



Smart Tokyo Implementation Strategy

～Initiatives for FY 2025～

Tokyo Metropolitan Government

March 31, 2025

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01

Toward the realization of “Smart Tokyo”



Direction of policies leading up to 2035

Realize a smart city that enhances the QOL (quality of life) of Tokyo residents

- Strongly promote “policy DX (digital transformation)” across organizations and areas to achieve service quality improvements residents can perceive
- Enhance business productivity with the use of AI and other technologies to generate “you time” (personal time) for residents and boost employee efficiency

Build the “TOKYO Data Highway”

- Leverage various means of communication in an integrated way to steadily promote a “connected Tokyo” that allows connectivity for anyone, anywhere, and anytime, no matter what happens
- Build a network environment people can connect to even in times of disaster, such as through enhancing cellular base stations to make them more resilient
- Promote more sophisticated infrastructure, including data centers capable of AI-powered data processing

Promote structural reforms to further enhance the QOS (quality of service) of the TMG

- Share systems and digital tools used by the TMG and municipalities to implement business process transformation (BPX) across governments
- Promote DX through all-Tokyo efforts, such as enhancing the cultivation of digital talent and advancing DX in municipalities and TMG Policy Collaboration Organizations

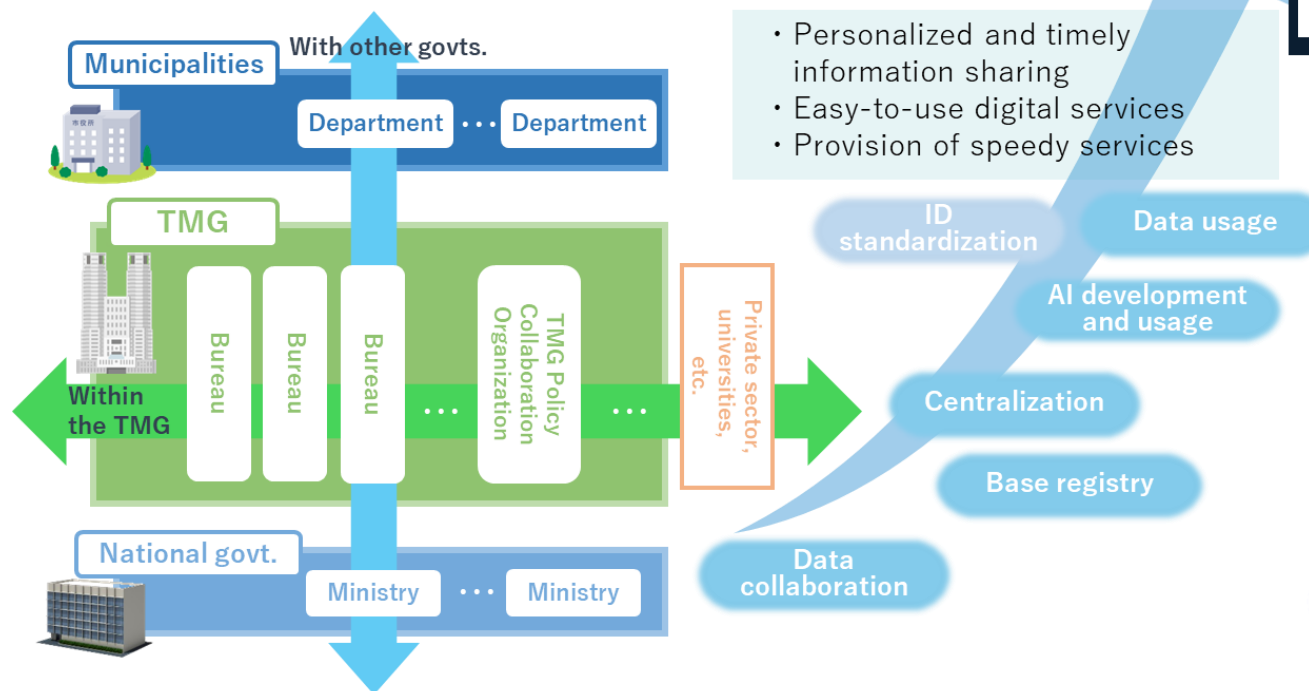


Further enhance citizens' QOL with digital technologies to create a society where everyone shines

