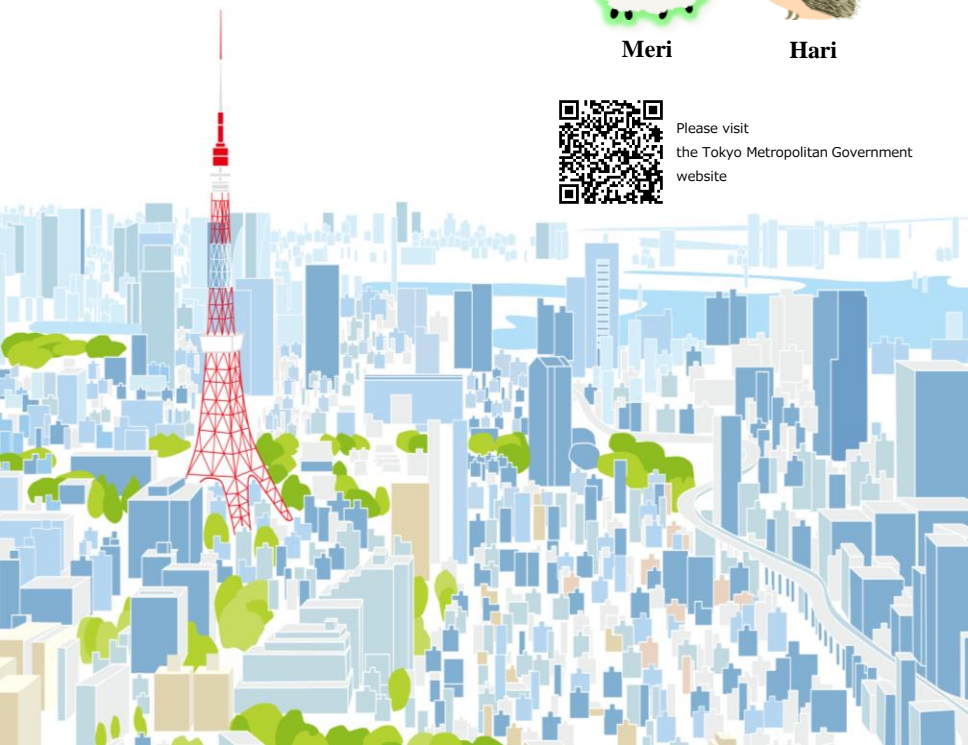
Meri



Hari

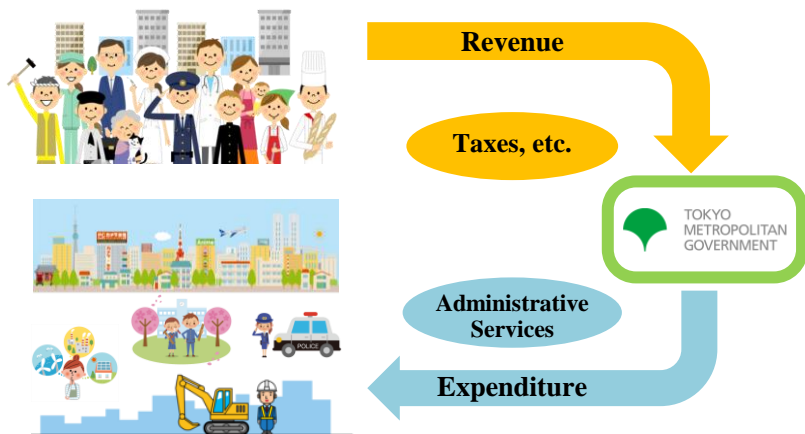


Please visit  
the Tokyo Metropolitan Government  
website



# Foreword

- The Tokyo Metropolitan Government uses the taxes paid by the residents of Tokyo to provide a broad range of administrative services that aim to make Tokyo a city where everyone can pursue their dreams and lead vibrant lives with a sense of reassurance.
- The yearly estimated revenues, including these taxes, and the spending required for administrative services for citizen well-being, disaster preparedness, and other measures, are compiled by the governor in what is called a “budget proposal.” In the compilation of this budget, various approaches are taken to ensure taxes are used effectively. This budget proposal becomes Tokyo’s budget after deliberation and approval by the metropolitan assembly.
- In this brochure, we present the Tokyo budget proposal for fiscal year 2017 (April 2017-March 2018), approaches taken to promote sound financial management, and other relevant matters.



The FY 2017 Budget Proposal

Features of Tokyo’s Finances

Expenditures Expected to Increase

Financial Management Approaches

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# Policy for Formulation of the FY 2017 Budget

The FY 2017 Budget Proposal is positioned as:

**“A budget that strongly advances reform to realize the ‘New Tokyo,’ and sets a steady course toward a bright future”**

and was formulated on the following principles.

