



Japan Urban Green Yokohama Fair (Satoyama Garden)

Policy and Fiscal Management of Yokohama City

April 21, 2017



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Action of Mid-Term 4-Year Plan (2014~2017)
~ Past Achievements ~

2

Mop-up of Mid-Term 4-Year Plan
~ Main Action in FY2017 ~

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FY2017 Budget Figure/
Bond Issuance Plans for Public Offering

1

Action of Mid-Term 4-Year Plan (2014~2017)
~ Past Achievements ~

Activation of Yokohama Economy

Many companies start business in Yokohama



Apple YTC



LG Global R&D Center



Keihin Electric Express Railway Co

Shiseido, KFC Holdings Japan, Euglena, Chugai Pharmaceutical decided to start business in Yokohama
Kanagawa University's new campus in MM21 area

Y-PORT Project

- **Urban problem solution in developing countries and Support for foreign infrastructure business development** of small and medium-sized companies in the city
- Inauguration of **Y-PORT Center** (2015/5)
- **Technology cooperation memorandum with 4 cities**
 - Cebu (Philippines) ■ Da Nang (Vietnam)
 - Bangkok (Thailand) ■ Batam (Indonesia)

At the stage of business in all cities



Recycle business of waste plastic in Cebu City

Activation of Yokohama Economy

Promotion of life innovation by special ward

- Various research outcome in drug development, medical device development and regeneration medicine

First success in the world to **create human mini liver** from iPS cell

Productization of **“Operation simulator”**



New research building
Advanced Medical Research
Center
Yokohama City University



Base for practical
realization of
iPS cell

- Foundation of **Yokohama Life Innovation Platform (LIP. Yokohama)** 2016/12)

Support for creation of new product/technology/service in health and medical area by cooperation of “Industry-academic-government-money”



“Kick-off event” attended by 56 organization/150 people
(on Dec. 1st 2016 at Yokohama Royal Park Hotel)

Consolidation of urban function

Function consolidation of **City's seaside area**

- Formation of **international business base**
- Development of **Yokohama Station northwest Tsuruya district** by special ward

Housing improvement for workers of global companies
(**Multilingualization, Home close to office**)



National strategy house maintenance business (Tsuruya district)

- Stable promotion of **Kannai/Kangai district activation** with New city hall maintenance

Opening of **"THE BAYS"** utilizing former Kanto Local Finance Bureau



Revitalization/Activation of **suburbs**

- construction/promotion of **sustainable residential area model**
- Action for revitalization in **10 wards** including **4 model areas**



the next-generation suburban city planning (Aoba ward)



Minami-makigahara area renovation project (Asahi ward)

- Promotion of **return realization of U.S. military facilities and vacant lot utilization**



Former Fukaya communication site (77ha)



Former Kamiseya Communications Station (242ha)

City's framework formation

Improvement of **Yokohama Belt Highway**

- **Opening of Yokohama north line** (Yokohane line ~Daisan keihin_{8.2km}) (Mar. 18th 2017)

Access improvement from Shin-Yokohama to Haneda Airport
Streamlining of logistics function
Enhancement of disaster defense ability



Source : Metropolitan Expressway

Improvement of **Advanced Port Facilities**

- Start of **MC – 3** container terminal (2015/4)
- **Opening of Minami Honmoku wharf's harbor connection road** (Mar. 4th 2017)



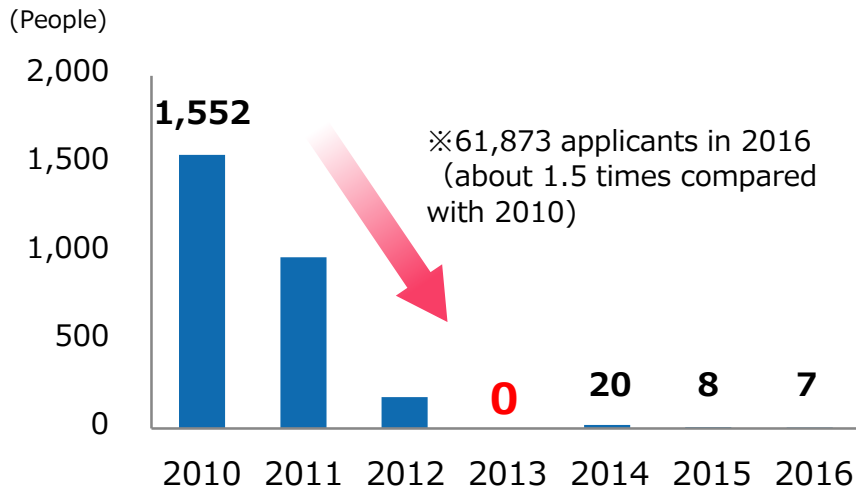
- Establishment of **Yokohama-Kawasaki International Port Corporation** (Jan. 2016)

Improvement of strong implementation structure for invitation of cargo collection and ship course designated by the nation

Child · Child-raising, Education

Policy on waiting list for children

- Nearly **zero level** after 2013



ambulant treatment aid of children

extends to **6th grade** (From 2017/4)

- 2015/10 up to 1st grade → up to 3rd grade (up about 38,000)
- 2017/4 up to 3rd grade → up to 6th grade (up about 63,000)

Yokohama Science Frontier High School

Combined junior high and high school

(Attached junior high school opened in 2017/4)

Promotion of unique education activities as a combined junior high and high school



Junior High School Attached To Yokohama Science Frontier High School

Supporting Women's Success

Women's Network Meeting

• Women's Business Festival

- Network Meeting **6 times**, Business Festival **4 times**
(2 joint conventions)

Offering of opportunities of interaction and meeting with role model for about 5,500 people in total



Incubation for Women

- F-SUS Yokohama, Crea's Market etc.

Start of business by support 179



Continuous communication at home and abroad about Yokohama's action

- World Assembly for Women (WAW!)
- APEC "Women and the Economy Forum" etc.