(Reference) [Tokyo 2050 Strategy: Unlocking a Better Future](#)

Promoting “policy DX” to dramatically improve the QOS of the TMG

- Promote DX efforts that have been independently advanced by individual bureaus/projects as **“policy DX” that crosses organizations and areas**



Realizing three basic digital principles

Digital First (immediate)
Once Only (input info just one time)
Connected One-Stop (in one place)



QOS improvements of the TMG
that everyone, residents and
businesses alike, can perceive



Achieve QOS improvements while also increasing “you time” (personal time) for citizens, businesses, and employees

Leading projects driving cross-organizational policy DX

Child-oriented
policies

Education

Health and welfare

Disaster
preparedness

Urban development

Environmental
policies

Business policies

Other areas

...

Incorporation into each project, feedback



⇒ Expansion of initiatives/areas being studied

Sharing of systems, etc.

Shared DX-framework promotion projects advancing the consolidation of operations across organizations

Six gateway areas
toward shared DX

AI development and usage

Business information
database

App connecting citizens
with government

TOKYO Dashboard

Portal for
government procedures

Cybersecurity

...

Promoting shared DX will boost efficiency through centralization and improve QOS through greater specialization

⇒ Unified login system, etc. also being studied

Fully harnessing AI with an all-Tokyo approach

- Take DX to the next stage and promote employee efficiency while also dramatically improving citizen services, by establishing a “command tower” within the Bureau of Digital Services for developing and using constantly evolving AI technologies and fully harnessing AI with an all-Tokyo approach

AI usage at the TMG

① Standardization


- Bulk procurement of cross-bureau AI tools by the Bureau of Digital Services

② Use of a platform built by GovTech Tokyo

- In-house production of a business application starting with high-priority responsibilities across the entire TMG

③ Incorporation of AI into the TMG’s internal systems

- Incorporation of AI into the independent systems of each bureau
- Technical support offered by the Bureau of Digital Services (with the cooperation of GovTech Tokyo), along with system assessments, etc.

- 
- ✓ **The Bureau of Digital Services will promote the use of AI as a “command tower” driving initiatives across the entire TMG.**
 - ✓ **Collaboration with GovTech Tokyo’s specialist teams will enhance the development of business tools and technical support for all bureaus.**

Formulation of an AI Strategy

- **Formulate a strategy** for increasing workplace efficiency and reforming citizen services by fully harnessing AI (release scheduled for summer 2025)

Main points for the Tokyo AI Strategy

I Build a “Japan model” for AI use in government

Widely share Tokyo’s know-how and knowledge about introducing and using AI technologies with local governments across Japan and the world, as a “Japan model” for AI use in government

II Strategically advance initiatives from three perspectives and establish governance and rules to support them