- 1 To strongly advance policies to address Tokyo’s problems and generate even greater growth to realize the three faces of Tokyo: “Safe City” “Diverse City” and “Smart City”.

This is the “hari” of the “meri-hari” (well-modulated) budget.

“Hari” here means “strengthen” or “extend,” but it can also mean “quills,” which is why Hari is characterized by a hedgehog.

Hari



- 2 To further advance administrative structural reform from the perspective of Tokyo citizens first, including a thorough review of all projects and programs and the elimination of wasteful spending.

This is the “meri” of the “meri-hari” (well-modulated) budget.

“Meri” here means “weaken” or “contract,” but it also sounds like a familiar children’s song, which is why Meri is characterized by a lamb.

Meri



# FY 2017 Budget Size

General Account

**7.0** trillion yen

Total Account

**13.1** trillion yen

- The general account budget is 6.954 trillion yen (a 57 billion yen (0.8%) reduction from the previous fiscal year)
- General expenditures, which is discretionary spending, are allocated with a focus on “Safe City,” “Diverse City”, and “Smart City” initiatives. Efforts to eliminate wasteful spending brought general expenditures down to 5.0642 trillion yen (a 29.1 billion yen (0.6%) reduction from the previous fiscal year).
- A record 382 new projects will be launched by promoting the rejuvenation of policies and measures,
- The total account budget, including special accounts and public enterprise accounts, is 13.0542 trillion yen.



How much is 13 trillion yen?

**A size that surpasses some national budgets.**

Sweden’s national budget—972.4 billion Swedish krona  
≈ 12.4759 trillion yen



Tokyo’s Accounting System

Tokyo’s accounting system is divided into three types of accounts:

- **General account** (1 account) — to manage basic administrative services
- **Special accounts** (15 accounts) — to be managed separately from the general account (Construction and management of metropolitan housing, etc.)
- **Public enterprise accounts** (11 accounts) — to manage the financially independent public enterprises (Water supply/sewerage treatment, Toei subway, etc).

# How the 7.0 Trillion Yen Budget Is Put to Use

## Welfare and Public Health JPY 1.2017 trillion

Support for children and families raising children; enhancement of measures for senior citizens, etc. (highest budget ever)



24%

per Tokyo resident: 88,000 yen  
(10 years ago : 62,000 yen)

## Living Environment JPY 201.4 billion

Promotion of use of LED lighting, measures against heat in preparation for the Tokyo 2020 Games, etc.



4%

per Tokyo resident: 15,000 yen  
(10 years ago : 18,000 yen)

## Education and Culture JPY 1.1073 trillion

Preparations for the Tokyo 2020 Games; enrichment of school education focusing on the next generation, etc.



22%

per Tokyo resident: 81,000 yen  
(10 years ago : 75,000 yen)

## Urban Development JPY 882.1 billion

Making areas with close-set wooden houses resistant to fires and earthquakes; measures for frequently occurring torrential rain, etc.



17%

per Tokyo resident: 65,000 yen  
(10 years ago : 65,000 yen)

## Labor and Economy JPY 481.5 billion

Investment for the future, e.g., strengthening the development of growth industries and promotion of the tourism industry; support for employment, etc.



10%

per Tokyo resident: 35,000 yen  
(10 years ago : 21,000 yen)

## Police and Firefighting JPY 895.7 billion

Counterterrorism programs, cybersecurity measures, steps to address crimes that hit close to home such as *kiken* drugs (new psychoactive substances), etc.



18%

per Tokyo resident: 66,000 yen  
(10 years ago : 69,000 yen)

Planning & General Affairs  
JPY 294.5 billion

Debt Services  
JPY 500.2 billion

Subsidies to Municipalities, etc  
JPY 1.3896 trillion

※ % in the graphs indicates each item's share of the general account

# Realizing a “Diverse City”

## Building an environment where people can feel secure about raising children

**JPY 163.0 billion**  
(+41.7 billion over FY 2016)

- In order to solve the waitlist issue, along with promoting the establishment of daycare centers, we will strengthen efforts to secure and retain childcare providers.

Expanded

### Further improvements for childcare providers

Combined with current improvements, total wage increase of 44,000 yen.

New

### Support for ICT of daycare centers

Support the introduction of systems to assist document preparation.

New

### Support for childcare providers returning to work

Provide subsidies to encourage childcare providers who left to raise children to return to work

New

### Support for companies establishing daycare facilities for employees

Subsidize costs of purchasing facility equipment

New

### Tax incentive to promote the building of daycare centers on private land

Provide reduction/exemption of fixed assets tax and urban development tax (23 wards)



## Realizing a society where all can actively participate, and cultivate the future generation

**JPY 73.9 billion**  
(+8 billion over FY 2016)

- In addition to promoting initiatives to balance life and work, as well as supporting women and the elderly in playing active roles, we will provide education to cultivate in children the strength to open up a new society.

