

Kyoto Tourism and MICE Promotion Plan 2030

Sustainable Tourism, MICE, and Beyond Summary



FY2026 to FY2030



SUSTAINABLE
DEVELOPMENT
GOALS

京都市は持続可能な開発目標（SDGs）を支援しています。

Significance and Effects of Tourism and MICE in Kyoto, and Progress to Date

Significance and Effects of Tourism and MICE in Kyoto

Tourism and MICE, leveraging Kyoto's exceptionally diverse attractions, **enrich people's hearts and lives**, and also support the **sustainable development of the city**, **vitalize the lives of citizens**, and further **contribute to international peace**.

Enhancing the richness of people's hearts and lives

Kyoto has a wide variety of attractions, including culture and arts, nature and scenery, food culture, people's lifestyles, industry and craftsmanship, religion, and spiritual culture.

Kyoto is a city that embodies the "essence of tourism," which is to enrich people's hearts and lives

Supporting the sustainable development of Kyoto City and enriching lives

Supporting Daily Life, Work, and Urban Development

Tourism consumption amount
1.9075 trillion yen

Equivalent to the annual consumer spending of
1.01 million citizens
Equivalent to (70.4%) (2024)



Employment effect from tourism

Equivalent to
217,000 people
Equivalent to more than 1 in 4 employed persons in the city (2024)



Tax revenue effect from tourism
39 billion yen



Urban development is progressing beyond the scale of the population

No. of restaurants:	8,413 establishments	Ranked 5th (2021)
No. of retail stores:	12,214 establishments	Ranked 4th (2021)
No. of taxis:	7,486 vehicles	Ranked 3rd (2023)
Population:	1,433,000 people	Ranked 8th (2025)

Comparison of the number of business establishments, etc., among designated cities

Urban development utilizing the accommodation tax



Renewal and installation of train information display equipment on the Karasuma Subway Line



Promoting the removal of utility poles

Supporting the maintenance and succession of culture



Utilizing admission fees and donations
Repairs completed in 2024
Honmaru Palace of the Former Detached Palace, Nijo-jo Castle

Leads to the creation of new industries and a "related population," as well as dual-residence and migration

- ▶ Interaction between tourists and leaders in culture and industry, and the awareness and learning gained through tourism, provide an **opportunity to create new culture and industries**
- ▶ Such interaction leads to interest in and affection for the region, which in turn leads to the **creation and expansion of the "related population"**
- ▶ The improvement of Kyoto's name recognition and image through tourism also leads to **many students advancing to higher education in Kyoto**, **employment from other cities**, and **companies expanding into Kyoto**

Significance and Effects of MICE

- ▶ Leads to the **revitalization of the regional economy**
- ▶ Leads to the **vitalization of civic life and the promotion of academia**
- ▶ Leads to the **improvement of the city's status and brand**

* MICE is an acronym for Meeting, Incentive Travel, Convention, and Exhibition/Event. It is a general term for these business events.

Leading to international peace

- ▶ Through tourism, people from Japan and abroad gather and interact in Kyoto, deepening their **understanding of each other's countries' and regions' cultures and customs**, fostering a spirit of **mutual respect for diversity**, and ultimately **contributing to international peace**

History of Tourism and MICE in Kyoto

In 2000, the "50 Million Tourist Initiative" was announced, and this goal was achieved in 2008.

After achieving this goal, there was a bold shift from **tourism focused on "securing quantity" to tourism focused on "improving quality."** In 2010, the "Kyoto City MICE Strategy" was formulated, **the first of its kind for a Japanese municipality, to contribute to "improving quality."**

The **"Kyoto Tourism Promotion Plan 2025,"** formulated while facing the unprecedented crisis during the COVID-19 pandemic, set forth a new policy, ahead of the rest of the country, aiming for **"sustainable tourism" in harmony with the lives of citizens**, looking ahead to a new stage after the pandemic subsided, in addition to a strong recovery from the pandemic, and promoted various measures.