1

Using AI

Fully harnessing AI
in each area of government

2

Listening with AI

Strengthening communication
with Tokyo residents

3

Developing AI

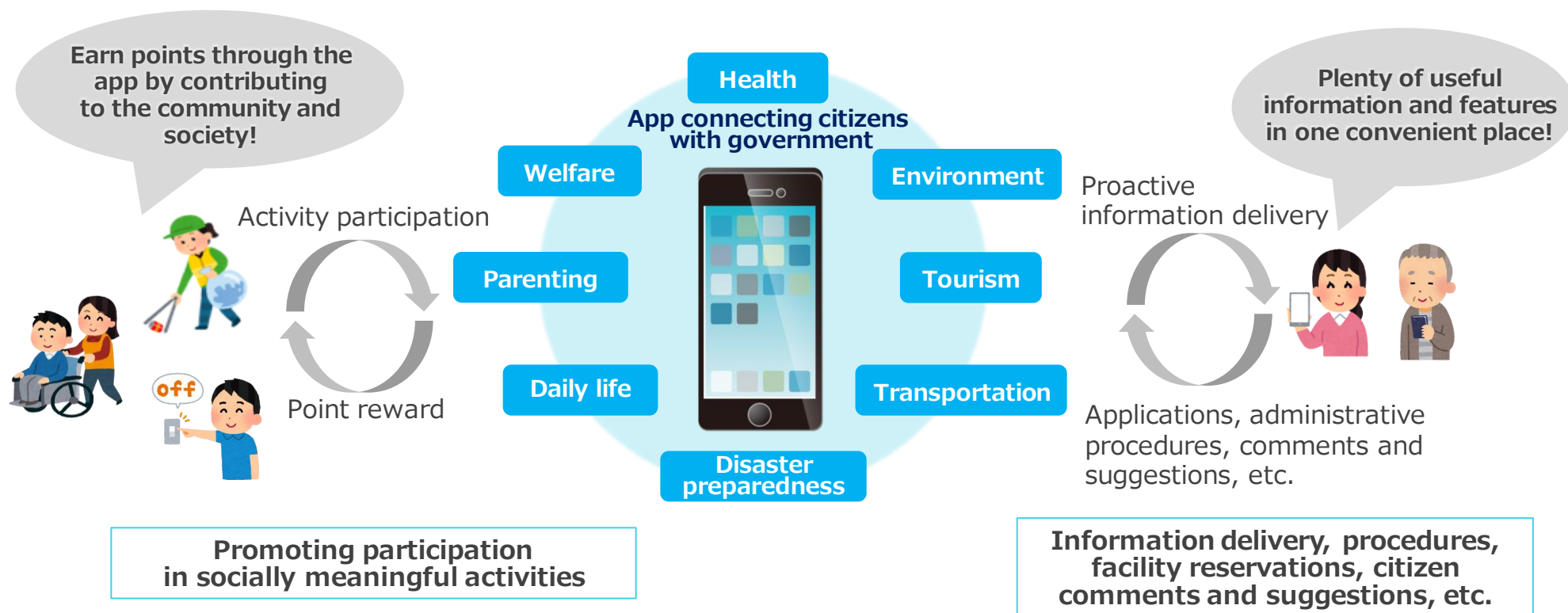
Improving AI development
capabilities across all of Japan

Responsible AI

Establish AI governance and rules at the local government level to ensure AI use that is regarded by Tokyo residents as trustworthy and reassuring

The official TMG App

- Consolidate the point systems of different bureaus while also **offering points for participation in socially meaningful activities**
- Launch as a point app service that will **expand into a centralized app for the apps of individual bureaus, government procedures, facility reservations, and more**

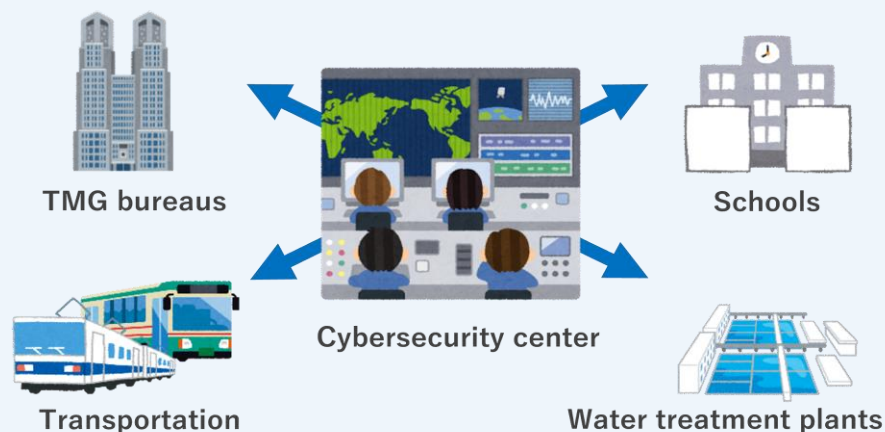


Bolstering security against cyberattacks through all-Tokyo efforts

- **Establish a joint cybersecurity center** to safeguard the critical data of citizens, essential infrastructure supporting people's lives, and more, from increasingly sophisticated and advanced cyber threats

Joint cybersecurity measures

- Introduce cutting-edge tools for centralized response to cyber attacks
- Receive support from GovTech Tokyo's team of specialists



< Future vision of joint efforts >

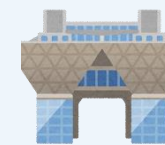
- Expand the cybersecurity center to include policy collaboration organizations and local incorporated administrative agencies, which stand at the front line of providing citizen services
- Study partnerships with municipalities in Tokyo



Art museums



Metropolitan hospitals



Exhibition halls



Tokyo Metropolitan University

Realizing a “Connected Tokyo” that allows network connectivity for anyone, anywhere, and anytime, no matter what happens

Further development of 5G

Promote the **installation of concentrated, high-frequency band 5G networks** in priority development areas as the **foundation for outdoor network infrastructure** by making use of TMG-owned assets, etc.