New

### Expand telework

Promote telework through the establishment of a support center and provision of comprehensive support

New

### Program to support women's employment in the Tama area

Implement employment support through seminars and practical job training

New

### Establishment and expansion of scholarships

Reduce the financial burden of tuition fees of private schools, etc.



## Realizing a society where the elderly and disabled can lead vibrant lives with peace of mind

**JPY 82.6 billion**

(+4.5 billion over FY 2016)

- We will further advance measures based on the features of the megacity of Tokyo, to establish homes for the elderly and provide support for the lives and employment of the disabled.

**New**

### Allocations to promote community welfare measures

Grant incentives to municipalities that cooperate in establishing special nursing homes for the elderly that go beyond the needs of their district.

**New**

### Establishment of a center to promote prevention of dependence on long-term care

Accept consultation requests from municipalities and implement training sessions for human resource development



**New**

### Crime prevention and emergency measures at facilities for the disabled

Grant subsidies for expenses related to introducing crime prevention systems, etc.

**New**

### Partnerships with CSR activities

Promote a match up between the needs of disabled groups, etc., and the social responsibility activities of companies, for the realization of social firms.

## Creating a more thoughtful society

**JPY 16.8 billion yen**

(+8.6 billion yen over FY 2016)

- We will enhance initiatives for greater introduction of western-style toilets and barrier-free designs, and eliminate the culling of abandoned pets.

**New**

### Western-style toilets in public facilities, etc.

Enhance the comfort of all users.

**New**

### Urgent advancement of universal design in urban development

Employ the results of walking inspections conducted by local residents.



**New**

### Rebuilding the Animal Care and Consultation Center

Due to aging of the facility, it will be relocated and rebuilt as a center that will serve as a bridge between animals and their new owners.

# Realizing a “Smart City”

## Realizing a smart energy city

**JPY 17.7 billion**

(+5.5 billion over FY 2016)

- We will further promote initiatives such as saving energy through the introduction of LED lighting and spreading the use of renewable energy.

**New** **Promote an LED energy-saving movement for households**

Exchange two lightbulbs for one LED light.

**New** **Promote the installation of highly insulated windows in existing houses**

Enhance the insulation of windows, the area where homes lose the most heat.

**New** **Study measures to encourage eco-house building or renovation**

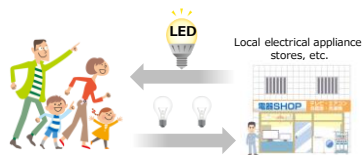
Promote the spread of eco-houses with high environmental performance.

**New** **Promote the installation of solar panels, etc., at bus stops**

Support the establishment of bus stops that can also install WiFi and battery chargers.

**New** **Pilot program for electric vehicle use in the Tokyo islands.**

Conduct a verification test for the spread of EVs.



## Becoming a more welcoming international tourist destination

**JPY 32.0 billion**

(+3.4 billion over FY 2016)

- We aim to become one of the world’s leading tourist destinations by promoting MICE tourism, building the environment to welcome foreign visitors, developing tourism resources, etc.

**New** **Support MICE facilities in building an environment to welcome visitors**

Support for bolstering functions.

**New** **Promote the use of metropolitan facilities as unique venues**

Hold events and receptions at metropolitan facilities.

**New** **Promote tourism by using uniquely Japanese content such as anime**

Use things like anime, which is popular overseas, as tourism resources.

Projection mapping on the TMG building





## Becoming a global financial and economic center

**JPY 368.4 billion**  
(+9 billion over FY 2016)

- We will further advance initiatives to attract foreign companies using the national strategic special zone system, to boost startups and business establishment activities, and to strengthen growth industries, etc.

**New** **Discover and attract foreign financial companies**

Attract asset management and FinTech companies.

**New** **Promote growth of startups by women**

Support women entrepreneurs aiming to expand business nationally or globally.

**New** **Build platforms to generate global startups**

Provide places to meet potential business partners, conduct personnel matchups, etc.

**New** **Support SMEs in incorporating IoT**

Provide support through the partnership of the Tokyo Metropolitan Industrial Technology Research Institute and the Tokyo Metropolitan Small and Medium Enterprise Support Center.



## Creating a comfortable and rich urban environment

**JPY 64.0 billion**  
(+14.1 billion over FY 2016)

- We will advance measures to improve the urban heat environment and to use sustainable resources.

