

CITY OF YOKOHAMA

# City of Yokohama

## Yokohama Medium-Term 4-Year Plan

2018-2021

Outline Edition



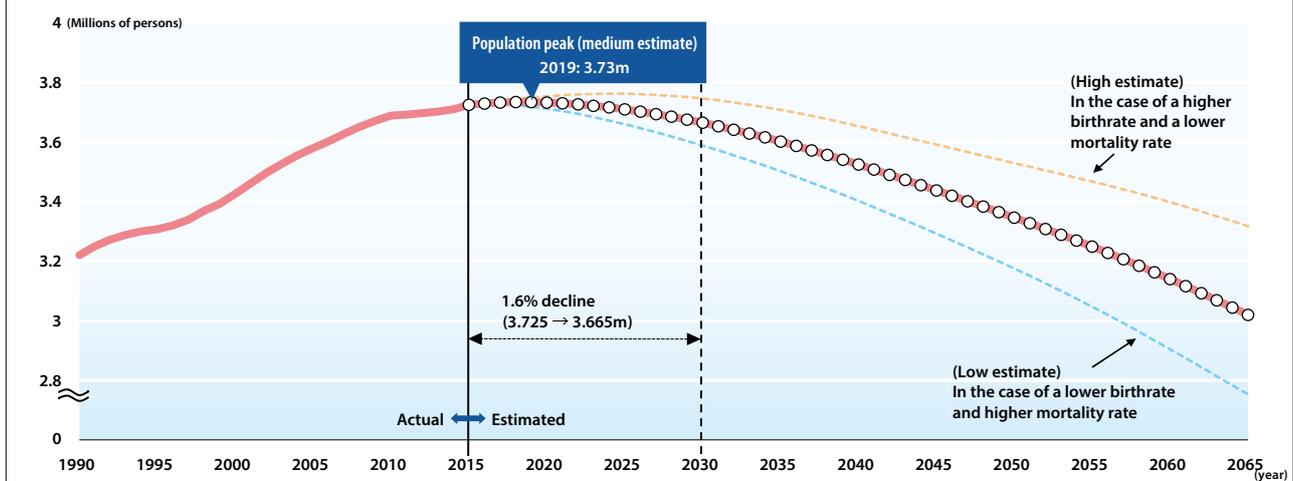
# Yokohama Medium-Term 4-Year Plan 2018 - 2021

The Yokohama Medium-Term 4-Year Plan sets forth the medium- and long-term strategy extending to 2030 and the policies to be promoted on a priority basis over the four years of its term. Its objective is to enable Yokohama to make a further leap toward the future, based on the foundation of achievement laid so far. In addition, the Plan describes the administrative and financial operations that will provide the basis for deployment of these policies. Implementation of the Plan will be grounded in the perspective of respect for human rights.

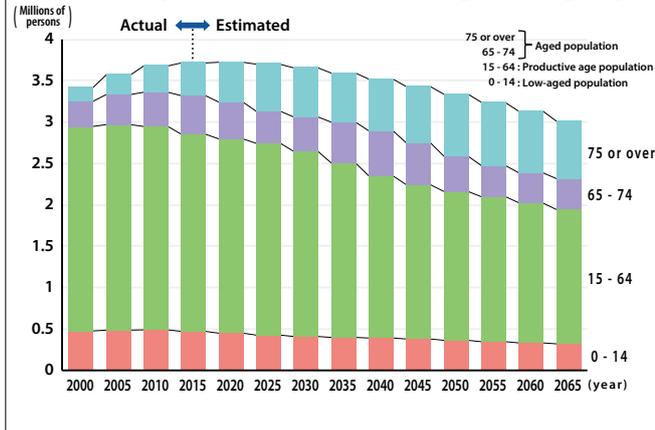
## ► Arrival of the shrinking-population society and hyper-aged society

- The population of Yokohama, which has continued to increase, is also projected to peak in 2019 and begin to decline thereafter. In 2030, the number of citizens aged 65 or over is expected to top 1 million.

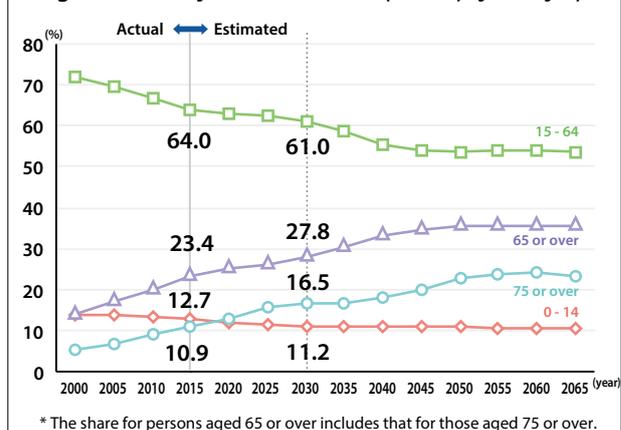
**Figure 1 Estimate of Yokohama's Future Population**