Expand safe and convenient Wi-Fi services across all of Tokyo

Promote the **installation of OpenRoaming-compatible Wi-Fi services that anyone can connect to free of charge, to ensure connectivity in times of disaster** (in TMG-owned facilities, municipalities, public spaces like station areas, etc.)

Enhance resiliency of cellular base stations

Support the enhancement of cellular base stations to make them more resilient in priority areas, such as through improving the duration of emergency power systems and promoting backups via satellite networks

Use satellite communications, etc.

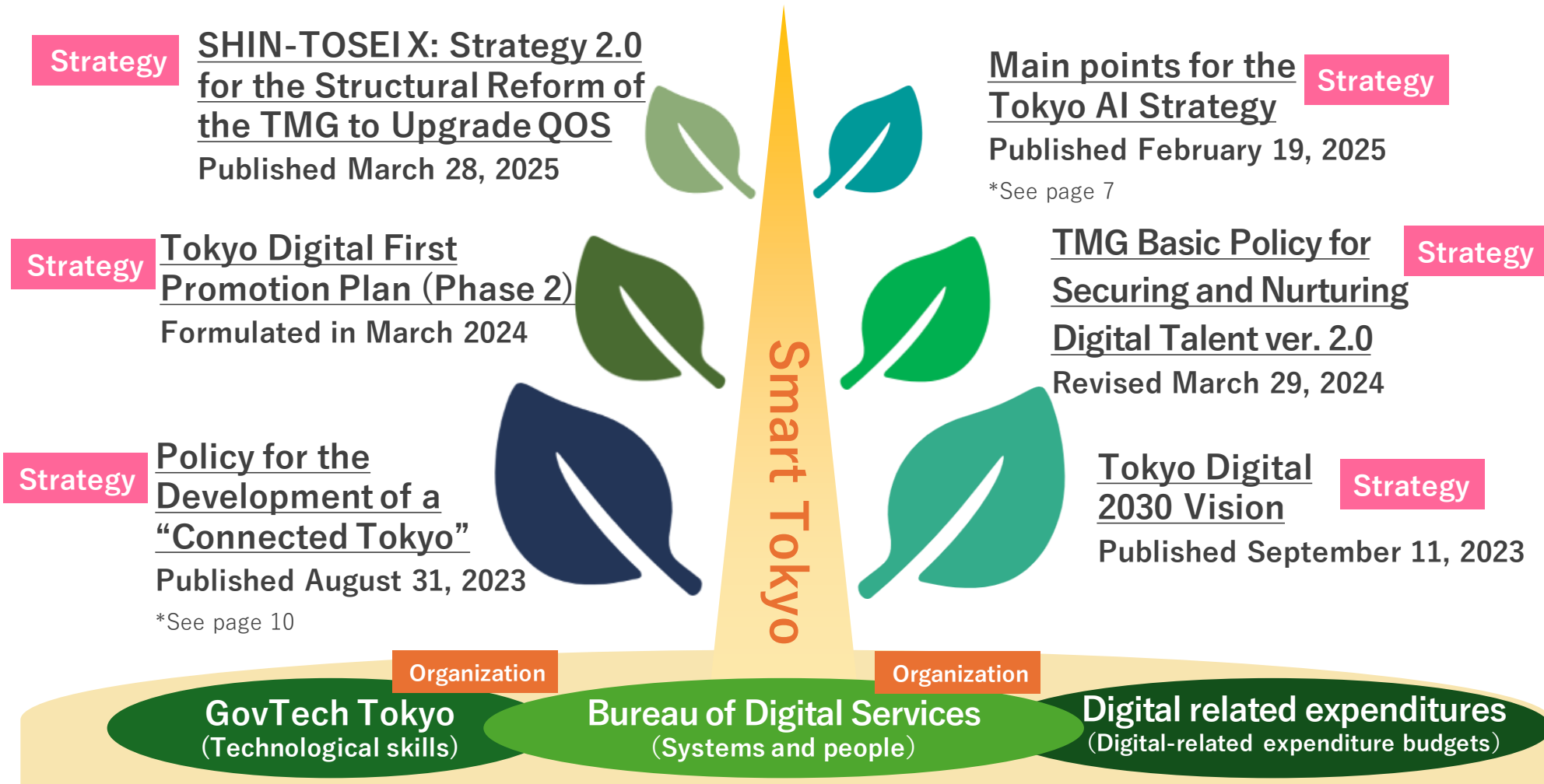
- Expand measures to ensure connectivity with the use of satellites, even in areas with limited network access, such as in mountainous areas and on the Tokyo islands
- Promote multi-layered telecommunication systems on the Tokyo Islands that use satellites as a means of communication island residents can use even in times of disaster