Fitness, Medical Welfare

Promotion of **Yokohama Walking Point**

- Over **2.2 Billion** registrations in about 2 years from start until 2016/12 (over 70% of the target 3.0 Billion)
- Eligible person expands to “Work within the city” , “over age of 18” !

About 90% answers
“Gets to walk longer than before”



Formation of **Area-inclusive Care System**

- Expansion of **home care alliance base to all wards** (2016/5)
 - Enforcement of home-healthcare by the alliance with Yokohama Medical Association

Achievement around 2 year
than planned

- Arrangement of **livelihood support coordinator to all wards** (157 in total) (2016)

Coordination of various life
support within daily life



Culture Art, Sightseeing · MICE

Realization of Culture and art create city as the core of Asia

Yokohama Triennale 2014



Michael Randy «Art Bin»
2010/2014 Photo: Ken Kato

Visitors
2.15 billion
Economic ripple effect
2.3 billion yen

Dance Dance Dance @ YOKOHAMA2015



©bozzo

Visitors
1 million
Economic ripple effect
5.4 billion yen

Yokohama OTOMATSURI 2016

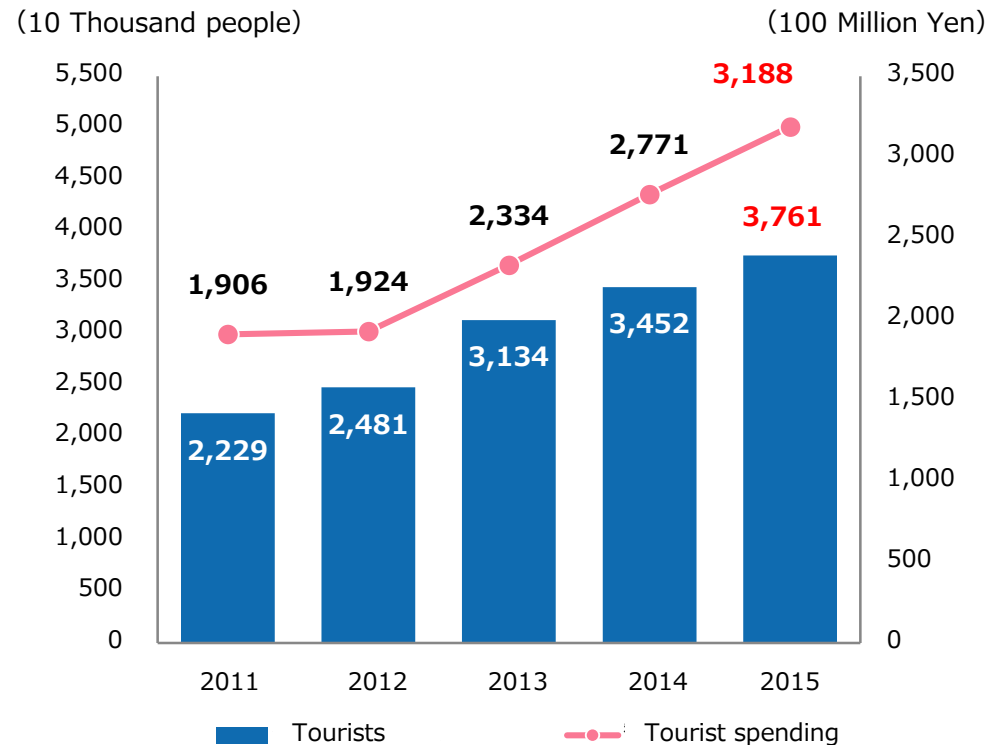


(c)oono ryusuke

Visitors
1 million
Economic ripple effect
3.5 billion yen

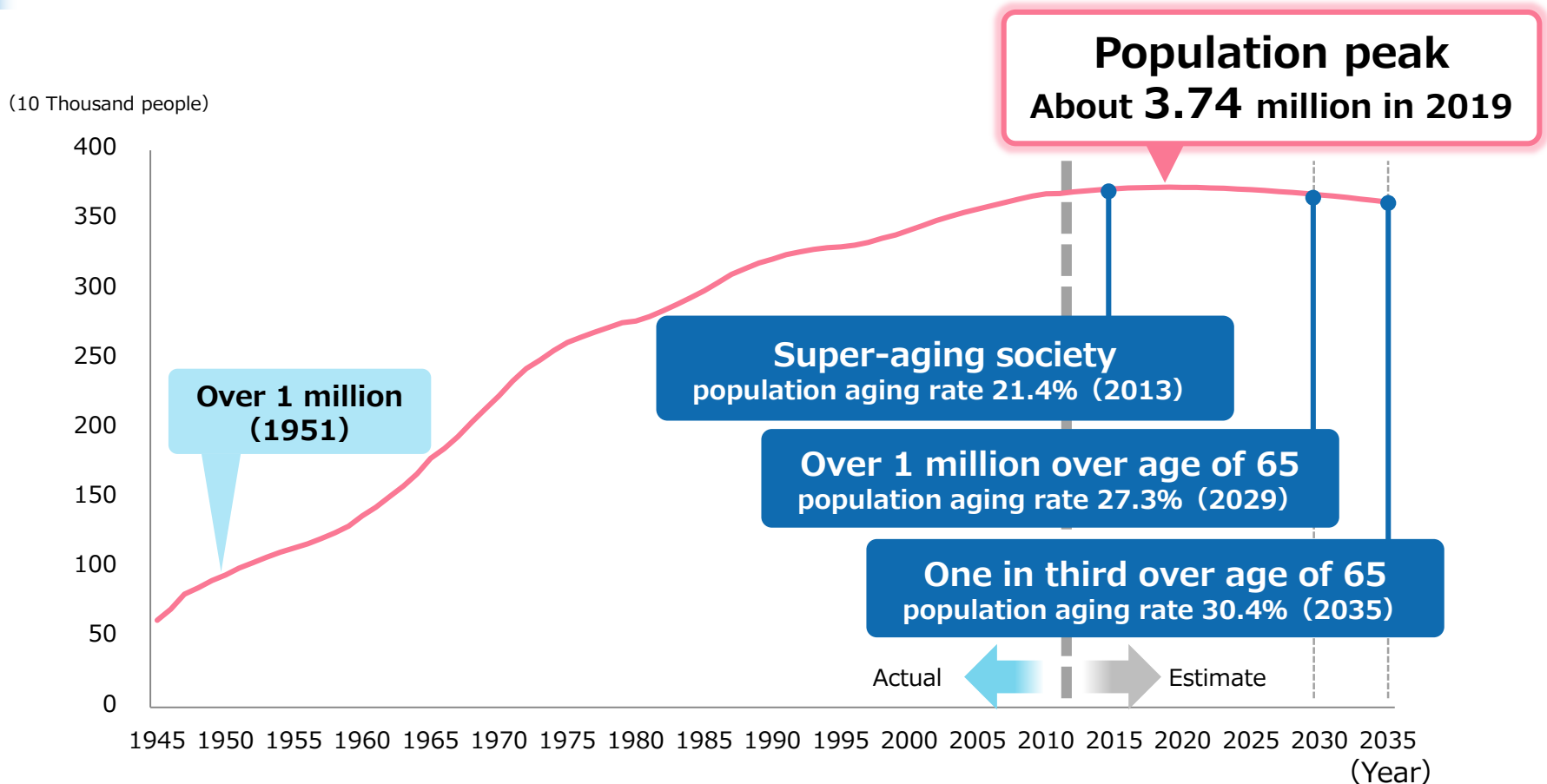
Evolution to international sightseeing MICE city