Current State of Tourism and MICE in Kyoto

Main Initiatives in the "Kyoto Tourism Promotion Plan 2025"

- ▶ Promotion of strengthening measures against tourism issues, visualizing the effects of tourism, and disseminating and executing the "Kyoto Guidelines for sustainable tourism"
- ▶ Tourism promotion that leads to avoiding crowds and decentralizing tourism, adding high value, and promoting wide-area excursions through prefectural-municipal collaboration
- ▶ Support for businesses during the COVID-19 pandemic, support for digitalization and DX for tourism businesses, and promoting the appeal of the industry to secure and retain personnel
- ▶ Measures for tourists unable to return home, and strengthening the dissemination of disaster information in multiple languages for foreign tourists
- ▶ Support for infectious disease prevention and control measures at MICE events, and strengthening efforts to attract sustainable MICE and MICE that leverage Kyoto's strengths

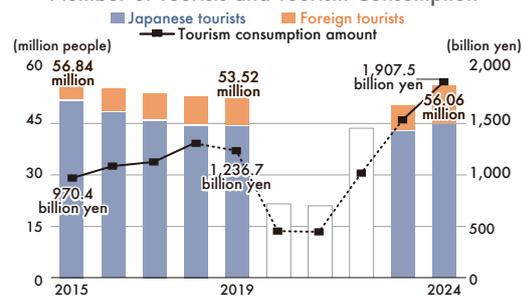
etc.

Current State of Tourism and MICE in Kyoto

Number of Tourists and Tourism Consumption

- ▶ Achieved a strong recovery from the COVID-19 pandemic
The number of tourists in the last 10 years has been around 55 million, excluding the COVID-19 pandemic
- ▶ About 80% of tourists are Japanese. Although there is a slight increase in the short term, like the rest of the country, the long-term trend is downward
(Comparison between the peak of the last 10 years and 2024: ▲13.1%(nationwide ▲16.6%))
- ▶ The number of foreign tourists has increased significantly in the last 10 years
- ▶ Tourism consumption has increased significantly in the last 10 years

Number of Tourists and Tourism Consumption

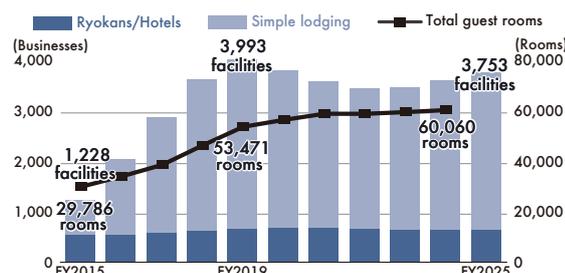


No. of tourists: 2020-2021 are internal city estimates
Breakdown of domestic/foreign tourists for 2022 is unknown
Tourism consumption: 2020-2022 are internal city estimates

Accommodation

- ▶ The total number of guest rooms in ryokans, hotels, and simple lodging has remained generally flat since FY2021
- ▶ The number of registered private lodging businesses is 1,116 (January 2026 (record high))
- ▶ The average annual occupancy rate of major hotels in the city is 80.6% (2025). During the high season (April 2025), the occupancy rate was 89.5%, with a foreigner ratio of 78.1% (record high) and an average daily rate of 30,640 yen (record high)

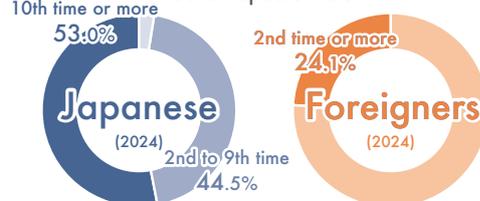
Number of Accommodation Facilities and Total Guest Rooms



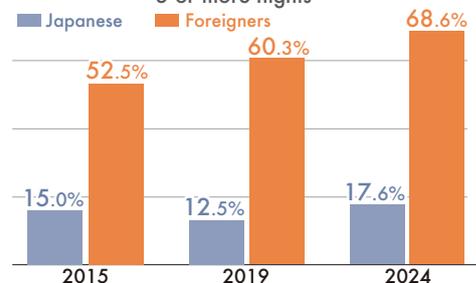
Trends by Tourist Attribute

- ▶ **Repeaters**
 - 97.5% of Japanese tourists, 24.1% of foreign tourists (2024)(both trending flat)
- ▶ **Overnight guests**
 - The percentage of overnight guests among tourists is 29.1% (16.3 million people), and their consumption accounts for 71.5% of tourism consumption (1.4 trillion yen) (2024)
 - While many Japanese tourists are day-trippers, many foreign tourists stay for 3 or more nights. In recent years, the number of foreign overnight guests has been increasing significantly
 - Compared to day-trippers, overnight guests tend to visit places other than popular spots. A high percentage of foreign overnight guests participate in cultural experiences
- ▶ **School excursion students**
 - Students on school excursions who visited Kyoto in 2024 accounted for 24.6% of all school excursion students nationwide (trending flat)