**New** **Promote measures to alleviate heat**

Implement measures to alleviate heat around the competition venues for the Tokyo 2020 Games.

**New** **Issue Tokyo Green Bonds**

Create a new way to procure funds to advance and accelerate environmental measures

**Ex  
panded** **Raise the performance of road surfaces (cool pavements, etc.)**

Scheduled to build 136km of such roads by 2020 to address the issue of heat.

**New** **Promote the reduction of food loss**

Roll out campaigns to reduce food loss, etc.

**New** **Take measures to reduce shopping bags**

Conduct surveys on best practices overseas, and hold activities to raise awareness, etc.



# Realizing a “Safe City”

## Building an earthquake-resilient city

JPY 146.1 billion

(-11.6 billion over FY 2016)

- We will strongly promote the removal of utility poles resulting in benefits such as mitigating disasters, creating safe and pleasant places to walk, and beautifying the city.

Doing away with utility poles  
(image)

Ex  
panded

### Assist municipalities in removing utility poles

Extend support to municipalities engaging in the formulation of promotion plans and introduction of low-cost methods, etc.



New

### Raise public awareness of the need to remove utility poles

Raise support through PR activities on the benefits of removing utility poles

New

### Enact an ordinance to promote the removal of utility poles

Following the enforcement of national law, enact an ordinance and systematically promote the removal of utility poles.

Ex  
panded

### Promote earthquake-resistance of buildings

Provide subsidies for seismic assessments and retrofitting of buildings along disaster response routes, etc.

Ex  
panded

### Improve fire and earthquake resistance of areas with close-set wooden houses

Focused implementation of measures such as promoting the fire resistance of built up areas and the formation of roads that serve as firebreaks.

## Strengthening disaster response

JPY 11.1 billion

(+1.6 billion over FY 2016)

- Through initiatives by Tokyo residents, companies and government, we will strengthen preparations for an earthquake directly hitting the capital and other large-scale disasters.

New

### Study and compile a disaster preparedness manual from a woman's perspective

Also conduct studies on stockpiling and using liquid baby formula.

Virtual disaster  
simulation  
(image)

New

### Introduce a virtual reality disaster simulation truck

Utilize a disaster simulation truck that allows participants to virtually experience earthquakes, fires, flooding, and other disasters.



New

### Support the activities of independent disaster management organizations

Send disaster management consultants to town and neighborhood associations to provide advice.

## Securing safety and security

**JPY 7.8 billion**

(+3.6 billion over FY 2016)

- Along with reinforcing counterterrorism and cybersecurity measures, we will also enhance measures against crimes that hit close to home.

New

### Joint exercises with companies concerned with the Olympic and Paralympic Games

Hold real-life drills related to cybersecurity with sponsor companies, etc.

New

### Promote risk management in SMEs

Support installation of equipment, etc., that will help ensure business continuity.

Ex  
panded

### Spread cybersecurity measures among SMEs

Hold drills on targeted email attacks, send guidelines, etc.



New

### Subsidize the installation of security cameras in municipal parks

Provide support to municipalities engaged in securing the safety of park users.

## Revitalizing local communities

**JPY 6.6 billion**

(+1.6 billion over FY 2016)

- We will further promote initiatives to support the daily lives of Tokyo's residents, to revitalize local shopping streets, which form the core of the community, and others.

Ex  
panded

### Program to revitalize local shopping streets

Support local shopping streets in promoting activities such as becoming more welcoming to international visitors.

New

### Utilization of vacant stores in local shopping streets

Support initiatives to revitalize the area using vacant stores.



New

### Program to support young leaders and women leaders

For young people and women who wish to open stores in shopping streets, provide support for the initial renovation of the store and provide opportunities to sell products in a "challenge shop."

New

### Support for community revitalization

Detailed responses to the various needs of town and neighborhood associations.

# Initiatives to Deliver a Successful Tokyo 2020 Games

## Preparations for the Tokyo 2020 Games

**JPY 48.3 billion**

(-13.8 billion over FY 2016)

- Preparations to host the Games will be accelerated through collaboration and a division of roles with the national government, the Tokyo Organising Committee of the Olympic and Paralympic Games, and others. These include the steady construction of facilities that will allow everyone to enjoy the Games, and can be effectively used after the Games.

The TMG will build six new permanent facilities. Construction costs of the three facilities below were reviewed. Construction will be steadily implemented while continuing to examine the costs carefully.