Tourists in 2015 (37.61 million) ,
Tourist spending (318.8 billion yen) were
1.7 times than 2011 and **marked a record high**



Yokohama peaks in 2019 and turn to depopulating society afterward

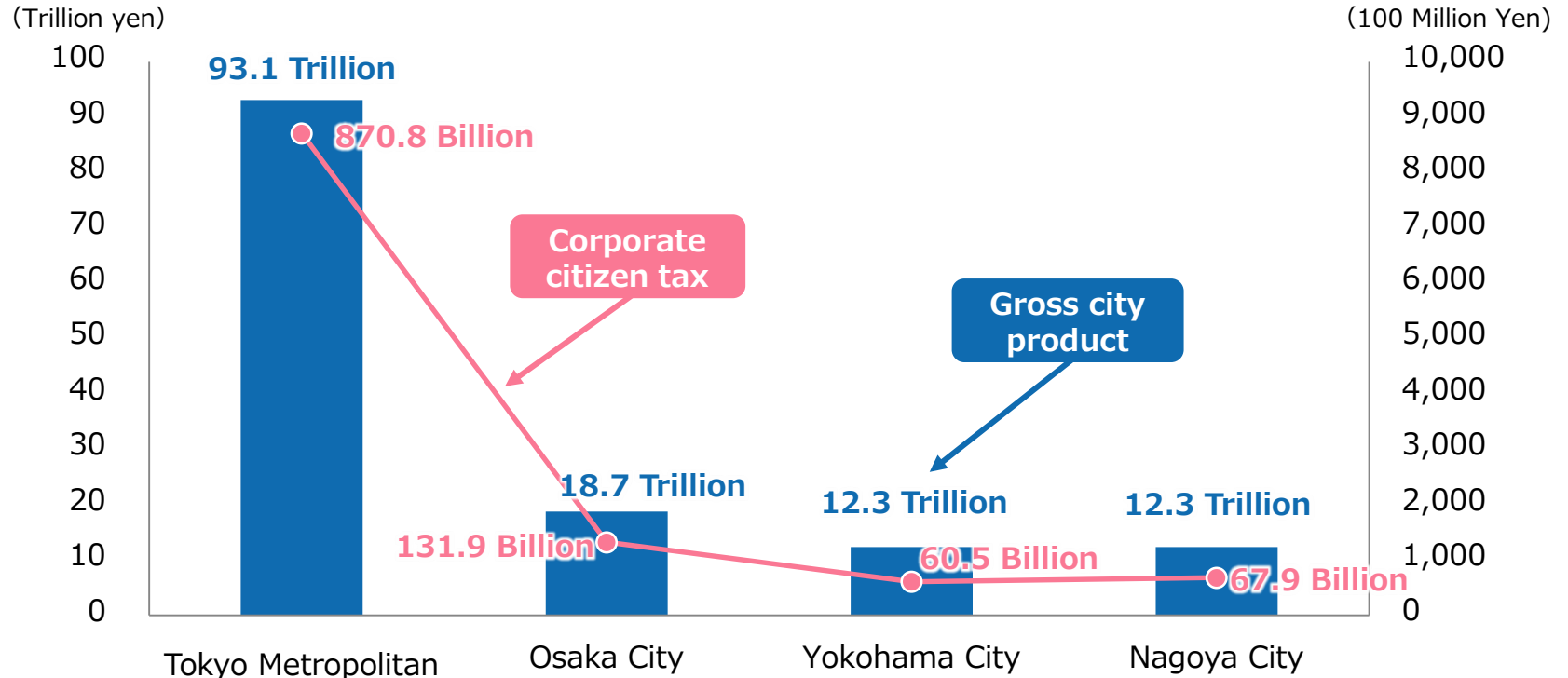
Population



Source : "Yokohama Future Population Estimate"

Economic Gap with Tokyo Area

Gross city product and Corporate citizen tax



Government ※

※Source : Gross city product from "Tokyo citizen economic calculation" (Tokyo) , Citizen economic calculation of each city (FY2013)

Corporate citizen tax is FY2015 accounting base

The number of Tokyo is Tokyo corporate citizen tax (Sum of corporate municipal inhabitant's tax of Tokyo's 23 wards and Tokyo's corporate prefectural inhabitants tax)

Increasing needs for maintenance · renewal of public facility etc.

Citizen facility · Road · Park etc.