Tourist repeater rate



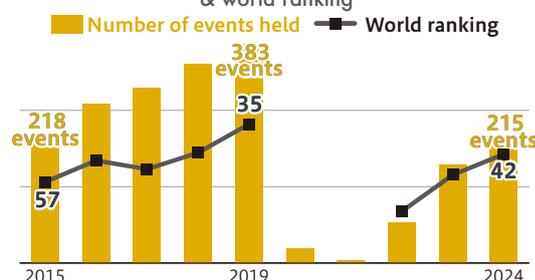
Percentage of guests who stayed for 3 or more nights



MICE

- ▶ Number of international conferences held was 215 (down 43.9% from 2019) (2024)
- ▶ Ranked 42nd in the world for the number of international conferences held (35th in 2019)
2nd in Japan (2nd in 2019) (both in 2024)

Number of international conferences held & world ranking



No. of events: JNTO basis
Ranking : ICCA basis

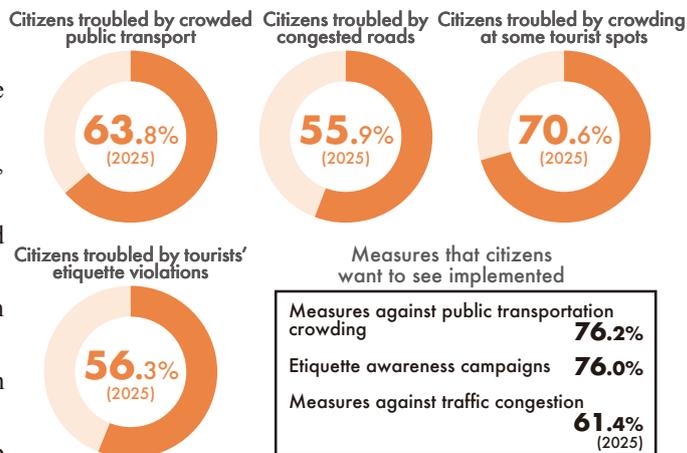
Challenges Surrounding Tourism and MICE in Kyoto

Challenges Surrounding Tourism and MICE in Kyoto

Key Issue (1) Relationship with the lives of citizens

- ▶ Many citizens continue to be troubled by crowding and tourist etiquette issues
- ▶ While the dispersal of tourism seasons has shown some results, the dispersal of times and locations remains a challenge
- ▶ Due to crowding in some tourist areas, public transportation, roads, etc. are congested in some sections and time slots
- ▶ Number of reports regarding private lodgings is on an upward trend following the recovery from the COVID-19 pandemic
- ▶ It is predicted that the number of foreign tourists unfamiliar with Japanese and Kyoto culture and customs will continue to increase
- ▶ The specific benefits of tourism, such as the use of the accommodation tax, are not being sufficiently communicated to citizens
- ▶ To achieve “sustainable tourism,” it is necessary to build a relationship of mutual respect among tourism-related businesses and workers, tourists, and citizens

Many citizens are troubled by crowding and etiquette issues



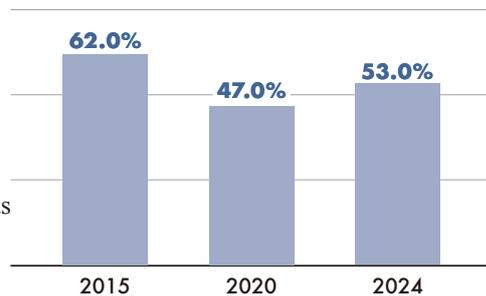
Key Issue (2) Relationship with tourism promotion

Domestic travel market is stagnating, and the repeater rate for Japanese tourists visiting Kyoto 10 or more times is decreasing

[Issues Regarding Tourism Trends, etc.]

- ▶ The domestic travel market is stagnating long-term
- ▶ Among repeat Japanese tourists, the repeater rate for those who have visited Kyoto 10 or more times is decreasing
- ▶ The number of foreign tourists visiting Kyoto for the first time is predicted to increase
- ▶ Along with the dispersal of tourism, promoting longer stays is necessary
- ▶ It is necessary to promote tourism in areas that are relatively uncrowded
- ▶ Some schools are changing their school excursion destinations from Kyoto to other areas

Percentage of Japanese tourists visiting Kyoto 10 or more times



[Issues Prerequisite to Tourism Promotion]