02

All-TMG and cross-bureau DX initiatives



Steady development of strategies to serve as the foundation for the promotion of DX to realize Smart Tokyo

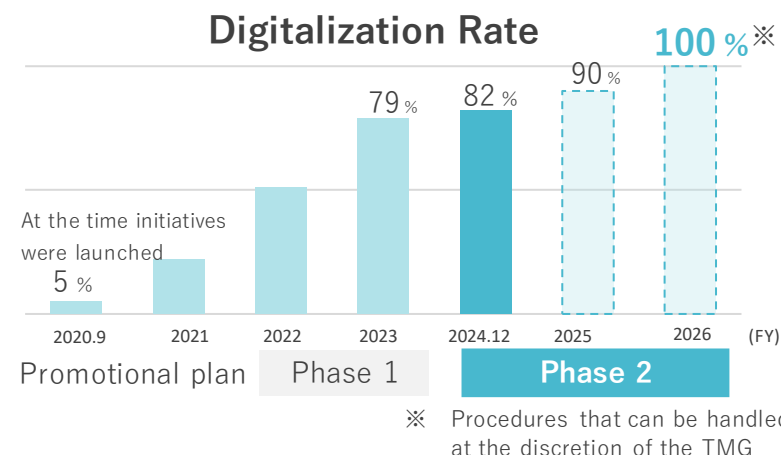


Digitalization of administrative procedures that allows users to experience enhanced convenience

Strategy

Making it possible to complete 100% of administrative procedures online and continuously working to improve QOS (Quality of Service)

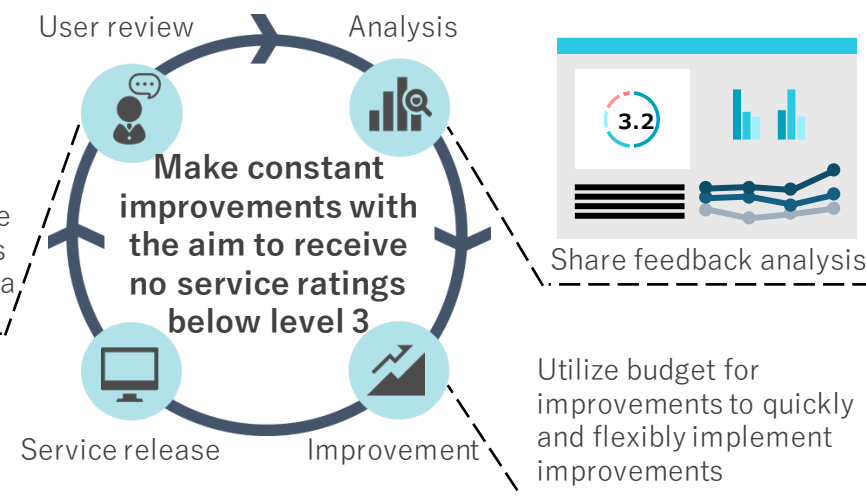
- Focusing mainly on key procedures that account for 90% of submissions annually, the TMG is firmly taking steps to **implement BPR measures** and **make procedure-related quality improvements transparent**



Making improvements from the user's perspective so that the quality of TMG digital services ultimately exceeds expectations

- **Implement user reviews to make user satisfaction transparent and to continuously improve user experience**
- Utilize budget allocated in advance for improvements to **quickly and flexibly improve services** based on user feedback
- **Speed up the improvement cycle** through the use of systems that provide automated analysis of collected feedback, etc.