Concentrated maintenance in high economic growth period

Necessity for maintenance · renewal due to aging

Necessity of **maintenance cost worth about 3.3 trillion yen ※ in 20 years**

※Calculation from FY2012 based on "Yokohama public facility management basic policy"

Before



Sakae ward Katsuradai junior high school

After



2

Mop-up of Mid-Term 4-Year Plan
~ Main Action in FY2017 ~

“Mop-up” of Mid-Term 4-Year Plan

- Secures safety/security of citizens and achieves spiritually rich life

Action to Urgent Matters

- Children’s poverty countermeasure
- Enhancement of bullying countermeasure

Far-sighted Effort

- Action to “year 2025 problem”
- Action to Rugby World Cup 2019™ · Tokyo 2020 Olympic and Paralympic Games

Support for Child · Child-raising ~Friendly society for childbirth and child-raising~

Maintenance of “zero waiting list”

- **Response to increasing needs**
 - New maintenance amount **3,042 children**
 - Enhancement of rent aid for important maintenance areas such as childcare centers
 - Childcare center arrangement in city park utilizing National Strategic Special Zones
 - Joint arrangement of childcare centers at city limits with Kawasaki city (“Partnership Agreement of Zero Waiting List Measure”)
- **Children's Nurse Recruitment**
 - Expansion of support for lodgment lease

Continuous support from pregnant period until after childbirth

- **Expansive support from Comprehensive Support Centers for Families with Small Children**
 - Model arrangement of Maternal and Child Health Coordinators (**3 wards**)
- **Parturient woman medical examination, care for after-baby mother and child (all wards)**



Childcare center arrangement utilizing National Strategic Special Zones (Kanagawa ward)



Improvement of education quality · education environment, action·support raise child as a whole society

Enforcement of children support system

- **Chief School Social Worker**
4 new position
- **5 counselors of continuity from primary through early secondary levels**
→ Assignment to all junior high school blocks (141 in total)

Enhancement of bullying countermeasure

Promotion of Children's poverty countermeasure

- Close study support in all wards
 - **New action to prevent dropout of high school students**
- Support to start "Child dining hall"
- **20 additional study place after school**
→ 40 schools in total



Support for Women ~Women Pleasant to Work and Have Work Worth in Japan the Best~

Promotion of Yokohama work style innovation

- Set of various work introduction inquiry counter
 - Spread·enlightenment of telework, promotion of advanced companies

Further promotion of women's success in small businesses

- Action sending of small businesses, environmental arrangement aid, advice from experts



Support for Seniors ~Society where people can flourish forever~

Promotion of active senior's regional contribution model

- City's **second livable work support spot** in Kohoku ward
- Support for senior's business start · management
(Expansion of senior support fund **credit line**
0.5 billion yen → **1.0 billion yen**)



Fitness, Medical Welfare ~Goal of the longest healthy life expectancy in Japan~

Yokohama Walking Point

- Target of **3 billion** registration

Promotion of Area-inclusive Care System

- Enhancement・enforcement of care prevention・life support service
- Action guideline for all wards depending on regional characteristics
- Concentrated support teams for early dementia in **5 wards** → in total 13/18 wards

Re-maintenance of civilian hospital

Main building construction)

- **Groundbreaking in September** **New hospital open in FY2020**

Enhancement of high acute phase healthcare,
function enforcement as base of infection・
disaster medical care

Securement of medical function for year 2025

- Training・support for doctors of home medical care
- Collection analysis of medical big data



Re-maintenance image of civilian hospital

Disaster-resistant Town Development ~Disaster-resistant "People" "Region" "City"~

Enhancement of disaster prevention capacity in the region

- Installment of simple water plug to all target regional disaster prevention base
- Enhancement of fire company instruments



Simple water plug (in use)



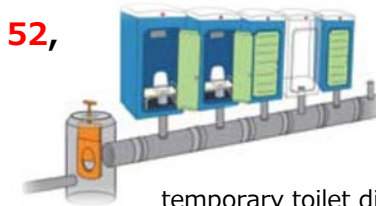
Fire company portable small power pump loaded car (standard-sized car installation)

Further promotion of countermeasures against earthquake disaster

- Non-burnable city (number of support cases **900**)
- Widening of narrow road (Accumulated extension distance **189.3km**)
- Maintenance of temporary toilet directly connected to sewage (Design **52**, Construction **33**)

Promotion of cliffs measure

- Field survey of **about 1,400 places**
 - ➔ Survey finished for around **9,800 places** in total



temporary toilet directly connected to sewage

Enforcement of planned action for maintenance・renewal of public facility etc.

Maintenance・renewal

- **Draw up of maintenance・renewal plan for each facilities (2014~2017)** based on 「Yokohama public facility management basic policy (March 2015)」
- 「Restructuring maintenance policy of Yokohama public buildings (Tentative) 」 **(To be formulated in 2017)**
- 「 Basic policy about rebuilding of municipal elementary/junior high school facilities」 **(May 2017)**

Reinforcement of a growth area, the industrial base, Promotion of small businesses etc. ~ Realization of vital Yokohama's economy~

Creation of new industry · new business by innovation

- Promotion of R&D in health · medical area by utilizing **LIP. Yokohama**
- Support for small businesses that challenge project with **IoT** related companies **by the cooperation of "industry-academic-government-money"**



Small manufacturer optimizing production process by IoT

Development·Enhancement of industry accumulatio base

- Keihin waterfront area ...Maintenance of R&D base
- Inland area ...Policy consideration for location environment improvement in industrial accumulation area
- Kanazawa waterfront area ...Action to secure human resources and function enforcement for area's attractiveness transmission

Promotion of small businesses, support for venture cultivation

- Management counseling, specialist detachment, management · technical support by business consulting

FY2016 result

Main index · result	Number
Counter inquiry	3,369
Legal · labor counseling	226
Management consulting business	127
Small company concierge business	19

Activation support for shopping area

- Multilingual transmission of shopping area information and implementation of shopping area tour
- Best matching project to attract more appealing stores

Function enforcement of Y-PORT center

- Establishment of **public-private collaborated common office** etc.