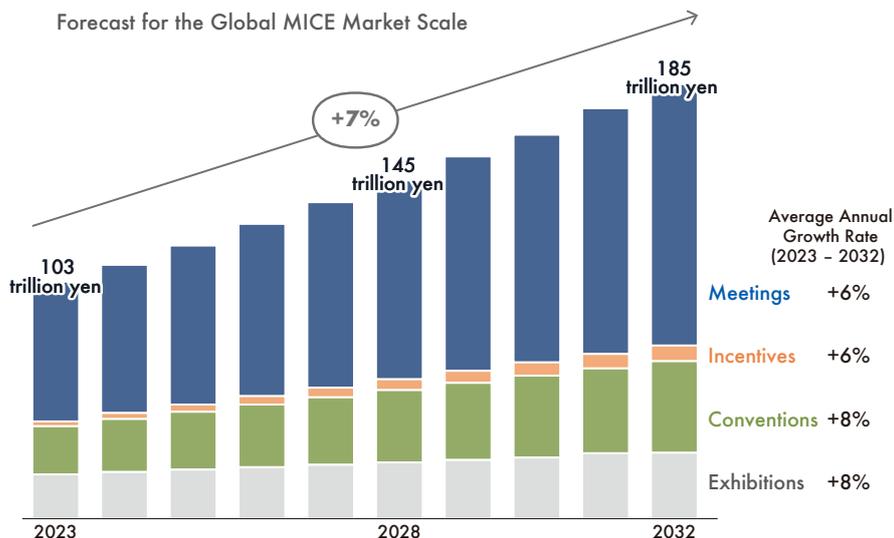
- ▶ Predicted future decrease in the number of bearers of culture and tourism
It is necessary to work on securing, training, and retaining such leaders
- ▶ The status of DX initiatives in service industries such as food, beverage, and accommodation is sluggish
- ▶ It is necessary to work on improving safety and security, crisis response capabilities, and reducing the environmental load

Key Issue (3) Relationship with MICE promotion

Intensifying inter-city competition to attract MICE events

- ▶ As the market is expected to expand and **inter-city competition to intensify**, it is necessary not only to strengthen efforts to attract MICE events but also to maximize the effects of holding them (Effects of holding MICE events: creating business opportunities, promoting academia, improving citizens' knowledge, etc.)
- ▶ Awareness of MICE is low, and the effects of holding MICE events are not sufficiently visualized

Forecast for the Global MICE Market Scale



Key Cities in International Conference Ranking Changes

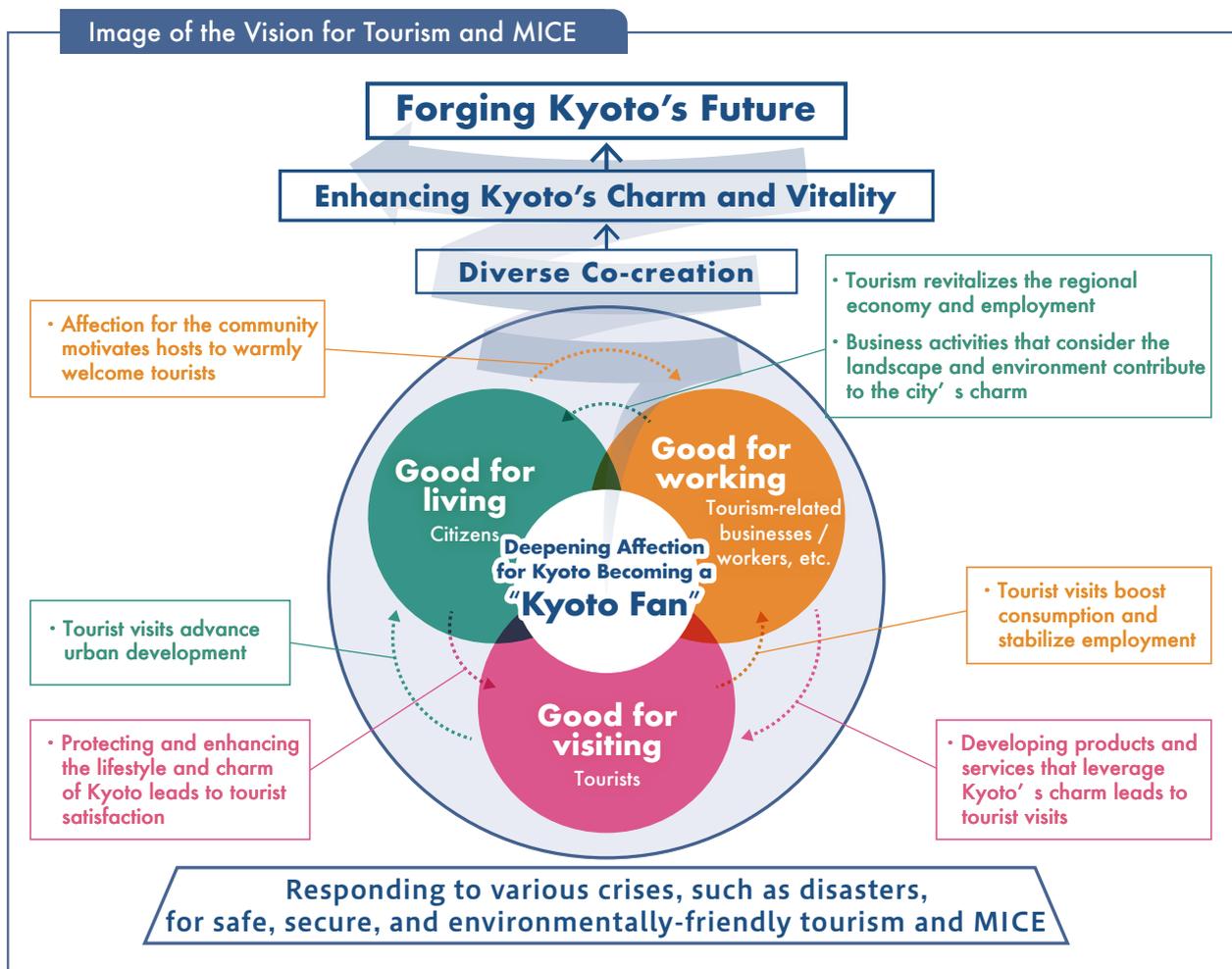
	National government	City	2022-2024 Total Ranking	Ranking Change
Top 5 Rising in Rankings	Switzerland	Lausanne	81st	+356
	Qatar	Doha	100th	+172
	UAE	Abu Dhabi	56th	+67
	Italy	Naples	65th	+61
	Italy	Bologna	43rd	+58
Top 5 Falling in Rankings	Norway	Bergen	94th	+58
	Canada	Toronto	74th	-37
	Canada	Vancouver	79th	-40
	USA	Chicago	99th	-46
	China	Shanghai	87th	-58
	China	Beijing	85th	-62
Reference	Japan	Kyoto	52nd	-8