**Figure 2 Population of Yokohama by Age (three groups)**



**Figure 3 Percentage Shares of Yokohama's Population by Age (three groups)**

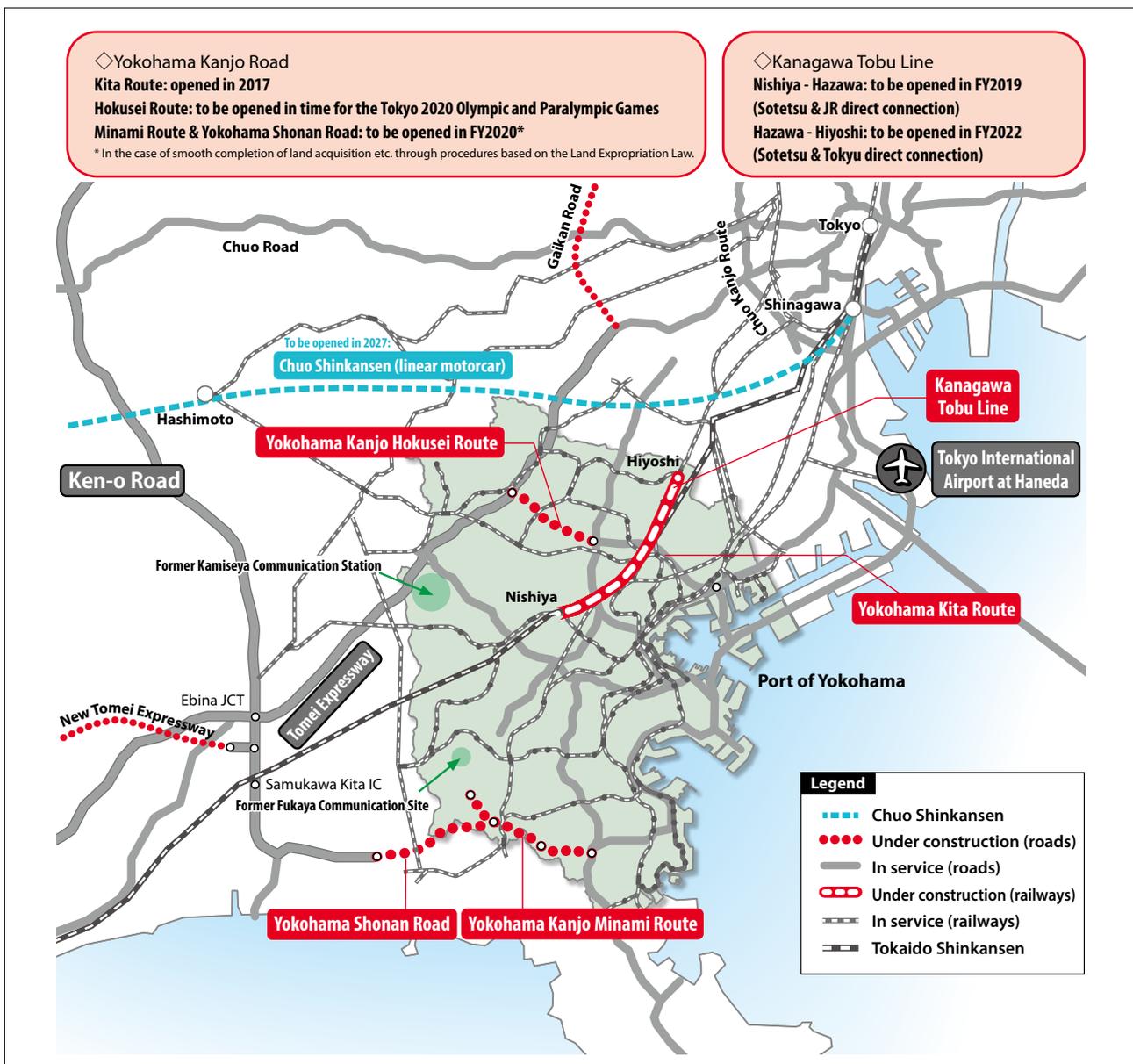


Source for figures 1 - 3: "Estimated Future Population of Yokohama," City of Yokohama Policy Bureau, December 2017; actual figures in Figure 2 and Figure 3 are based on the "National Census," Bureau of Statistics, Ministry of Internal Affairs and Communications.

# The situation surrounding Yokohama

- ▶ Accelerated competition between cities
- ▶ Globalization, changes in the industrial structure, and technical innovation
- ▶ Rising interest in culture and the arts
- ▶ Urban development emphasizing flowers and greenery, and quickening of approaches in the environmental field, such as initiatives to prevent global warming
- ▶ Activation in suburban areas
- ▶ Increase in the vitality of local communities
- ▶ Enhancement of disaster prevention & mitigation awareness, and reinforcement of response to all sorts of disasters
- ▶ Deterioration of public facilities
- ▶ Strategic & systematic land use
- ▶ Changes in the transportation network

• There are expected to be major changes in the flow of people and things around Yokohama. In connection with them, the city is getting vital opportunities for further growth and advancement.



# Framework of the Yokohama Medium-Term 4-Year Plan 2018 - 2021

[Plan period]  
- FY2018 - 2021

## ▶ 1. Aims

- To build communities that keep the civic life safe and secure, where people want to take up residence and continue to live.
- To heighten the appeal and brand power of Yokohama by hosting big international events\* and making the most of opportunities for a further leap.
- To stimulate the Yokohama economy, assure the financial foundation, and achieve ongoing growth and advancement for the city.

\* Big international events (during the Plan period) 2019: 7th Tokyo International Conference on African Development, Rugby World Cup 2019™  
2020: Tokyo 2020 Olympic & Paralympic Games

## ▶ 2. Basic stance

- The city is taking approaches with an emphasis on the following points as its basic stance in formulation and promotion of the Plan.

- (1) Approaches based on the perspective of sustainable development goals (SDGs)
- (2) Promotion of full use of data and open innovation
- (3) Resolution of issues as viewed from the perspective of local communities

## ▶ 3. Plan composition

### Six strategies for achieving ongoing growth and advancement toward 2030

Achieve robust economic growth and the creative city of art and culture

Be an advanced environmental city full of flowers and greenery

Take up the challenge of the hyper-aged society

Build a city where people and companies come together and take action

Develop diverse human resources to create the future

Build a resilient city that creates the future

### Approaches during the four years of the Plan period (FY2018 - 2021)

**38 policies**

38 policies to resolve the wide range of issues in various fields

**Administrative and financial operations**

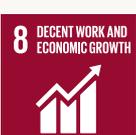
Approaches to sustainable administrative and financial operations to provide the basis for promoting the policies

## Yokohama approaches based on SDG perspectives

The United Nations Sustainable Development Summit held in September 2015 saw the adoption of an action plan for the whole international community toward 2030. This plan posts 17 sustainable development goals (SDGs) accompanied by 169 related targets.

Action by a wide range of concerned entities as well as national governments and international institutions is important for attainment of SDGs. Yokohama too is committed to the promotion of initiatives in each field with an emphasis on the philosophy behind SDGs. To this end, this document connects each of the medium- and long-term strategies in the Plan with one or more of the SDGs.

\* The related SDGs are indicated to the right of the strategy title.

	End poverty in all of its forms everywhere		Reduce income inequality within and among countries
	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture		Make cities and human settlements inclusive, safe, resilient, and sustainable
	Ensure healthy lives and promote well-being for all at all ages		Ensure sustainable consumption and production patterns
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all		Take urgent action to combat climate change and its impacts
	Achieve gender equality and empower all women and girls		Conserve and sustainably use the oceans, seas, and marine resources for sustainable development
	Ensure availability and sustainable management of water and sanitation for all		Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss
	Ensure access to affordable, reliable, sustainable and modern energy for all		Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels
	Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all		Strengthen the means of implementation and revitalize the global partnership for sustainable development
	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation		

## Strategy 1:

# Achieve robust economic growth and the creative city of art and culture

### ► Promotion of the growth and advancement of city companies, and attraction of strategic corporate siting

- Support the ongoing growth and advancement of companies in the city.
- Promote approaches linked to the reinforcement of industrial bases in coordination with urban development measures, and strategic corporate siting.
- Promote vibrant urban agriculture.

### ► Creation of appeal & vitality by a creative city of art and culture

- Create a new appeal and vitality in Yokohama by building full-fledged theaters etc. offering exposure to first-rate culture and arts. Promote urban development keyed by creativity, produce new value, and aim for a culturally rich civic life.

### ► Attraction of visitors and revitalization of the local economy through tourism, MICE, and sports

- Reinforce promotion and achieve a tourism- and MICE\*-oriented city brimming with vitality.
- Aim to make Yokohama a sports-oriented city by enriching the civic life and increasing levels of city vitality through sports.

\* MICE: A collective acronym for Meetings by companies etc.; Incentive travel offered by companies etc.; international Conventions held by international institutions & groups, learned societies, etc.; and Exhibitions & Events including trade fairs and shows.

## Main related policies



Demonstration of automated driving in the Minato Mirai 21 zone

### [Generation of innovation and attraction of strategic corporate siting]

Promote open innovation through partnership linking industry, academia, government, and financial concerns, and strive to attract siting by more companies.