Revitalization and functional enhancement of the City's seaside area ~Attractive city for foreign people and companies~

Promotion of Excite Yokohama 22

- Extension/connection of underground road and improvement of station square along with development of the Yokohama Station west exit station square building (※)

Improvement of new MICE facilities in Minatomirai 20 Town area

- **Start in August Open in 2020**
- Project method : PFI

Facility management by concession method

New city hall maintenance

- **Start in August Open in 2020**

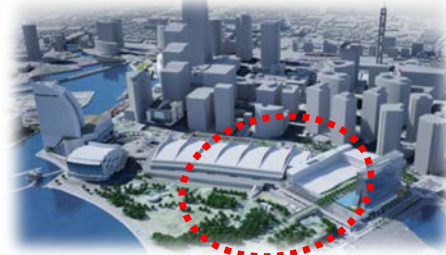
Activation promotion of Kannai/Kangai district activation by New city hall maintenance

- Public offering of re-improvement of Yokohama Cultural Gymnasium
 - Project method : PFI
- Start of public offering for vacant lot of education culture center
- Public offer preparation of vacant lot of current city hall based of sounding survey

Draw up of enforcement policy of current city hall block utilization project (2017/3)



(※) (Tentative) Yokohama Station west exit development building Source : JR East



20 Town area (next to Pacifico Yokohama)

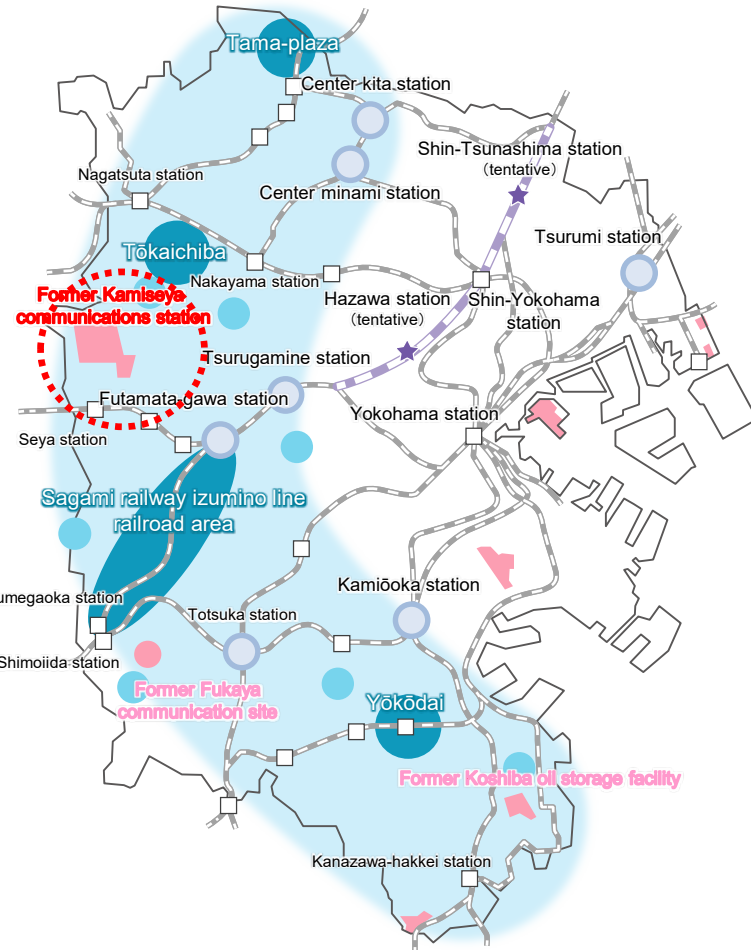
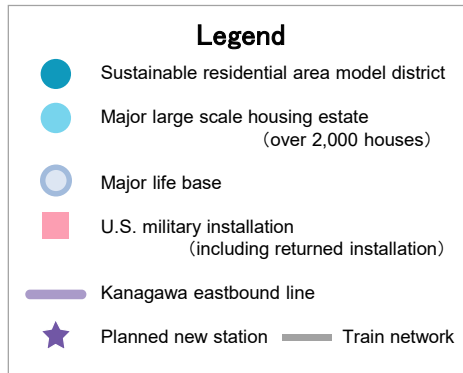


New city hall maintenance image

Revitalization/Activation of suburbs ~City where people want to live and stay living~

Promotion of sustainable town development

- All area development of action for renewal of residential areas etc



Examine an invitation that a garden / flora festival or exposition (Former Kamiseya Communications Station, to be held in 2026)

- Establishment of bidding committee
- Draw up of "Framework of opening (plan) " in FY 2017



Former Kamiseya Communications Station (242ha)

Strengthened city infrastructure ~Strong framework formation to support economy · citizen's life~

Improvement of Yokohama Belt Highway Northwest Line

Goal to open by Tokyo 2020 Olympic and Paralympic Games

Promotion of international container strategy port

- Improvement of Minami Honmoku wharf's High-standard container terminal MC-4
- Consideration to form LNG fuel supply base

Function enhancement of passenger ferry entrance

- Improvement of No.9 New Port berth
- Improvement of Daikoku wharf tentative CIQ (※) facilities
(※) Customs · Emigration and immigration management
- Function enhancement of Osanbashi International Passenger Terminal

Formation promotion of railway

- Extension consideration of No.3 Highway
- Improvement of East Kanagawa Line



Passenger ferry "Queen Elizabeth" cruises twice from/to Yokohama
(2019/4/19~28
2019/4/28~5/5)

Sightseeing · M I C E · Culture and art create city · Sports

Garden Necklace Yokohama 2017

(3/25~6/4)

**Beautiful Yokohama colored by flower
and green**

Expected visitors 5 Million people



Satoyama garden

Minato Garden



Sightseeing · M I C E · Culture and art create city · Sports

50th ADB Annual Meeting

(5/4 (Thu)~7 (Sun))

- Yokohama welcomes **about 4,000 guests** such as finance ministers, governors of central banks, private financial institution, N G O, news media and so on