The Vision for Tourism and MICE in Kyoto

The Vision for Tourism and MICE in Kyoto

Tourism and MICE that Forge the Future Through Diverse Co-creation

- ▶ By implementing comprehensive measures to address tourism-related challenges and fostering a relationship of mutual respect among businesses, workers, tourists, and citizens, we aim to promote **tourism and MICE that coexist in harmony with local life and allow everyone involved to enjoy the “true essence” of tourism – high-quality, satisfying experiences that enrich hearts and lives – and are sustainable while enhancing the well-being of our citizens.**
- ▶ Looking beyond sustainable tourism and MICE, we aim for **tourism and MICE leading to the creation of new culture and industries, the enhancement of Kyoto’s charm and vitality, and the transmission of Kyoto’s essence to the future** by attracting a wide variety of people through leveraging Kyoto’s diverse and profound charms, while collectively protecting and nurturing Kyoto’s charms – including culture and arts, nature and scenery, food culture, people’s lives, industry and craftsmanship, religion, and spiritual culture – based on the philosophy of fueki-ryuko (continuity and innovation) passed down in Kyoto.
- ▶ Through these initiatives, we will realize **“Tourism and MICE that Forge the Future Through Diverse Co-creation.”**



To realize sustainable tourism and MICE, it is essential, under thorough measures against tourism issues, **for all people involved in Kyoto tourism to build a relationship of mutual respect, and to achieve tourism of high quality and satisfaction for all parties.** On the other hand, the charm of Kyoto is not something that will naturally be maintained in the future, and there is even a possibility that it could be lost due to the momentary actions of people involved in tourism.

While tourism-related businesses and workers have a responsibility to be in harmony with the local community and contribute to the development of local culture, **tourists are also required to practice “responsible tourism,”** which includes consideration for the local community and respect for culture and the environment.

When all people involved in Kyoto tourism respect each other, face challenges together, and practice “responsible tourism,” it will bring

positive effects to various fields such as culture and arts, nature and scenery, food culture, people’s lives, industry, craftsmanship, and even urban development, further enhancing the charm of Kyoto and leading to the realization of high-quality, high-satisfaction tourism for all parties, and the **creation of a virtuous cycle of becoming “Kyoto fans.”**

Japanese tourists are central to being “Kyoto fans” and are invaluable partners. Foreign tourists are those who discover new charms that were previously unnoticed, and also reaffirm existing values, **thereby polishing the charm of Kyoto.** By working to have tourists become more deeply involved with Kyoto, such as through interaction with various stakeholders, we will create **diverse co-creation centered on “Kyoto fans,”** leading to the maintenance and succession of Kyoto’s charm and the **enhancement of Kyoto’s charm and vitality** through the creation of new culture and industries.