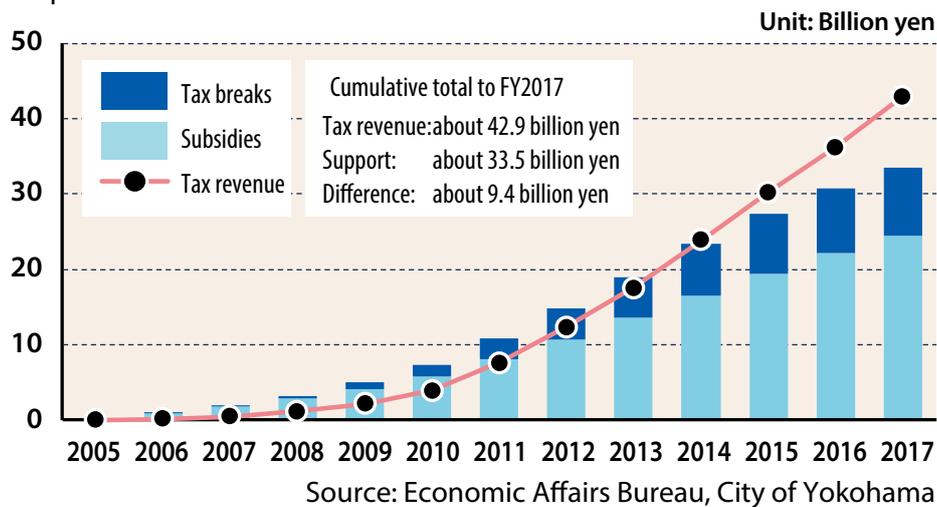
Yokohama Bayside Ballet against the background of the port at night

### [Creation of appeal & vitality by a creative city of art and culture]

Publicize the appeals of Yokohama inside and outside Japan by holding festivals of the arts that underscore its distinctive character, in the spheres of contemporary art, dance, and music.

**Effects of the Yokohama Ordinance on Measures of Support in Specified Areas for Promotion of Corporate Siting etc.**  
**<Trends of the amount of support (tax breaks & subsidies) and tax revenue>**

- Creation of employment for about 34,000 people in the city (cumulative total up to FY2017)
- Tax revenue exceeding the amount of support (cumulative total up to FY2014) and projection of further expansion of effects



Conceptual depiction of the new MICE center upon completion

**[Promotion of tourism and MICE]**

Prepare new MICE facilities etc., and strive to attract medium- and large-sized international conferences, which have high economic ripple effects, and meetings in growth fields such as the Internet of Things (IoT).



The Yokohama Marathon, run over a course featuring city landmarks

**[Communities and living nurtured by sports]**

Promote open innovation through partnership Provide opportunities for all citizens to enjoy (do, watch, or support) sports close to their homes, regardless of age and whether or not they have disabilities.

## Strategy 2:

# Be an advanced environmental city full of flowers and greenery

### ► Urban development for harmony between a rich natural environment and modern living

- Build a city brimming with appeal and vitality, accenting flowers, greenery, agriculture, and water.
- Preserve and create water and green environments to bequeath the natural environment to the next generation.
- Examine and practice effective use of the diverse functions of the green infrastructure\*<sup>1</sup>.

### ► Low-carbon, recycling-oriented urban development supporting economic activities

- Build an SDGs Future City\*<sup>2</sup> that takes approaches for an environmental future city to a new stage.
- Create and publicize a big-city model for initiatives in the areas of global warming and energy.
- Construct a sustainable recycling-oriented society and achieve a sanitary and clean city.

### ► Conduct environment-related promotion and publicize approaches inside and outside Japan

- Promote the practice and rooting of environment-friendly lifestyles.
- Publicize environment-friendly approaches inside and outside Japan, and heighten Yokohama's profile.

\*1 Green infrastructure: The social capital for promotion of sustainable, appealing urban development using the diverse functions of the natural environment

\*2 SDGs Future City: Cities taking excellent approaches for attainment of SDGs (selected by the national government in June 2018)

## Main related policies



Satoyama Garden in Garden Necklace Yokohama 2018

### **[Promotion of Garden City Yokohama to link flowers, greenery, agriculture, and water with the city and living]**

Take a wide range of approaches utilizing flowers, greenery, agriculture, and water; strive to link this to attraction of the International Horticultural Exhibition; and thereby heighten the level of city activity and vitality.



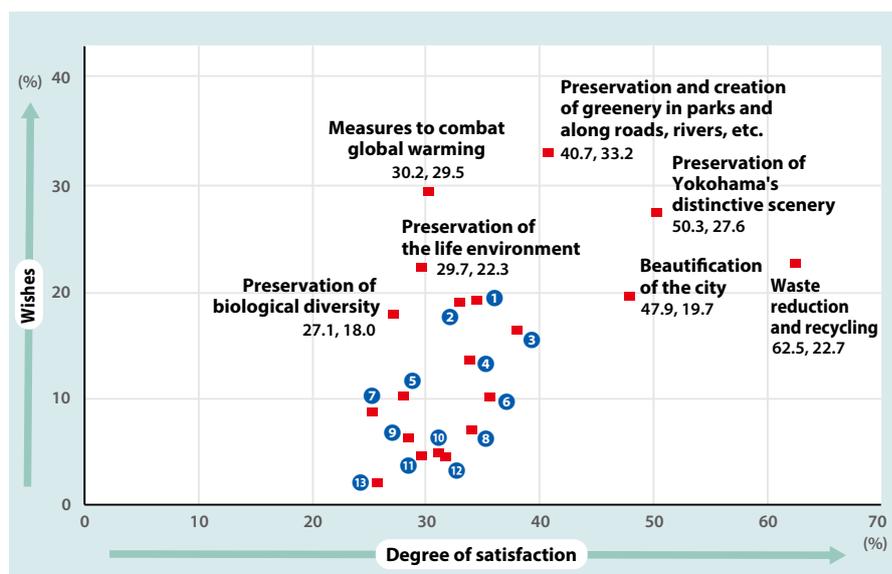
At the ceremony for certification of Yokohama's selection as an SDGs Future City

### **[Creation of a big-city model for initiatives in the areas of global warming and energy]**

Work for the simultaneous resolution of social and economic issues involving the environment as an SDGs Future City with a zero carbon goal, and publicize Yokohama's initiatives inside and outside Japan.



## Yokohama environmental measures - degree of satisfaction and wishes



- 1 Approaches to energy conservation and new energy use
- 2 Creation of greenery (central waterfront district)
- 3 Preservation of large green tracts in suburban areas
- 4 Reinforcement of the water cycle functions
- 5 Diffusion of next-generation automobiles
- 6 Concern for the environment in road construction, redevelopment projects, etc.
- 7 Proper management of chemical substances
- 8 Promotion of agriculture
- 9 Preservation of farm land
- 10 Promotion of environmental education
- 11 Support for and collaboration with environmental activities
- 12 Overseas spread of environmental technology
- 13 Diffusion of environment-friendly products

Source: "FY2017 Survey of Citizen Environmental Awareness," Environmental Planning Bureau, City of Yokohama



Learning about 3R activity at an event

### [Promotion of sustainable resource recycling and cleanliness]

Strive to augment and bolster facilities to support resource recycling while promoting environmental action, in keeping with the goals of the Yokohama 3R Dream Plan.



Experiencing energy conservation with children

### [Practice and rooting of environment-friendly lifestyles]

Aspire to a sustainable society by implementing programs of environmental education, practice of environmental action, and environmental promotion for a wide range of ages, based on coordination with citizens, companies, etc.

## Strategy 3: Take up the challenge of the hyper-aged society

### ► Building of communities marked by mutual support

- Build communities where all people can live as they wish in safety and health, enabling solution of community and life issues through coordination with local citizens and related groups.

### ► Continuation of healthy, independent living

- Increase the ranks of citizens able to lead healthy, independent lives at advanced ages, and lengthen the healthy life expectancy\*.

### ► Construction of setups for provision of medical and nursing care when needed

- Construct and support inclusive local care systems enabling people to live as they wish in familiar surroundings as long as they live.
- Achieve a society whose members can live in health and with peace of mind, by preparing setups for efficient and effective provision of high-quality medical services, and promoting seamless coordination with health, medical, and nursing care services.
- Provide support for decisions by patients themselves in selection of life styles of their own volition, and make arrangements so they can receive the kind of medical and nursing care they desire.