- Five-level user satisfaction rating scale
- Aggregate data such as reason(s) for selecting a user satisfaction level



Promotion of three reforms with the aim of creating a society where everyone shines

Strategy

Three reforms Tokyo aims to implement through the Tokyo Digital 2030 Vision

Push-type notification service

Taking the initiative to deliver information on services based on an individual's situation via push notifications will contribute to the prompt provision of services once an application has been filed.

A cross-cutting approach

By sharing information among divisions, and across boundaries such as the prefectural government (TMG) and municipal governments, services can be provided in line with each entity's respective role.

User optimization

Accurately grasp the individual needs of users and changes in their respective situations to provide the optimal combination of services

Promotion of “Children’s DX” to facilitate the support of children and households raising children by society as a whole

Advance DX in the area of information and procedures related to parenting and childcare to pave the way for the shift to digital services

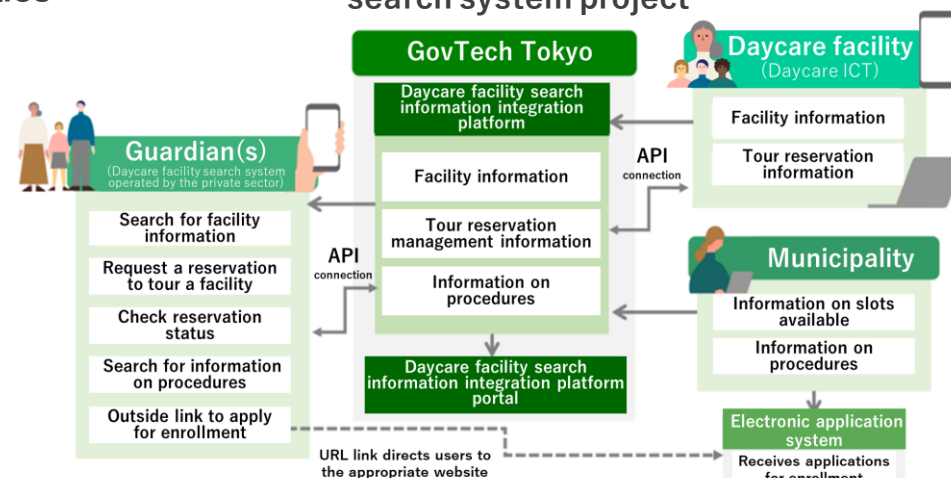
■ One-stop service for those searching for childcare facilities

- Making it possible to complete everything from searching for a daycare facility to enrollment procedures online
- In FY2025, plans include improving and expanding functions and increasing the number of participating municipalities.

■ “Children’s DX” best practice creation program

- Partner with municipalities to create best practices
- Making birth registration and subsequent procedures “one-stop and one-time only”
- A push-type information dissemination system linked to the electronic Maternal and Child Health Handbook

Image of the one-stop daycare facility search system project



All-Tokyo promotion of DX under the cooperative framework formed by the Bureau of Digital Services and GovTech Tokyo