Sightseeing · M I C E · Culture and art create city · Sports

2017 World Triathlon Yokonaha

(5/13 (Sat)・14 (Sun))

- 8th time in Yokohama



©Shugo Takemi

Yokohama Triennale 2017

(8/4~11/5)

- One of the major international exhibitions of modern art in Japan 6th exhibition
- Number of visitors in 2014 2.15 Billion people



Photo : Ken Kato

Yokohama Paratriennale 2017

(5/27~late Sep)

- Art project by cooperation between disability persons and professionals in various fields

Yokohama Marathon 2017 (10/29 (Sun))

- Participants increase by 3,000 28,000
- For the first time held in autumn



Action promotion with All Yokohama

Rugby World Cup 2019™



Tokyo 2020 Olympic and Paralympic Games



(C)YDB

(Yokohama stadium)
Tokyo 2020 Olympic
Baseball/Softball main venue

(International Stadium Yokohama)
Rugby World Cup 2019™ final round venue
Tokyo 2020 Olympic Football venue

Realization of Special Autonomous City

Specific Challenges for large cities

- Financial burden due to the aging society
- Inadequate tax systems, administrative overlaps between provincial and municipal systems (Challenges for designated city)

Suitable authority
Suitable Financial resources

Creation of a **“Special Autonomous City”** and
Promotion of active measures towards the future

Benefit ①

Improvement of administrative services by
eliminating overlaps

Benefit ②

Economic revitalization through active policy
development

**Invest the Produced Resources
in Administrative Services and a Growth Area !**

3

FY2017 Budget Figure/ Bond Issuance Plans for Public Offering

General Account increases by 8.7% and remain in surplus

Accounts Name	FY2017 (Billion Yen)	FY2016 (Billion Yen)	Increase and Decrease (Billion Yen)	Rate of Change
Special Accounts	1,645.9	1,514.3	131.6	8.7%
Government Enterprise Accounts	1,344.9	1,341.6	3.3	0.2%
Grand Total	580.1	540.9	39.2	7.2%
Special Accounts	3,570.9	3,396.8	174.1	5.1%

Note : General account budget, excluding operating cost of 151 Billion Yen to move school personnel paid by prefecture to the city, is 1,494.9 Billion Yen and decreases by 1.3% from previous fiscal year

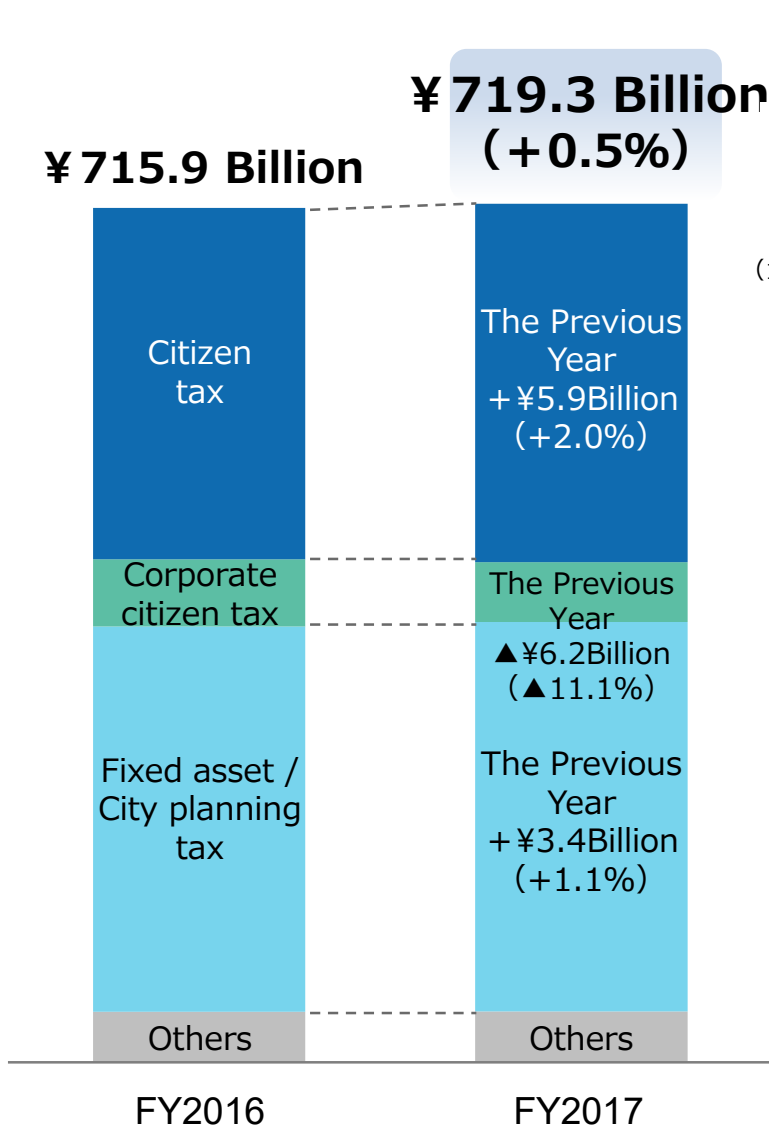
Reasons of increase and decrease in general account

- Increase rate of payroll costs : +70.7% (payroll costs excluding operating cost to move school personnel paid by prefecture to the city is -0.6%)
- Increase rate of social benefit expenditure : +3.5%