\* Healthy life expectancy: the period of living without constraints on daily activities due to health problems

## Main related policies



A workshop held at a local center

### **[Promotion of local welfare and healthcare through participation and collaboration]**

Support action to establish local centers with fuller arrangements for mutual assistance in the community.

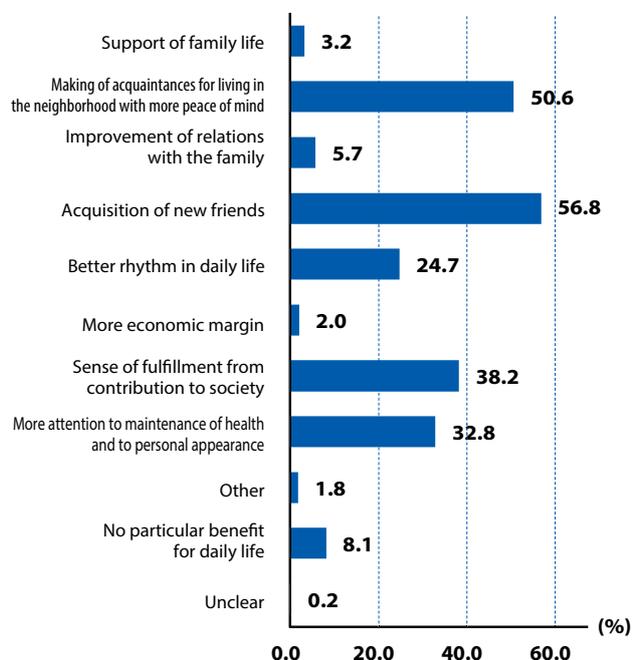


Yokohama Walking Point program

### **[Assurance of citizen security by programs for building health, managing health risks, etc.]**

Encourage all generations to get into the habit of healthy activities and help these activities take root through programs that citizens will have fun using on a continuous and routine basis.

### Benefits of Participation in Social Activities

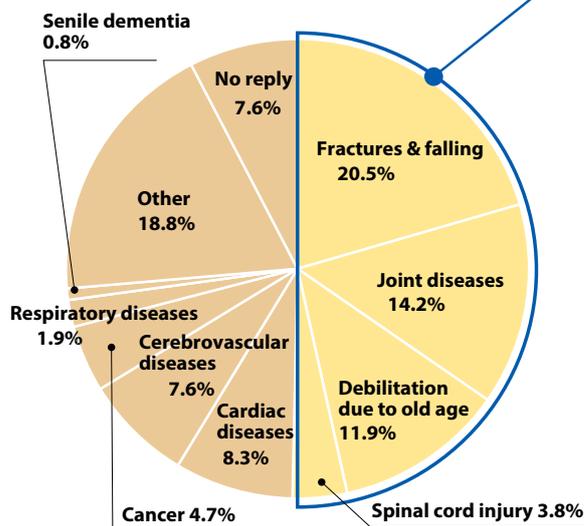


Source: "FY2016 Survey on the Economic & Social Environment of the Aged," Cabinet Office

\* Locomotive syndrome: reduced mobility for standing, sitting walking, etc. due to impairment of locomotive organs because of a decline in muscular strength or bone and joint diseases along with aging

### Causes of Need for Support

The locomotive syndrome\* accounts for about half of the reasons for certification of need for support.



Source: "7th Health and Social Welfare Plan & Nursing Insurance Program Plan for Elderly in Yokohama" and "FY2016 Fact-Finding Survey of Elderly in Yokohama," Health and Social Welfare Bureau, City of Yokohama



At a Genkizukuri Station

### [Fuller services and development of communities & human resources for construction of inclusive community care systems]

Condition the environment for action to prevent the need for nursing care and to build health, and augment services etc. to enable residents to live at home with peace of mind.



Conceptual depiction of the new civic hospital slated to open in 2020

### [Fuller setups for provision of community medical services and promotion of advanced medicine]

Work to ensure the requisite number of hospital beds in order to make Yokohama's vision for community medicine a reality. Redevelop hospitals in order to assure arrangements for provision of community medical services.

## Strategy 4 (1)

### Build a city where people and companies come together and take action – central area generating growth and vitality –

#### ▶ **Attractive urban development in the central waterfront area, central Shin-Yokohama, the Keihin waterfront area, etc.**

- Draw on the features and appeals of each district while reinforcing functions in areas including the Keihin waterfront area in addition to the central waterfront area, which has long driven Yokohama's growth (consisting of the vicinity of Yokohama Station, Minato Mirai 21 zone, the Kannai and Kangai districts, the vicinity of Yamashita Pier, and the vicinity of the Higashi-Kanagawa waterfront district), and the central part of Shin-Yokohama.
- Promote urban development by means such as public-private partnership.

#### ▶ **Urban development facilitating full activity by people and companies**

- Integrate industrial promotion and urban development, prepare employment and living environments, and build communities marked by safety and security.

#### ▶ **Urban development generating vitality and movement**

- Promote urban development that generates interaction between people and movement around districts.

## Main related policies

### **[Functional reinforcement to inject central areas with plenty of appeal and vitality]**

Pursue urban development oriented toward economic revitalization and sustained growth in the central waterfront area, which has been Yokohama's iconic center; the central part of Shin-Yokohama, whose potential is rising with construction of the Kanagawa Tobu railway line, and the area along that line; and the Keihin waterfront area, one of the leading industrial zones in all of Japan.