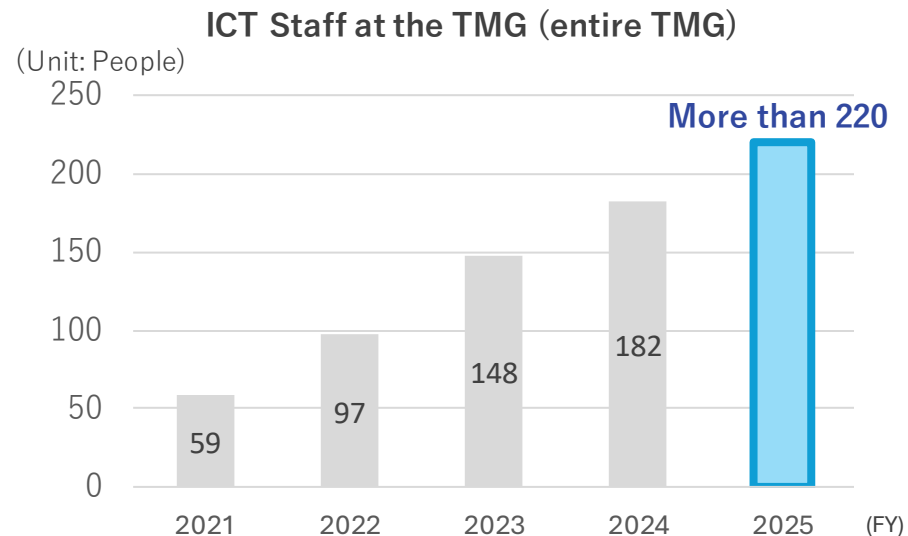
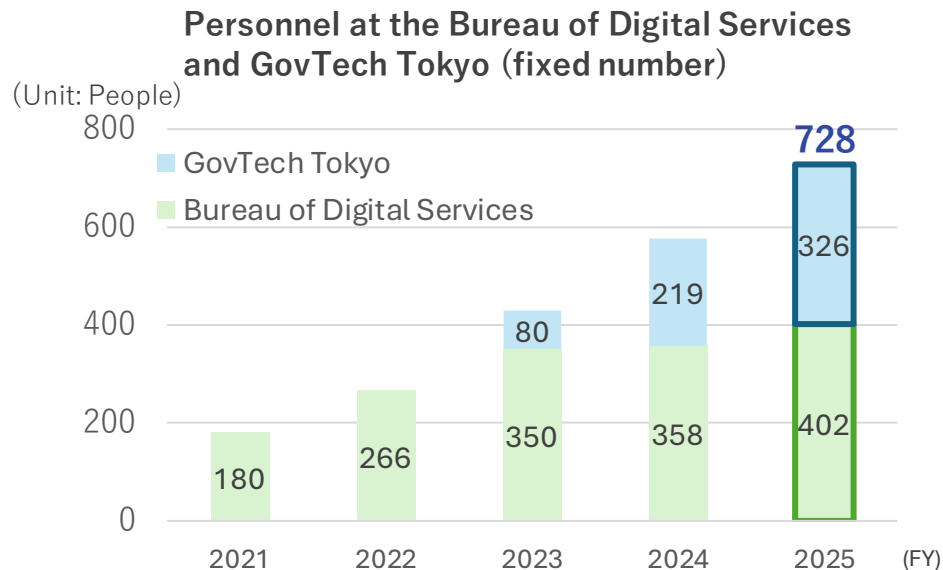
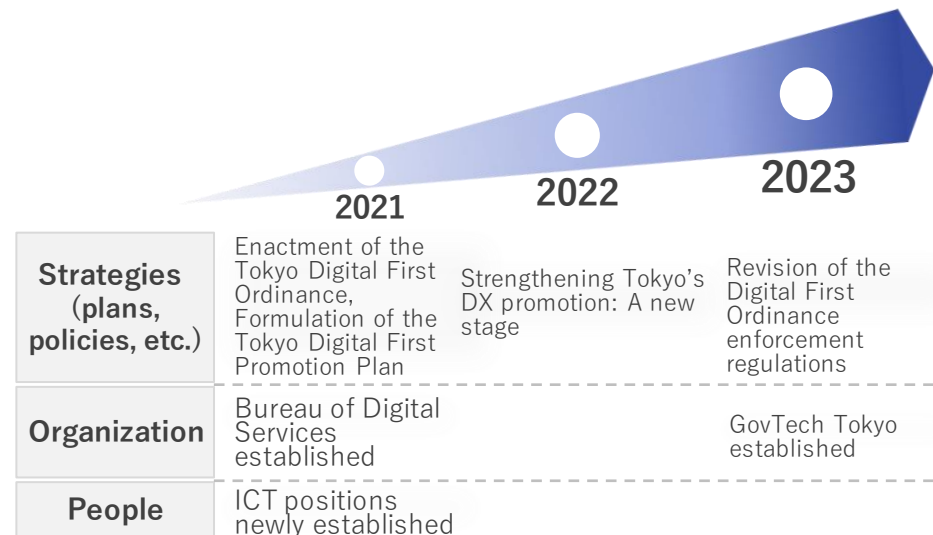
Organization