Ariake Arena



Olympic Aquatics Centre



Sea Forest Waterway



\*Artist's renderings as of October 2015 (May 2016 for Sea Forest Waterway)

Facility	Sport	Construction costs (JPY billion)	
		Before review	After review
Ariake Arena	Volleyball, Wheelchair Basketball	40.4	33.9
Olympic Aquatics Centre	Swimming	68.3	51.4~52.9
Sea Forest Waterway	Rowing, Canoe-Kayak	49.1	29.8

**New**

### Promote the recycling of small electronic appliances

The TMG will cooperate with the Organising Committee's project to recover precious metals from cell phones, etc., to make medals, and will conduct activities to raise awareness of this movement.



### Taking the opportunity presented by Tokyo 2020 Games to promote sports, culture, and education

**JPY 16.6 billion**

(+2.8 billion over FY 2016)

- We will advance sports, culture and education—including engaging people with disabilities—in the run-up to the Tokyo 2020 Games and link this to the post-Games legacy.

**New**

**Cultivate disabled athletes** Provide a training program for promising athletes.

# Promotion of the Tama Area and Tokyo Islands

## Revitalizing the areas by utilizing their abundant resources

**JPY 27.7 billion**  
(+4.6 billion over FY 2016)

- We will further promote measures for industries that engage local elements, and support initiatives to protect the rich natural environment, which is a precious asset of Tokyo citizens.

New

### Establish the Tokyo Tourist Information Center Tama (tentative name)

Provide detailed tourism information.

Tokyo Tourist Information Center Tama (tentative name)

New

### Support the growth of a MICE center in the Tama area

Select an area and provide focused support.



New

### Promote manufacturing startups in Tama

Implement support, etc., utilizing the Industrial Support Square TAMA (Akishima City)

※ Image (Busta Shinjuku)

New

### Support the growth of new forestry workers

Implement systematic training in basic work activities.

## Making the islands more unique and attractive

**JPY 27.0 billion**  
(+4.3 billion over FY 2016)

- By providing support for the branding of the islands' attractive resources and other initiatives, we will advance efforts for the further development of the islands.

New

### Rediscover the attractions of the islands, and brand them

Revitalize each of the islands by providing added value.



New

### Promote activities to attract visitors to the islands

Implement concentrated efforts to revitalize the area by welcoming tourists and encouraging consumption.

New

### Use the islands for "matchmaking" tourism

Implement excursions for men and women looking for spouses through sightseeing ferry tours of the islands.

# Revenues

- Taxes paid by Tokyo citizens are a key source of revenue.
- The FY 2017 budget proposal estimates tax revenues of **5.1 trillion yen (approx. 70% of total revenue)**
- In addition to taxes, revenues come from national subsidies, debt (metropolitan bonds), etc.

## Breakdown of metropolitan tax revenue

**FY 2017 Revenue**  
6.9540 trillion yen

### Metropolitan taxes

**5.1 trillion yen**  
(73%)

**Others**  
**1.9 trillion yen**  
(27%)

National Treasury Disbursements  
385.4 billion yen

Metropolitan Bonds  
298.3 billion yen

Others  
1.1793 trillion yen

**1.7538 trillion yen**  
(34%)

### Metropolitan Business Tax and Inhabitant Tax on Corporations

Taxes levied on corporate profits, etc.



**1.4213 trillion yen**  
(28%)

### Fixed Assets Tax, etc.

Taxes levied on assets such as land and houses.



**880.3 billion yen**  
(17%)

### Metropolitan Inhabitant Tax on Individuals

Tax levied on income such as salaries



**617.4 billion yen**  
(12%)

### Local Consumption Tax

Tax paid on everyday shopping purchases, etc.



**418.4 billion yen**  
(8%)

### Other taxes

Taxes levied on motor vehicles, tobacco, etc.



# Unstable Metropolitan Tax Revenue

Reduction of metropolitan tax revenue during the global financial crisis

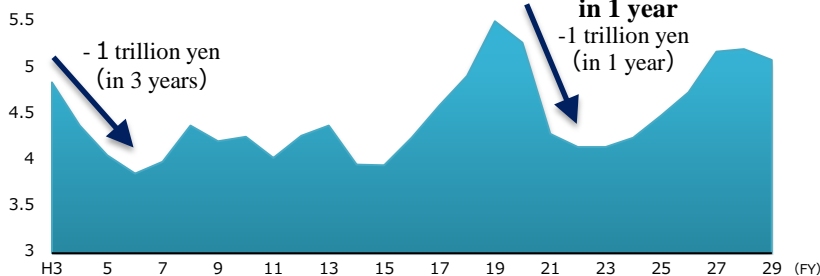
In one year

- 1 trillion yen

- A feature of Tokyo's metropolitan tax revenue is that it **fluctuates significantly with economic trends**. This is because taxes paid by companies comprise a significant share of Tokyo's tax revenue.
- During the global financial crisis, **revenues dropped by as much as 1 trillion yen, some 20% of total revenue, in one year**.
- The TMG is **always pursuing ways from both revenues and expenditures to ensure the stable provision of administrative services even in the face of reduced tax revenues**.