Three Projects

- ▶ To achieve the vision, we will promote the following three projects.
- ▶ For each project, we will set “target values for 2030.” In the long term, we will not stop at these values but will strive to increase them as much as possible.
- ▶ In addition, to comprehensively manage tourism and MICE, we will set monitoring items for each project and regularly check for changes over time to grasp the current situation. (Please refer to the main plan document for monitoring items)

Project: Connecting Citizens’ Lives and Tourism

While tourism is essential for improving the richness of citizens’ lives and the development of Kyoto, harmony and balance with citizens’ lives are indispensable for making Kyoto tourism sustainable.

Therefore, we will work to expand the circle of citizen empathy for tourism by **further strengthening measures against issues arising from tourism** and promoting **policies that allow citizens to better feel the effects of tourism**.

Furthermore, as a foundational initiative for “sustainable tourism,” we will promote and establish a **relationship of mutual respect among the three parties: tourism-related businesses and workers, tourists, and citizens**.

Furthermore, the target of “**0.0% for the percentage of citizens troubled by crowding and etiquette violations**” was set with the resolve to never overlook those citizens who are troubled by pressing tourism-related issues, and **to make unremitting efforts to reduce that percentage to zero, regardless of the difficulties involved**.

Item ★ Extremely high target values	Highest or lowest value in the last 10 years	Most recent value	Target value for 2030
Percentage of citizens troubled by crowding and etiquette violations ★	(2023) 77.3%	(2025) 79.9%	0.0%
Percentage of citizens who think tourism plays an important role in the development of Kyoto City	(2021) 74.5%	(2025) 70.1%	75.0%
Percentage of tourists who were “very satisfied” with their sightseeing experience in Kyoto	(2020) Japanese 29.2% (2023) Foreigners: 53.8%	(2024) Japanese 25.9% (2024) Foreigners: 49.5%	Japanese 30.0% Foreigners: 55.0%
Percentage of workers who want to continue working in the Kyoto tourism industry	(2025) 64.4%	(2025) 64.4%	70.0%

Measures to be Promoted

▶ Strengthening measures against issues arising from tourism

To **achieve harmony and balance between citizens’ lives and tourism**, we will collaborate with industry, research institutions such as universities, administrative agencies such as the Kyoto Prefectural Police, and the community to **further strengthen measures against tourism issues such as congestion in some tourist areas, roads, and city buses, tourist etiquette, littering in tourist areas, and illegal/improper private lodging problems**.

In strengthening these measures, we will endeavor to **conduct fact-finding surveys to carefully understand the current issues** and will work to **ensure more effective measures by implementing demonstration projects and utilizing cutting-edge technology**.

At the same time, we will **request the national government to strengthen support for tourism issue measures tailored to local conditions** – such as congestion measures – and to review **relevant laws including the Hotel Business Act and the Private Lodging Business Act**; we will also **consider the future of private lodging regulations, including the revision of municipal ordinances**.

In addition, we will **disseminate accurate information about congestion and information about measures against issues in an easy-to-understand manner** through various media.

▶ Expanding the circle of citizen empathy for tourism

We will work to **disseminate the significance and effects of tourism, the use of the accommodation tax, and issues arising from tourism and the measures against them in an easy-to-understand manner**, and particularly strengthen **dissemination to the children who will lead the next generation**.

Additionally, to ensure citizens feel that tourism contributes to the richness of their lives, we will **implement “citizen-priority pricing”** for city buses and other services, while also **considering improvements to citizen services such as “citizen-priority pricing” at public facilities like Nijo Castle**. Furthermore, we will **utilize the accommodation tax** – for which the tax rate has been reviewed – to work toward **improving convenience for both citizens and tourists and ensuring safety and security**.

Furthermore, we will promote **opportunities for citizens to experience the charm of Kyoto** and also work to **improve civic pride**.

▶ Maximizing the effects of tourism on Kyoto

We will work to **promote the active use of traditional industry products, Kyoto-produced ingredients, and local materials** for tourism-related businesses.

▶ Building a relationship of mutual respect among the three parties involved in Kyoto tourism

For tourists, we will use the easy-to-understand term “Touristship” to encourage more specific actions. We will continue to promote **the dissemination and awareness of the “Kyoto Guidelines for sustainable tourism”** so that the three parties can mutually practice actions to improve Kyoto tourism.