FY2021 | Bureau of Digital Services established

Established to comprehensively promote the digitalization of government and to greatly improve the QOS of the TMG

FY2023 | GovTech Tokyo (General Incorporated Foundation) established

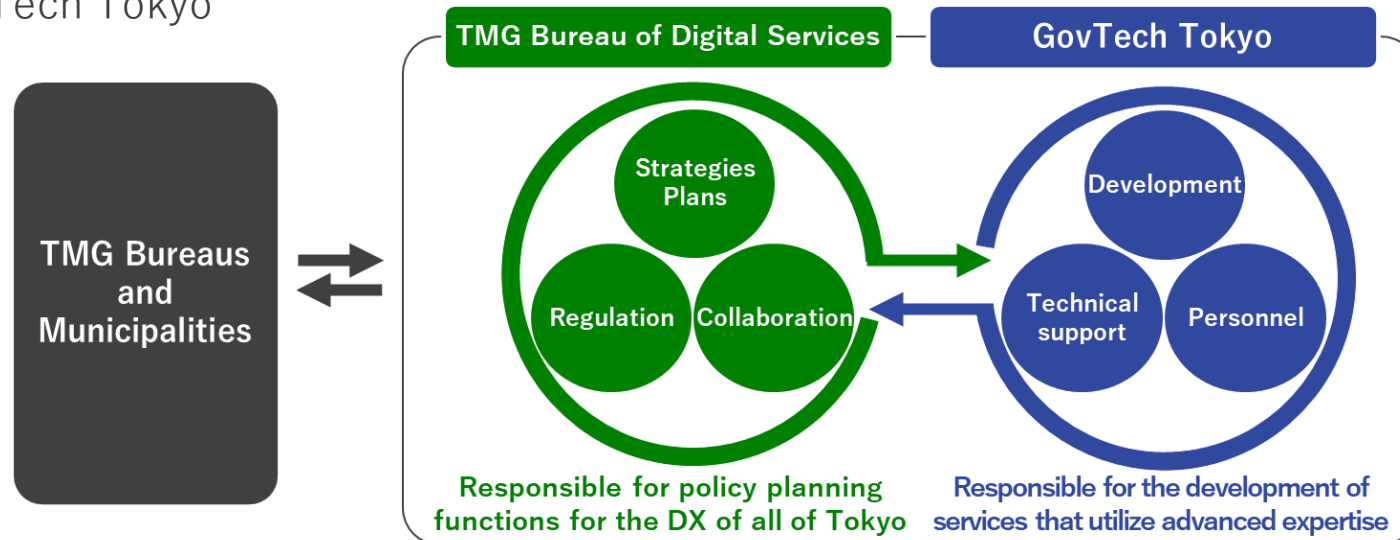
In addition to bolstering the internal structure of the TMG via the Bureau of Digital Services, GovTech Tokyo was established to effectively use various external resources and expertise to create new services that combine internal and external strengths, etc.



Initiatives of the Bureau of Digital Services and GovTech Tokyo

Organization

- Five initiatives being implemented as joint projects of the Bureau of Digital Services and GovTech Tokyo



01 | Digital shift of TMG Bureaus

- ✓ Participation from the initial stages to support the DX of TMG bureaus, etc.

02 | Digital shift of municipalities

- ✓ Support for the challenges faced by Tokyo's municipalities, etc.

03 | Enhancement of digital infrastructure and sharing tools and systems

- ✓ Joint procurement and development of digital tools and systems, etc.

04 | Secure and nurture digital talent

- ✓ Support for the development of digital talent through digital education, etc.

05 | Promotion of data utilization

- ✓ Building and operation of the Tokyo Data Platform (TDPF)

Digital-related expenditure budgets to advance Tokyo's digital shift

- Digital-related expenditure budgets have increased approx. 240 billion yen (approx. 2.4-fold increase) compared to FY2021.