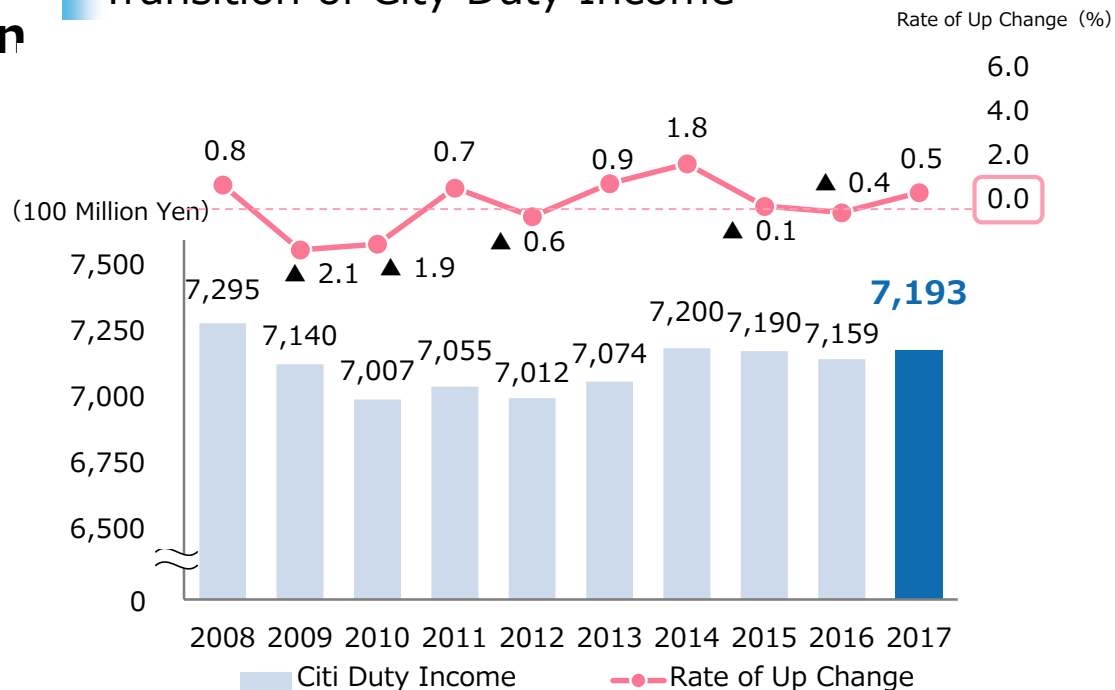
Expected City Duty Income is 719.3 Billion Yen (+0.5%)

- "Increase in taxpayers of income from employment" in Citizen tax
- "Increase in to new home construction" in Fixed asset tax

Situation of the City Duty Income (Comparison with the estimated amount of duty income)



Transition of City Duty Income

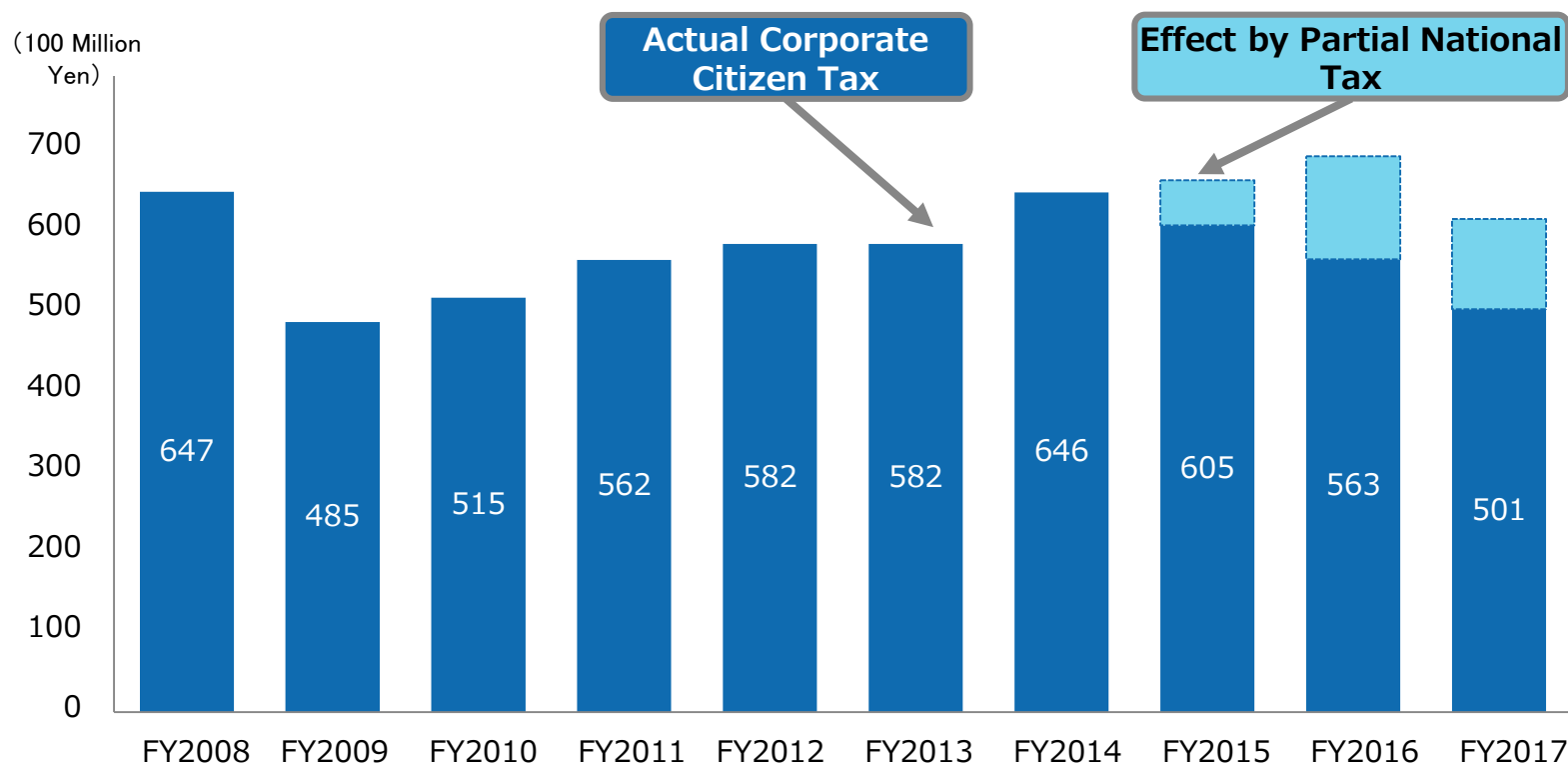


※ Figures up to FY2015 are based on the closing accounts and figures for FY2016 and FY2017 are based on the estimated amount of duty income