Project: Piecing Together Travel as if Living Here

By having tourists piece together their travel as if they were living here, experiencing and enjoying the essence of Kyoto, we will promote **Kyoto tourism that makes them want to visit again and again, stay longer, and even live here.**

Also, to achieve **sustainable development of related industries**, we will work to revitalize them through productivity improvements, etc., and to **promote the active participation of personnel, improve safety and security, enhance crisis response capabilities, and reduce the environmental impact of tourism** through support for securing, training, and retaining workers.

Item ★ Extremely high target values	Highest or lowest value in the last 10 years	Most recent value	Target value for 2030
Tourist repeater rate ★ (Japanese: 10 or more times, Foreigners: 2 or more times)	(2015) Japanese: 62.0% (2023) Foreigners: 26.7%	(2024) Japanese: 53.0% (2024) Foreigners: 24.1%	Japanese 65.0% Foreigners: 35.0%
Percentage of tourists who want to visit Kyoto again (Strongly agree)	(2022) Japanese: 68.6% (2023) Foreigners: 66.0%	(2024) Japanese: 65.3% (2024) Foreigners: 65.9%	Japanese 70.0% Foreigners: 70.0%
Percentage of tourists who want to recommend visiting Kyoto to those close to them (Strongly agree)	(2022) Japanese: 53.6% (2023) Foreigners: 74.7%	(2024) Japanese: 49.1% (2024) Foreigners: 73.6%	Japanese 55.0% Foreigners: 80.0%
Percentage of workers who want to continue working in the Kyoto tourism industry (repost)	(2025) 64.4%	(2025) 64.4%	70.0%

Measures to be Promoted

▶ Creating and refining diverse and profound tourism experiences

Targeting a wide range of generations, we will **unearth new charms**, including not only temples, shrines, and history, but also **nature such as rivers, trails, cycling, and contemporary attractions**. Furthermore, we will **create and refine deeper tourism experiences, such as interactions with bearers of Kyoto's charm including the Kyoto scholarly and artistic fellowship**. We will also **survey Kyoto fans about the city's charms** and pursue the "diverse and profound essence of Kyoto."

▶ **Tourism promotion in diverse areas, promotion of wide-area excursions through prefectural-municipal collaboration, etc.**
We will **create and refine tourism experiences in various areas** of the city that are relatively uncrowded. We will also **encourage wide-area excursions together with Kyoto Prefecture, Shiga Prefecture, and other neighboring municipalities**.

▶ Promotion of high-value-added tourism

We will attract high-value-added travelers by **creating and refining special tourism experiences unique to Kyoto and strengthening information dissemination to high-value-added travelers**, and promote the creation of a mechanism to use part of the revenue to maintain and pass on cultural properties, etc.

▶ Promotion of accommodation tourism

We will **promote accommodation tourism** while sharing with each facility ideas such as harmonizing with citizens' lives, ensuring the safety and security of citizens and tourists, and aiming for diverse and attractive facilities. We will also work to **enhance and promote the appeal of ryokans**, where visitors can experience Japanese culture with all five senses.

▶ Strengthening efforts to attract school excursions and educational tours

After grasping the trends of school excursions nationwide, we will work to **strengthen attraction activities, enrich diverse educational programs unique to Kyoto** such as inquiry-based learning on SDGs and cultural experiences, and enhance the reception system in collaboration with universities, students, and companies.

▶ Creation and expansion of the "related population" through promotion of diverse stays, etc.

We will go beyond so-called "tourist" stays and promote the **creation of opportunities for connection and interaction with the local community**, such as by developing a reception system for people who engage in creative activities in a wide range of fields from art to business during their stay.

Pursuit of the "diverse and profound essence of Kyoto"

▶ Development of the reception environment

We will **further enhance the reception system** by **improving the convenience of public transportation, enhancing the environment for bicycle use**, improving convenience and alleviating congestion through **digitalization and DX promotion**, and **fostering and promoting the active participation of "Kyoto City Certified Interpreter Guides."**

▶ Strategic information dissemination

While keeping a close eye on trends in advanced technologies such as AI, we will conduct **detailed information dissemination** tailored to the needs of tourists and the content that Kyoto wants to convey to them. We will also **strengthen information dissemination in collaboration with various entities**, such as overseas local media and influencers who are Kyoto fans. In particular, for foreign tourists, we will **improve our outreach tailored to the characteristics of each country and region**.

Developing the reception environment, information dissemination

▶ Promoting the sustainable management of tourism-related businesses and revitalizing tourism-related industries

We will work on **promoting digitalization and DX for businesses, creating networks between businesses, and supporting skill enhancement**, and promote productivity improvement, improvement of working conditions for employees, and further improvement of service quality.