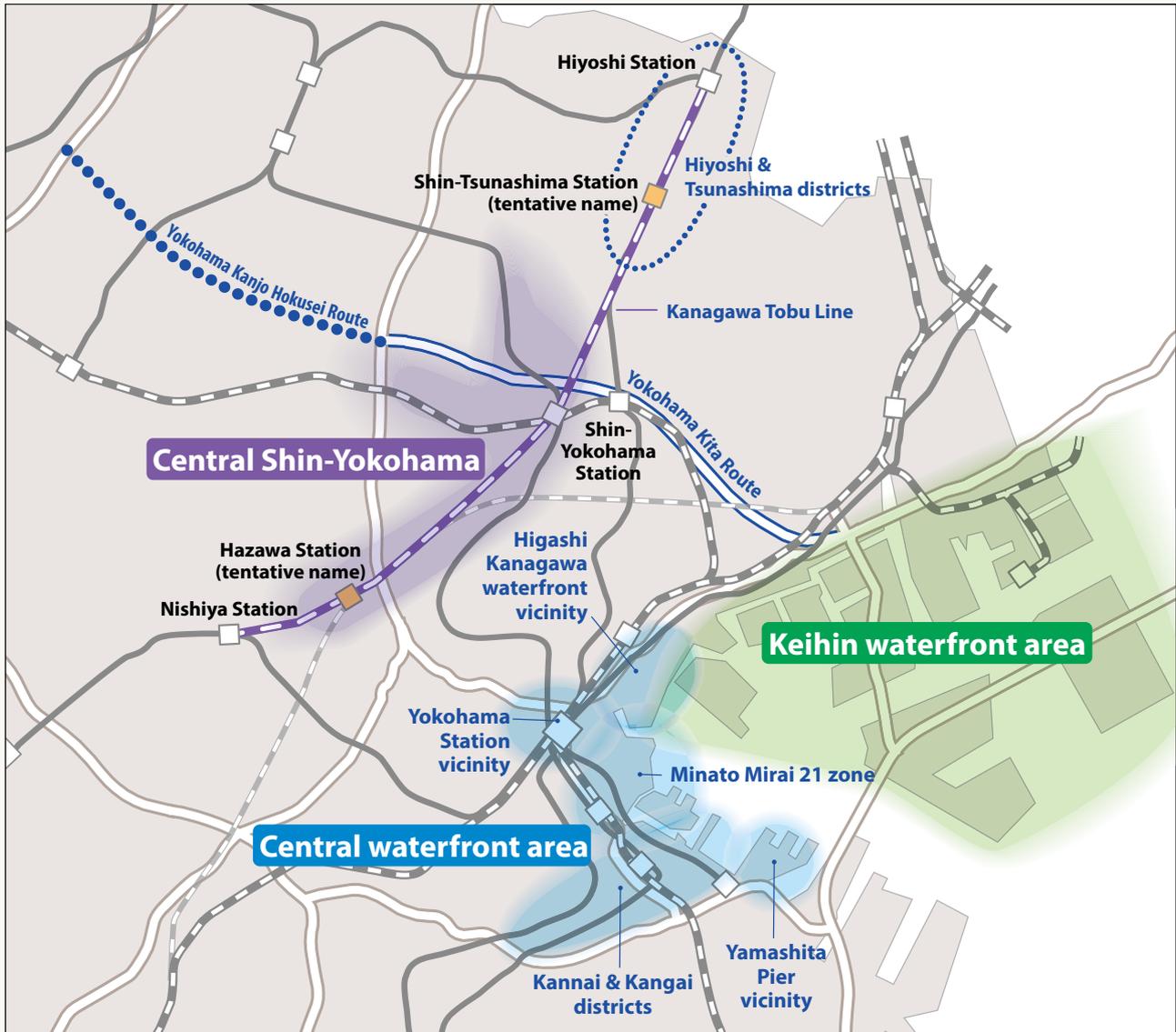


Yokohama Station West Gate Development Building (tentative name)



Pedestrian deck in the vicinity of the new MICE facility

Districts of the central waterfront area, central Shin-Yokohama, Keihin waterfront area, etc.



Redevelopment of Yokohama Cultural Gymnasium (main arena)



Advanced Bus System using articulated buses (conceptual depiction of a bus)

## Strategy 4 (2)

**Build a city where people and companies come together and take action**  
– suburban areas where all would like to take up residence and live permanently –

### ► Compact urban development in suburban areas

- Form centers to support the local life and economy in the vicinity of railway stations, in a manner adapted to the area characteristics, diverse lifestyles, and changes in styles of work etc.
- In residential districts, introduce functions to support daily life, ensure places of employment nearby, and prepare residential environments drawing on rich natural environments.
- Maintain and expand bus service and other public transportation linking the vicinities of railway stations and residential districts, strengthen coordination with various principals, examine ways of using ICT, and take other action toward introduction of new transportation services.

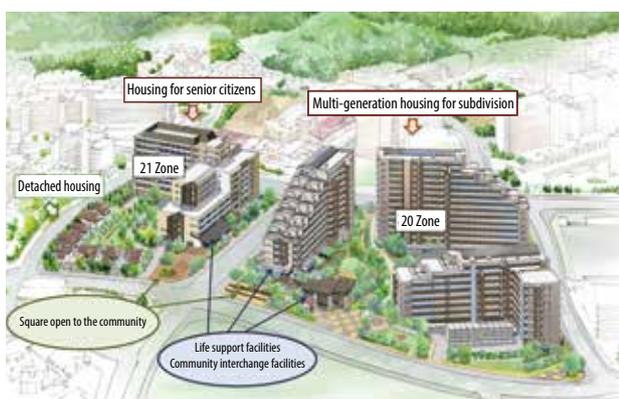
### ► Induction of strategic land use and urban development

- Promote urban development by inducing strategic land use attracting people and companies, taking advantage of opportunities presented by conditioning of the urban infrastructure.
- In the former sites of US military facilities that are precious city assets, promote land use to revitalize the area and city districts, toward the resolution of wide-area issues while making full use of large expanses, siting conditions, etc.

## Main related policies

### [Compact urban development for vibrant suburban areas]

Promote urban development preferred by all generations, including youth, by reinforcing the life center functions of station vicinities and enhancing the appeal of residential tracts. On the former sites of US military facilities, pursue strategic land use while striking a good balance with preservation of greenery and farm land, and harmonizing projects with the peripheral environment.

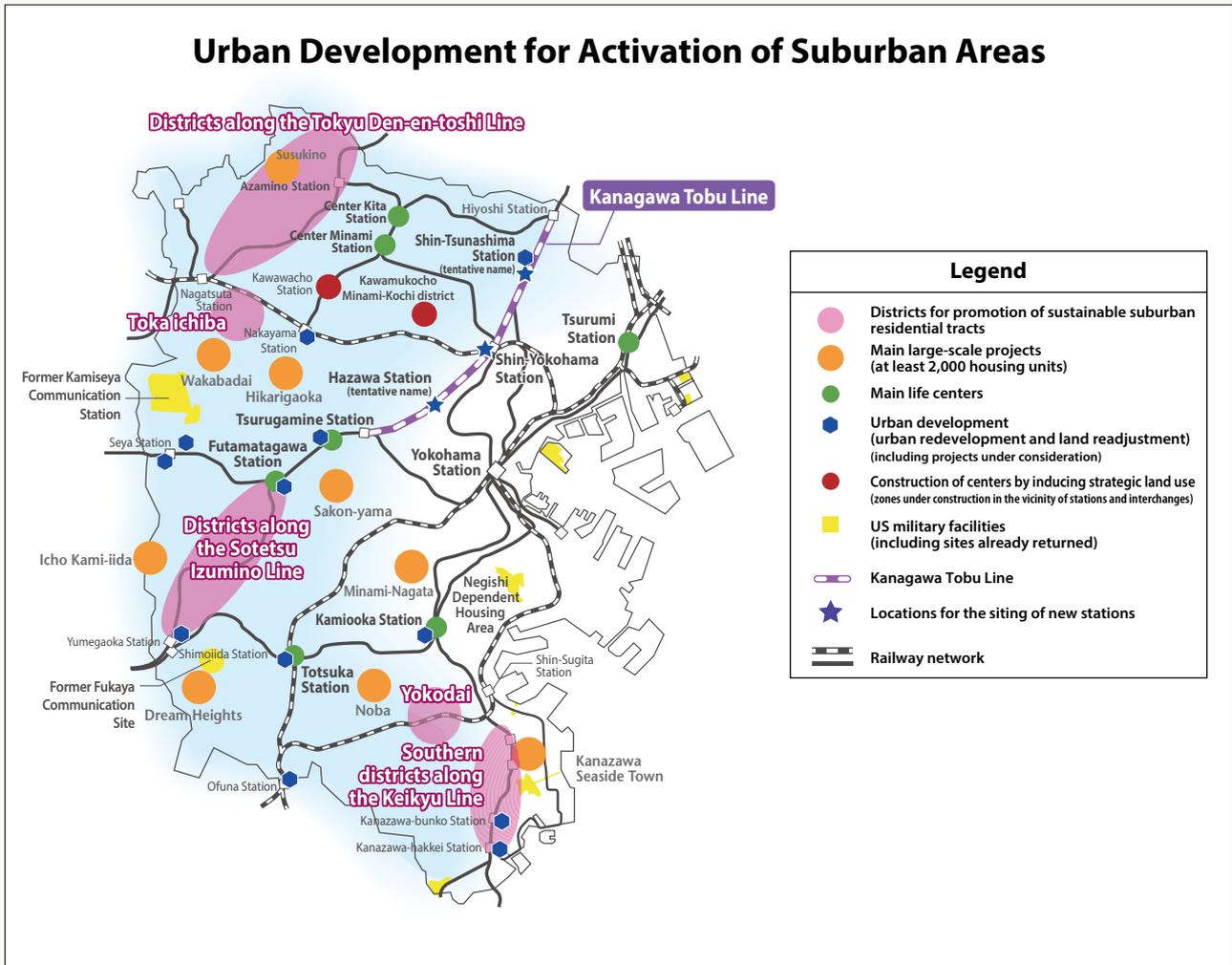


District for promotion of sustainable residential tracts (Tokaichiba, Midori Ward)



Former Kamiseya Communication Station

## Urban Development for Activation of Suburban Areas



Bus service introduced through action by the district on its own initiative

### [Fuller transportation functions close to citizens]

Yokohama shall maintain and augment means of transportation close to citizens for area transport facilitating mobility by all.