## Changes in Tokyo's Tax Revenue

(JPY trillion)



## Only 3 prefectures other than Tokyo have tax revenues of over 1 trillion yen

Osaka.Pref. JPY1.7 trillion

Aichi.Pref. JPY1.5 trillion

Kanagawa.Pref. JPY1.3 trillion

# Increase in Social Insurance Related Spending

## Increase in Social Insurance Related Spending

Yearly average

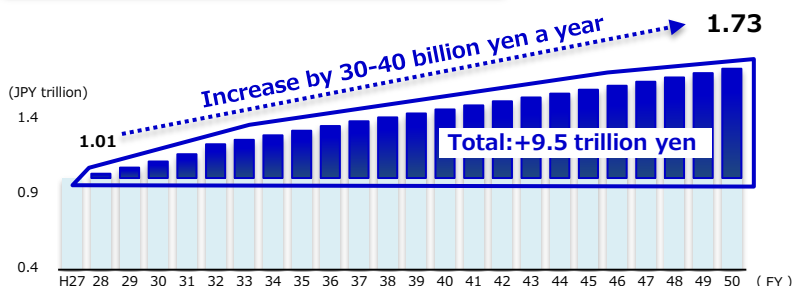
**+30 to  
40 billion yen**

Total in 23 years

**+9.5  
trillion yen**

- Tokyo's population is forecasted to grey rapidly in the years to come, and as a result, social welfare related expenditures, such as healthcare and long-term care, are estimated to continue increasing.
- In order to make Tokyo a city where everyone can lead vibrant lives, measures are needed to **improve the child-raising environment, support the lives of the elderly, support those with disabilities, and bolster healthcare**, among others.
- Some calculations have expenditures **increasing by as much as 9.5 trillion yen over the next 23 years**.

### Future social insurance related spending





# Measures to Address Aging Public Capital

## Increase of Spending to Maintain and Renew Public Capital

Annual average increase  
from current level

**+140**

**billion yen**

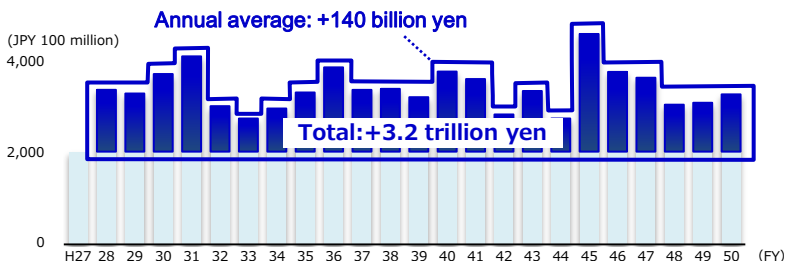
Total over 23 years

**+3.2**

**trillion yen**

- Many of Tokyo's **streets, bridges, public facilities, and other public capital** were built from the late 1960s to the early 70s, and in the 90s. Tokyo faces an urgent need to implement measures **to address its aging infrastructure**.
- At the same time, it is also crucial to build up functions to **minimize damage from natural disasters**, such as an earthquake directly hitting the capital and torrential rain.
- In order to properly maintain and renew such public capital, some calculations estimate that the total cost increase will be **3.2 trillion over the next 23 years**.

### Future changes in public capital maintenance and renewal costs



# Project Review

## Finances Secured Through Project Review

FY 2017

72

billion yen

Total up to now

690

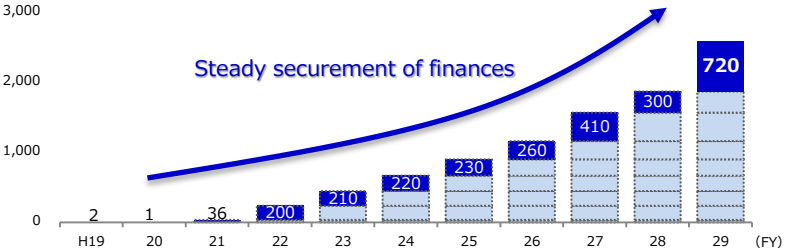
billion yen



- Project review is an effort to **raise the efficiency and effectiveness of projects/programs** by checking all of them from various angles and deciding on reduction, expansion, and continuation of each program.
- **Endpoints for all projects and rules for when project review will be implemented were established** in the formulation of the FY 2017 budget. Through such efforts, the **PDCA cycle was strengthened and 574 projects were revised and restructured** (1.8 times more than the previous fiscal year).