▶ Promoting the active participation of workers

We will work to create an environment where people feel they want to work with pride and continue working. This will be achieved by **promoting the appeal of working in the tourism-related industry**, securing workers through **exchange meetings between employees and university, vocational school, and international students**, and strengthening support for training and development.

Revitalizing related industries & promoting the active participation of workers

▶ Improving safety and security and the crisis response capabilities of tourism-related industries

We will work to **ensure the safety and security** of both citizens and tourists during normal times and to **improve crisis response capabilities** in the event of a disaster.

▶ Reducing the environmental impact of tourism

We will work on **reducing greenhouse gas emissions by businesses and tourists, raising awareness about reducing and sorting food loss, plastic, and other waste, and creating low-environmental-impact tourism experiences**. In particular, we will support the decarbonization of cultural heritage sites and shopping districts.

Safety and security, improving crisis response capabilities, Reducing environmental impact

Project: Gathering Through MICE

Kyoto has a proven track record as Japan's leading MICE city, but we aim to become a **leading international MICE city** by not only **strengthening efforts to attract MICE that leverage Kyoto's strengths** but also by **maximizing the effects of MICE**.

Item ★ Extremely high target values	Highest or lowest value in the last 10 years	Most recent value	Target value for 2030
World ranking for the number of international conferences held ★ (ICCA basis)	(2019) 35th	(2024) 42nd	30th
Number of international conferences held (JNTO basis)	(2019) 383 events	(2024) 215 events	400 events

Measures to be Promoted

- ▶ **Maximizing the effects of MICE by creating opportunities for interaction and learning with citizens, students, researchers, companies, etc.**

In addition to promoting longer stays and repeat visits by MICE participants, we will work to **create business opportunities and promote innovation and startups through MICE**, and to **promote academia** by encouraging student participation in MICE.

We will also encourage organizers to **utilize well-established and highly regarded venues unique to Kyoto and hold public lectures**. Furthermore, we will work to **create advanced case studies of community contribution programs**.

- ▶ **Strengthening efforts to attract MICE that leverage Kyoto's strengths**

We will **strengthen attraction activities, including strengthening marketing, building global networks, strengthening information dissemination, developing and promoting the use of attractive programs unique to Kyoto**, and **supporting the holding of sustainable MICE** that contributes to the SDGs through environmental considerations and regional contributions. We will also work to develop the reception environment by **supporting human resource development** for MICE-related businesses and **building a MICE reception system through collaboration between facilities**.

- ▶ **Improving awareness of MICE and promoting the visualization of its effects**

We will **disseminate the significance and effects of MICE in an easy-to-understand manner to citizens, local businesses, and researchers**, and foster momentum for accepting, participating in, attracting, and holding MICE.

Promotion System and Mechanism

▶ Promotion System

This plan will be shared with each entity that supports Kyoto tourism, and we will work to achieve the vision by having each entity firmly tackle what it can do from its own standpoint. We will also strengthen the promotion system as follows.

- **Strengthening collaboration with related organizations**
- **Strengthening collaboration with the national and Kyoto prefectural governments, etc.**
- **Strengthening the execution system, etc.**

▶ Promotion Mechanism

- **Thorough implementation of data-based initiatives**
- **Establishment of the “Kyoto Tourism & MICE Promotion Plan 2030 Management Committee” (Tentative Name)**
- **Utilization of accommodation tax and other resources (Establishment of a Fund)**
- **Clear and accessible dissemination of tourism and MICE policies**

To Pass on the Charm of Kyoto to the Future

Kyoto City is now exposed to an **unprecedented wave of major changes**, such as a shortage of workers, changes in lifestyles, the worsening of environmental problems and natural disasters, and a rapid increase in foreign tourists, and **even the charm of Kyoto is not in a position where it will naturally be maintained in the future**.

What is the essential charm of Kyoto? What should be protected for Kyoto to remain Kyoto? What should Kyoto City look like? These fundamental questions are the starting point for all policy fields, and we **need to seriously address these questions**

not only with the government but also with all people involved in Kyoto, including tourism-related businesses and workers, tourists, citizens, and “Kyoto fans.”

Along with realizing the vision of this plan, **we will make unceasing efforts together with all people involved in Kyoto** to integrate all policy fields – including tourism, culture and arts, cultural properties, traditional industries, environment, landscape and other urban planning, and transportation – beyond this planning period to solve various issues and continue to be a city as set forth in the “the Kyoto Philosophical Charter.”