### ► Support and education for children and child-rearing

- Prepare environments conducive to having and raising children with peace of mind into the future.
- Promote education that widens possibilities for children and build appealing schools.
- Take action to protect the sound growth of children.

### ► Support for activity by women, senior citizens, and youth

- Support activity by women and achieve a society enabling all to lead more fulfilling lives with a good work-life balance.
- Aim for a society enabling senior citizens and youth to fully exercise their capabilities and strengths.

### ► Achievement of a society enabling activity by all in accordance with their wishes

- Aspire to a society whose members recognize each other's diversity and respect human rights.
- Achieve a society enabling children and adults with disabilities to make their own selections and decisions.
- Provide support for people facing difficulties in life.
- Achieve a society in which many cultures coexist.

## Main related policies



A nursery school program for children less than 1 year old

#### [Support for children and childrearing from infancy to school age]

Take steps to eliminate waiting lists for nursery schools in order to meet the continually increasing needs for them, and work to heighten their quality in order to help enrich childrearing.



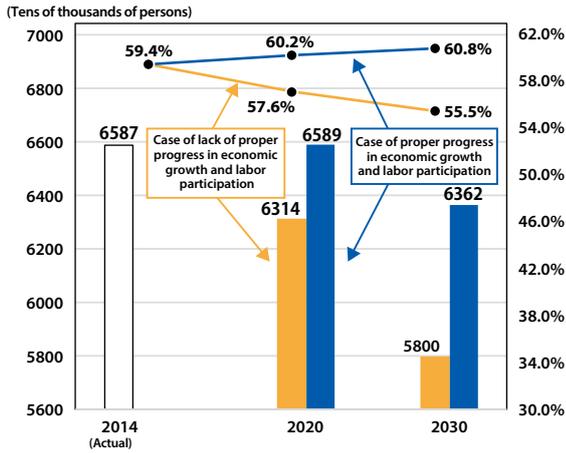
A class on programming based on partnership with a company

#### [Promotion of education to nurture the growth of children to create the future]

Promote learning activities applying ICT, for development of skills for information use, programming, etc., along with the revision of the national rules for learning instruction.

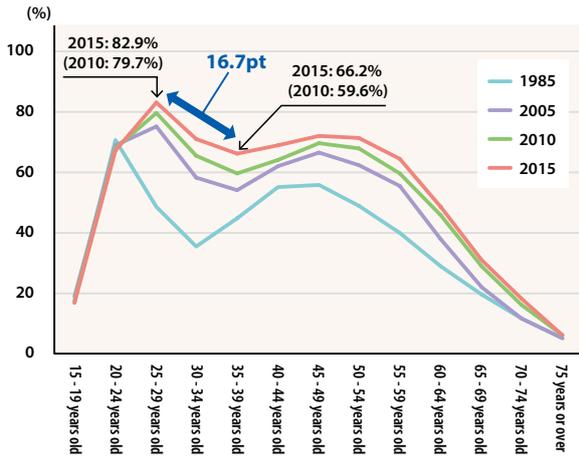


### Outlook for Labor Force Population and Share (national statistics)



Source: "FY2015 Report by the Employment Policy Research Group," Ministry of Health, Labour and Welfare

### Women's Labor Force Share in Yokohama (M-shaped curve)



Source: "Outline of Yokohama, Basic Statistical Results for Employment etc., FY2015 National Census"



Women's Networking Conference in Yokohama & Women's Business Festa

#### [A city conducive to work and activity by women]

Hold events for learning and interchange, support female entrepreneurs, and expand opportunities for development of leadership skills among working women, etc.



A unit supporting worthwhile employment

#### [A city with active senior citizens]

Support the empowerment of senior citizens by means such as referral to employers and volunteer work matching the individual's lifestyle, and augment provisions for their continued activity.

## Strategy 6 (1)

# Build a resilient city that creates the future

– A safe and secure city with a high resilience to disasters –

### ► Reinforcement of ability to cope with disasters

- Reinforce ability to cope with disasters by studying ways to expand and diversify means of conveying disaster information to citizens and visitors, and improving the fire department headquarters etc.

### ► Development of human resources and districts with a high resilience to disasters

- Augment disaster prevention training and education for a wide range of generations, achieve and maintain a 100% fire brigade sufficiency rate, support disaster prevention activities led by districts, and otherwise promote self-help and -assistance efforts.
- Improve disaster response on the district level by augmenting support for autonomous mutual assistance activities in districts for persons requiring special support in the event of disaster, reinforcing the functions of district disaster prevention centers, and other such steps.

### ► Building of a city that is resistant to disasters

- Build a city that is resistant to earthquakes, post-quake conflagrations, and other disasters by augmenting urban infrastructural facilities such as emergency transport routes, fireproofing buildings mainly in zones under fire prevention regulations, etc.
- Build a city that is resistant to localized torrential rains etc. by comprehensive measures to prevent inundation, approaches to mitigating damage by eliminating failure to escape, and steadily making zones along slopes safe.