### Total public finances secured

(JPY 100 million)



Plan

Do

Check

Action

# Comparison of TMG and National Finances

## Financial index \*when 100 is 20 years ago (FY 1997)

### Financial scale

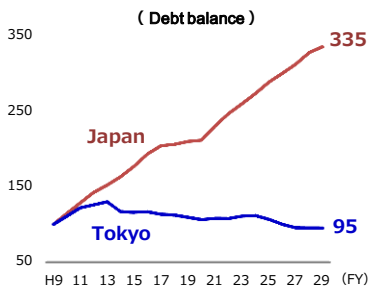
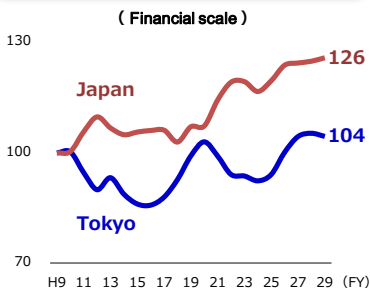
Tokyo : **104**  
Japan : **126**

### Public bonds (debt) balance

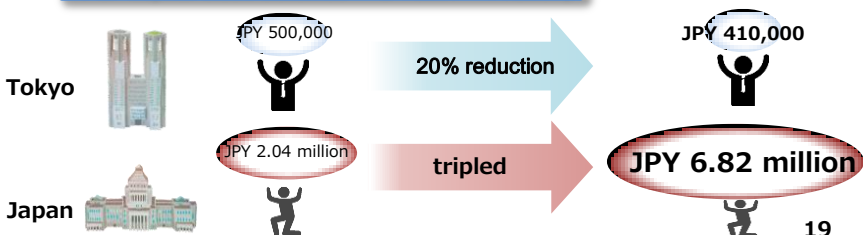
Tokyo : **95**  
Japan : **335**

- Through project review and other steady efforts for reform, the TMG is striving for sound financial management.
- These efforts have contributed to **keeping Tokyo's financial scale at about the same level as it was 20 years ago, and decreasing the per capita debt balance by about 20 percent.**
- On the other hand, the national government's financial scale has been increasing since 1997, and as has the national debt.

### TMG and Japan's financial index



### Per capita debt balance (FY1997→ FY2017)



# Securing Fund Balance (Savings)

End FY 2017 fund balance  
estimate

1.9 trillion yen

- The TMG is **saving money in funds to prepare for future financial demands or reduced tax revenues.**
- In the FY 2017 budget proposal, **the conventional fund structure was reorganized to make financial management easier for Tokyo citizens to understand.**
- Specifically, funds are grouped into “**funds to achieve the three faces of Tokyo**” and a “**fund that can be used as a financial resource.**”

## Funds to achieve the three faces of Tokyo

Funds to steadily implement the policies in the action plan for 2020.

1.3 trillion yen

Funds for a Safe City  
Funds for a Diverse City  
Funds for a Smart City

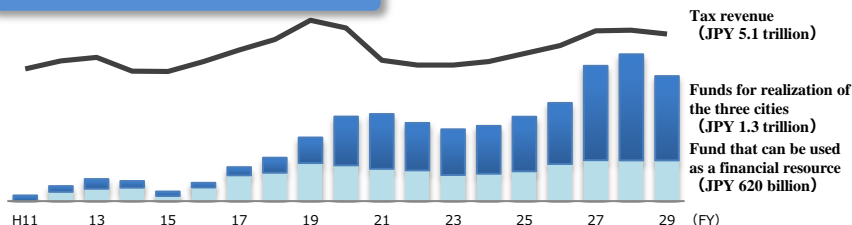
## Fund that can be used as a financial resource

This fund will be used to adjust finances between fiscal years to provide administrative services even in the face of reduced tax revenues.

620 billion yen

Financial Adjustment Fund

### Fund balance and metropolitan tax revenues



※ Past fund balances are also grouped according to the new fund structure from FY 2017.

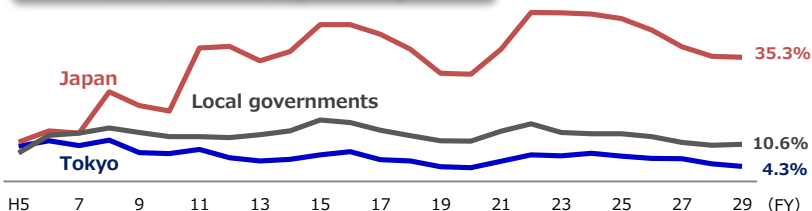
# Restraining the Issuance of Metropolitan Bonds (debt)

**Bond issuance dependency**  
**in the FY 2017 budget proposal**

# 4.3 %

- Bond issuance dependency is the ratio of metropolitan bonds to total revenue.
- Compared to the national government (35.3%) and local governments overall (10.6%), **Tokyo is maintaining sound levels** with a low share of debt.