- Increase in taxpayers of income from employment (City Duty Income)
- Increase in to new home construction (Fixed asset /City planning tax)

Transition of Corporate Citizen Tax

- Recovers at a good rate from Lehman Shock, and increases to about ¥ 65 Billion in FY2014
- Continuously on an upward trend excluding the decrease in "Partial National Tax" (FY2015~) of corporate citizen tax
- Expects decrease in corporate revenue in FY2017, and slightly decreases, but remains stable



※ Results until FY2015, the numbers of FY2016/2017 are initially estimated amount

Achievement of FY2017 Fiscal Goal

■ General Account Debt Balance

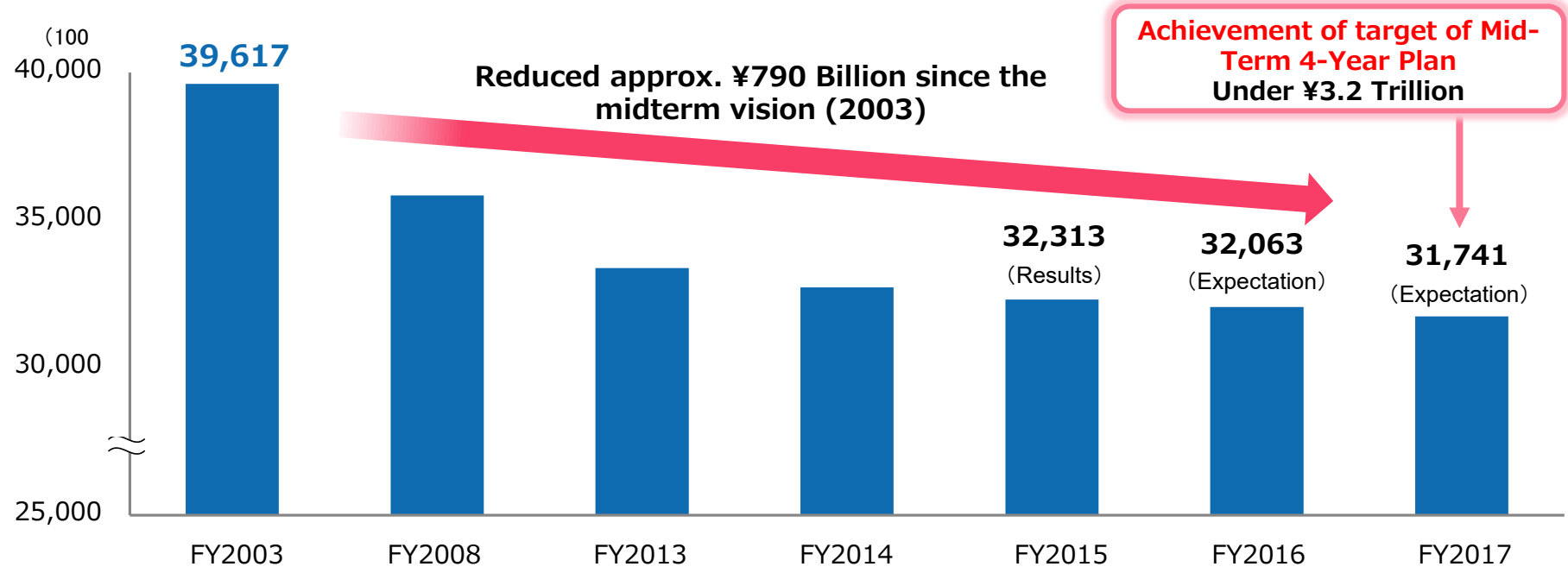
Goal Under ¥3.2 Trillion → **【Expectation of FY2017】** **¥3.1,741 Trillion**

■ Primary balance in the Yokohama formula focused in the city’s fiscal management

Goal Broad Balance → **【FY2017】** **¥6.5 Billion (level above broad balance)**

Goal achievement

Transition of General Account Debt Balance



Issuance Policy

Continue to adopt the “**book-building method** (spread pricing and uniform price release)” in public bond issues for all tenors and aim for **adequate sales** through dialogue with a wide range of investors.

Promote meetings with investors **to strengthen relationships** with investors through the proactive provision of information.

Issuance Plan

FY2017 : ¥150 Billion issuance

(Unit : 100 Million Yen)

	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Annual Total	
Medium-Term Bonds	100						100						200	For Institutional Investors 1,500
10-Year Bonds	300						400						700	
Super-Long-Term-Bonds	100						100						200	
Flex Quota	400												400	

Yokohama will further enhance the outcome of Mid-term 4-year plan and take actions for 2019/2020



If you have any questions, please don't hesitate to get in touch

[Yokohama City Home Page](http://www.city.yokohama.lg.jp/)

<http://www.city.yokohama.lg.jp/>

[Yokohama City Bonds Home Page](http://www.city.yokohama.lg.jp/zaisei/sisai)

<http://www.city.yokohama.lg.jp/zaisei/sisai>

Contact Information

Municipal Bond Section, Revenue Division, Financial Affairs
Department, Finance Bureau, City of Yokohama

〒231-0017

1-1 Minato Machi, Naka-ku, Yokohama, Kanagawa

Tel : 045-671-2240

Fax : 045-664-7185

Email : za-sisai@city.yokohama.jp

Contact: Information regarding expanding into Yokohama City

Yokohama City Tokyo Promotion HQ

〒100-0014

3F Prudential Tower, 2-13-10 Nagata-cho, Chiyoda-ku, Tokyo

Tel : 03-5501-4802 (Attraction of enterprise team)

Fax : 03-3597-6265

Email : ke-tokyo@city.yokohama.jp

[Yokohama Supporters Donation \(Hometown tax\) Top Page](http://www.city.yokohama.lg.jp/zaisei/kifu/) <http://www.city.yokohama.lg.jp/zaisei/kifu/>