## Main related policies



Before



After

Burial of utility poles

### [Building of a disaster-resistant city (measures to prevent damage

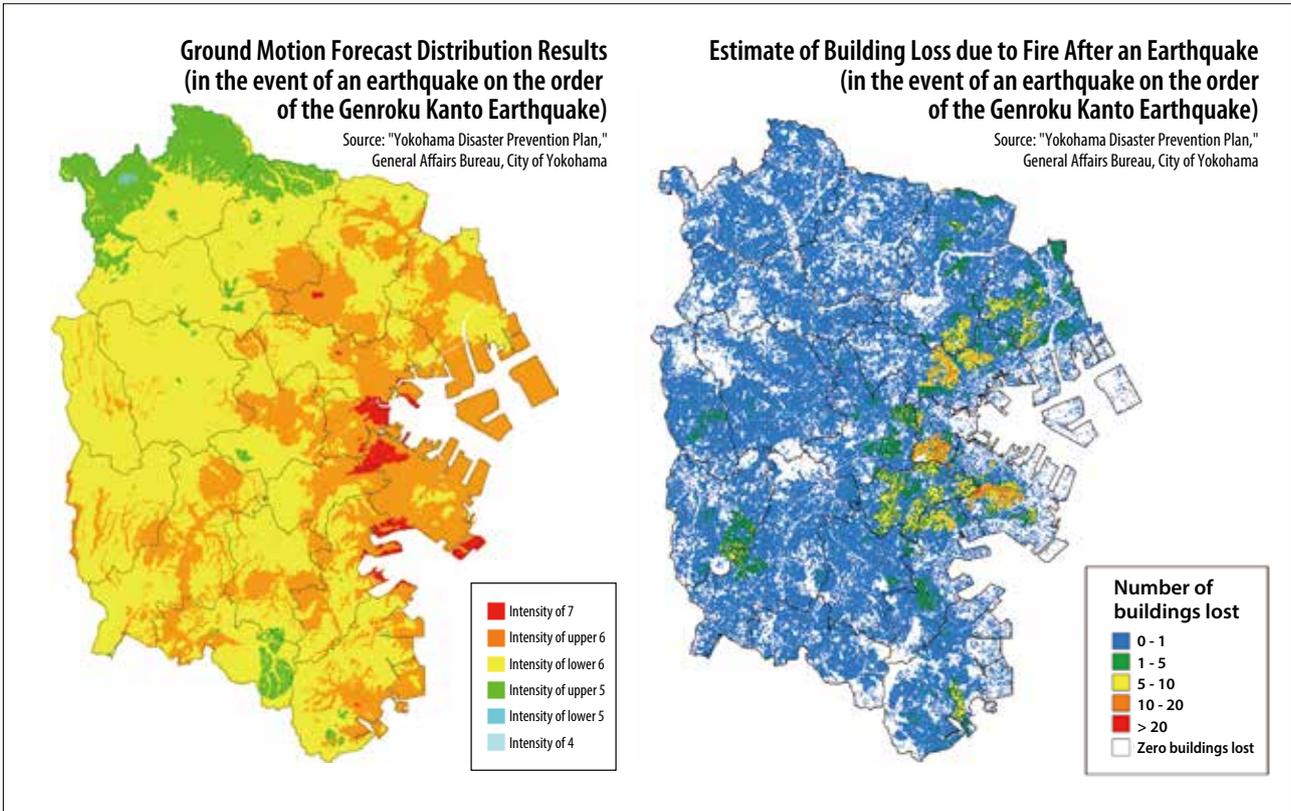
### from earthquakes, winds, and rains)]

Improve emergency transport routes and steadily bury utility poles along roads toward Yokohama's goal of mitigating disasters in its strategy for earthquake disaster prevention.

Steadily implement comprehensive measures to prevent flooding linked with urban development projects encompassing rivers, sewerage, parks & green tracts, roads, and other elements throughout river basins.



Conceptual depiction of the Maioka River Retarding Basin



A women's fire brigade in action



A disaster prevention drill at a social welfare institution evacuation shelter

**[Development of human resources and districts with a high resilience to disasters (promotion of self-help and -assistance)]**

Promote the development of human resources to lead disaster prevention and mitigation activities in districts, augment disaster education for all generations, and improve capabilities for fire prevention and initial response.

Based on the lessons learned from large-scale natural disasters so far, strengthen support for people requiring assistance in times of disaster and improve disaster prevention measures from a women's perspective.

### ▶ Augmentation of urban infrastructural facilities supporting the civic life and Yokohama economy

- Construct the Yokohama Kanjo Road and urban planning roads, promote continuous grade separation of roads and railways, construct the Kanagawa Tobu Line, study railway lines in visions, and form road and railway networks to support the movement of people and things.

### ▶ Build a port with international competitiveness

- Build a comprehensive logistics center integrating container terminals and logistics facilities, construct facilities for a center of automotive cargo handling, and take other steps to reinforce the port's functions as a hub of East Asian trade.
- Improve accommodation of the diversifying assortment of cruise ships and the environment for receiving tourists throughout the port, promote strategic attraction of visits in coordination with concerned parties, and link this to revitalization of the local economy.

### ▶ Systematic and effective maintenance and updating of public facilities

- Promote sure maintenance and updating of public facilities.
- Rebuild public buildings and renovate them through projects for multi-use etc.
- Take action to ensure the quality of public works projects, and recruit and nurture principals for the same.

## Main related policies



Yokohama Kanjo Hokusei Route (Yokohama Aoba IC & JCT)

#### [Reinforcement of the urban infrastructure through augmentation of the transportation network]

Bolster access links with wide-area road networks and strive to improve regional convenience and safety.

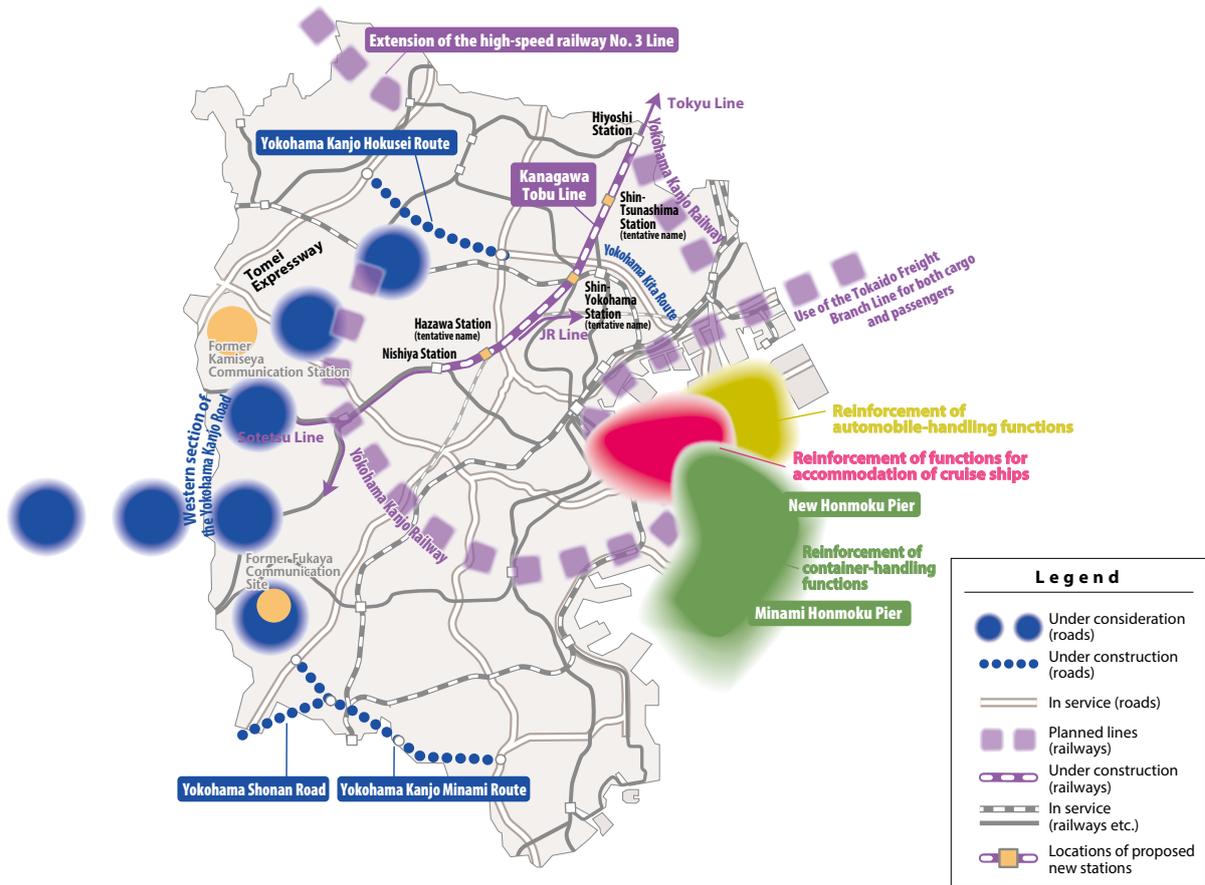


Temporary CIQ facilities on Daikoku Pier

#### [Comprehensive port conditioning for stronger international competitiveness and enriched civic life]

Condition the port so that it will be preferred as a strategic international container port. Take aim at making Yokohama a world-class port and foremost destination in Japan for cruise ships.