## Tokyo, Japan, and local government bond issuance dependency



## What roles do Tokyo Metropolitan Bonds serve?

### ➤ Generational burden distribution

- Public capital such as roads, bridges and public facilities built by the TMG are used for long periods of time. If construction expenses are paid at once, burdens will be borne by the taxpayers in that fiscal year. By covering building expenses through the issuance of metropolitan bonds, several generations share the burden equally.



Distribute burdens  
over generations



### ➤ Avenue for direct citizen support (Issuance of Tokyo Green Bonds)

- The TMG issued the Tokyo Environmental Supporter Bonds for individual investors in FY 2016.
- In FY 2017, the Tokyo Green Bonds will be issued to raise funds for new projects such as environmental measures for Olympic and Paralympic Games venues.



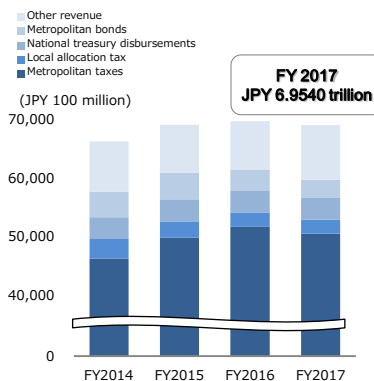
Support new projects



# Budget Trends (General Account)

## Revenues

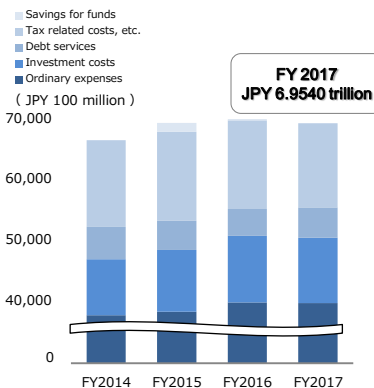
(JPY 100 million)



	FY2014	FY2015	FY2016	FY2017	Year-on-Year
Metropolitan taxes	46,698	50,216	52,083	<b>50,911</b>	<b>-1,172</b>
2 corporate taxes	16,124	16,632	18,126	<b>17,538</b>	<b>-588</b>
Fixed assets tax, etc.	13,643	13,805	14,065	<b>14,213</b>	<b>+148</b>
Other taxes	16,932	19,778	19,892	<b>19,161</b>	<b>-731</b>
Local allocation tax	3,291	2,797	2,443	<b>2,346</b>	<b>-97</b>
National treasury disbursements	3,749	3,785	3,778	<b>3,854</b>	<b>+75</b>
Metropolitan bonds	4,380	4,495	3,533	<b>2,983</b>	<b>-551</b>
Other revenue	8,549	8,227	8,273	<b>9,447</b>	<b>+1,174</b>
<b>Total</b>	<b>66,667</b>	<b>69,520</b>	<b>70,110</b>	<b>69,540</b>	<b>-570</b>

## Expenditures

(JPY 100 million)



	FY2014	FY2015	FY2016	FY2017	Year-on-Year
General account	47,087	48,608	50,933	<b>50,642</b>	<b>-291</b>
Ordinary expenses	37,900	38,434	39,972	<b>39,906</b>	<b>-66</b>
Salary related	15,206	15,397	15,796	<b>15,702</b>	<b>-94</b>
Subsidies, etc.	10,243	10,722	11,319	<b>11,465</b>	<b>+146</b>
Investment costs	9,187	10,174	10,960	<b>10,736</b>	<b>-225</b>
Debt services	5,298	4,813	4,403	<b>5,002</b>	<b>+599</b>
Tax related costs, etc.	14,282	14,599	14,575	<b>13,896</b>	<b>-678</b>
Savings for funds	-	1,500	200	-	<b>-200</b>
<b>Total</b>	<b>66,667</b>	<b>69,520</b>	<b>70,110</b>	<b>69,540</b>	<b>-570</b>

# For a “New Tokyo”

The FY 2017 budget proposal incorporates policies and measures in a broad range of areas including welfare, disaster preparedness, industry and the environment in order to realize the three faces of Tokyo—”Safe City,” “Diverse City,” and “Smart City.”

At the same time, various approaches were taken to build a sustainable financial foundation in order to ensure measures for a bright future.

A “New Tokyo” will be created—a city where everyone can lead vibrant lives with a sense of reassurance and a place that will grow sustainably to continue to shine brightly on the world stage.

The vital measures needed to achieve this “New Tokyo,” as incorporated in this budget proposal, will be expeditiously realized with the strong support of the people of Tokyo.





HOST CITY