## Transportation Network, Port Facilities, and Other Urban Infrastructural Facilities



Maintenance work on a bridge girder

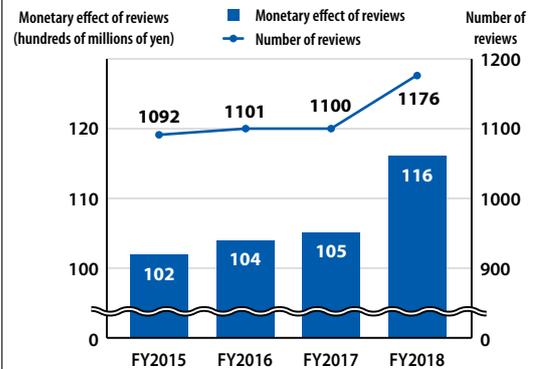
### [Systematic and effective maintenance and updating of public facilities]

Steadily maintain and update public facilities based on sure checking and a proper order of priorities, with extension of service life as the principle aim.

▶ **1. Ongoing review of administrative operations based on the background of the times**

- Check the effectiveness and efficiency of projects, constantly review office work, and construct simple but effective executive systems for steady promotion of requisite initiatives under the tough financial circumstances.

**Project Reviews - Trend of Monetary Effect and Number**



Source: "Project Reviews," on the website of the General Affairs Bureau, City of Yokohama

▶ **2. Administrative operations making full use of data and ICT**

- Promote efficient and effective administrative operations through policy formation emphasizing data and open data arrangements, and achieve efficient administrative operations as well as stable and effective administrative services using ICT.

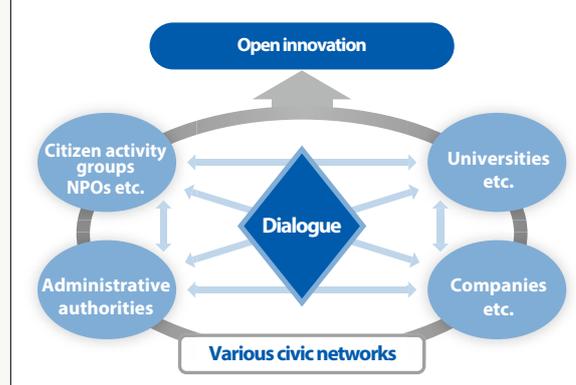
▶ **3. Work style reform and recruitment & development of personnel to support the city's future**

- Achieve flexible work styles adapted to the life situations of personnel, recruit and develop diverse human resources, and heighten the capabilities of the city hall organization as a whole

▶ **4. Co-creation based on closer coordination with the private sector**

- Take approaches to co-creation in various administrative fields with companies, groups, and a wide range of other private-sector principals inside and outside the city, to resolve social and community issues through open innovation.

**Types of Co-Creation Targeted by Yokohama**

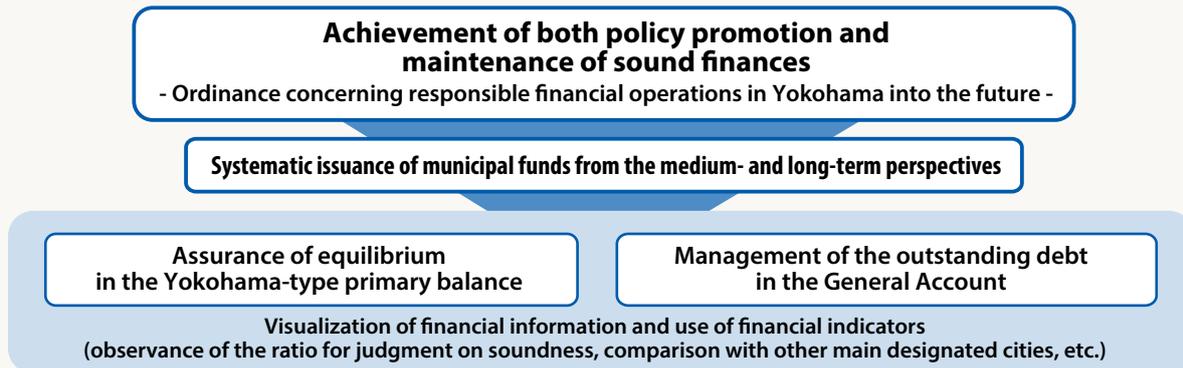


▶ **5. Provision of administrative services from the citizen perspective and collaboration with communities**

- Provide administrative services from the citizen perspective to achieve local communities where anyone can continue to reside with peace of mind, and strengthen city employee powers of coordination to achieve sustainable local communities.

▶ **1. Management of the outstanding debt with the General Account, through systematic use of municipal bonds**

- Systematically issue municipal bonds for full-fledged approaches to investment for Yokohama's growth and advancement and to the maintenance and renovation of public facilities, and properly manage the outstanding debt (balance of borrowings) with the General Account to prevent imposing an excessive burden on future generations.

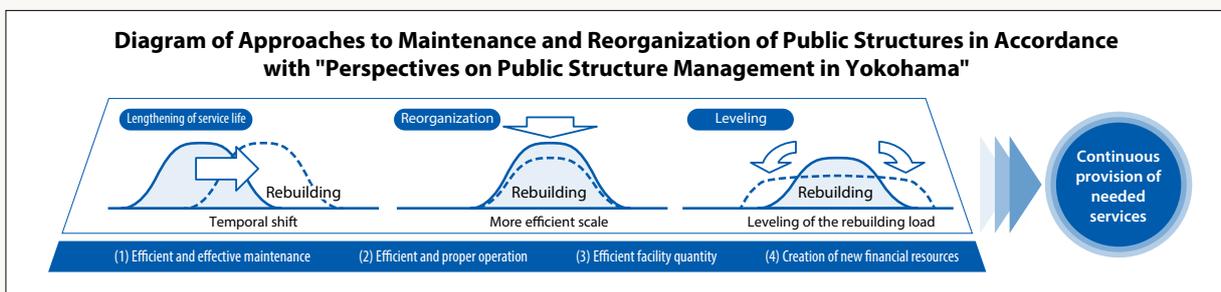


▶ **2. Reinforcement of the financial foundation through stable assurance of financial resources**

- Stably ensure municipal tax revenue through proper promotion of tax administration and improved convenience for taxpayers, and strive to increase the collection rate for, and decrease the amount of, receivables (arrear) through further rationalization of credit management.

▶ **3. Proper management and strategic use of assets in hand**

- Actively pursue the use of land and buildings owned by the city for the public good and welfare where possible and their sale etc. to acquire financial resources. Manage public structures based on approaches including reorganization for multi-purpose and -use arrangements and more efficient operation.



▶ **4. Promote efficient financial operations**

- Tighten measures for thorough contraction of costs and acquisition of financial resources, and promote initiatives and projects more efficiently and effectively through diverse modes of public-private partnership and use of private-sector funds.

▶ **5. Ensure and enhance the transparency of financial operations**

- Promote financial operations from medium- and long-term perspectives, and enhance the transparency of financial operations through the dissemination of information on financial administration.

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This outline edition introduces part of the Yokohama Medium-Term 4-Year Plan 2018 - 2021. More details of the plan are available for viewing at the website of the Yokohama Policy Bureau and in the booklet (for a fee).

(URL: <http://www.city.yokohama.lg.jp/seisaku/seisaku/chuki2018-/>)

\* The booklet is on sale at the Citizen Information Center (within Yokohama City Hall).

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