

# Kyoto Tourism Promotion Plan 2025

A wonderful place to live, visit, and work.

Kyoto – a city where history and culture give rise to hope



# A wonderful place to live, visit, and work.

## Kyoto – a city where history and culture give rise to hope



Due to the effects of the new coronavirus infection that is raging around the world, tourism demand has plummeted, and tourism in Kyoto is now facing an unprecedented crisis.

The year before last, the rapid increase in the number of foreign tourists had caused congestion in certain tourism spots and problems with tourist etiquette arose, affecting the lives of our residents. This coronavirus disaster came at a time when Kyoto, as a leading city in resolving tourism issues, has been working hard with local communities and tourism-related businesses and has finally begun to see results, such as the easing of congestion.

This new infectious disease has greatly affected the lives and employment of not only the tourism industry, but also many people engaged in tourism-related work, as well as the lives of those who are responsible for culture and art. The mayhem afflicted by the coronavirus has reaffirmed the fact that tourism supports the industry and culture of our region, and that we must overcome this predicament, restore Kyoto tourism to its former strength, and open up the future. In doing so, we must not return to the state of affairs that existed before this crisis, when over-tourism became an issue, we must realize a more sustainable form of tourism in which the public lives are in harmony with tourism, and local residents feel more affluent. In order to achieve this, a plan that will serve as a roadmap for everyone involved in Kyoto tourism is needed now more than ever. With this in mind, we have formulated the "Kyoto Tourism Promotion Plan 2025".

In order to realize sustainable tourism in Kyoto, it is necessary for all parties involved in Kyoto tourism, including residents, tourists, and tourism businesses and workers, to strive for higher quality tourism and more satisfaction for all three parties with mutual respect for each other.

Based on this plan, we aim to resolve regional and social issues through the power of tourism in accordance with the lives of residents, and to contribute to the achievement of the SDGs while addressing environmental issues, such as the crisis of infectious diseases and "Zero CO<sub>2</sub> by 2050." We will do our utmost to make Kyoto a model for other cities around the world by ensuring that each and every person involved in the Kyoto tourism industry takes both a "personal" and "collective" approach to tourism.

When we look back on tourism around Kyoto in the past, we have faced many crises. Back in 1930's, in the midst of the Great Depression, Kyoto became the first city in Japan to establish a "Tourism Division" in the city hall with an eye to the future. As shown in this example, Kyoto has taken on the challenge of ensuring its tourism evolves to meet the circumstances, and has progressed strongly with utmost "resilience" to respond flexibly to any crisis.

On the occasion of this coronavirus disaster, I am confident that we will be able to overcome this crisis by making use of the history and culture of Kyoto inherited from our predecessors for future tourism in Kyoto, and by turning them into "hope" to live through "Under Corona" era. I am convinced that we can overcome this crisis by uniting the power of all the townsfolk in Kyoto, including the tourism industry, the cultural sector, temples and shrines, local businesses and universities, as well as people who love Kyoto from around the world.

In conclusion, I would like to express my sincere gratitude to the members of the Kyoto City Tourism Promotion Council, to all those who have contributed to the development of this plan, and to all those who have provided valuable comments and suggestions.

March 2021

Mayor of Kyoto **Daisaku Kadokawa**



# The Significance of Promoting Tourism in Kyoto

## 1 Enriching the minds and lives of residents and visitors with the "light of Kyoto"\*.

\*It is culture, art, nature, learning, food, industry, wisdom, people and life, nurtured by a history of over 1,200 years since the establishment of the ancient capital.

## 2 Supporting the sustainable development of the city of Kyoto and to enrich the lives of Our residents.

(1) Inheritance and development of local culture and local communities

(2) Progress in developing an attractive city with beautiful townscapes and urban functions that facilitate our lives

(3) Promotion of industry, creation of jobs, and other stimulation of the local economy, all contributing to municipal finances

(4) Improving the Kyoto brand and fostering attachment and pride in the region

## 3 Contributing to international goodwill and peace by promoting mutual exchange.

# Kyoto Tourism Promotion Plan 2025

## ■ Planning period

Five years from 2021 through 2025.

\*The plan adopts a long-term perspective by setting goals for the year 2030.

## ■ Objectives

In Kyoto, tourism composing a great part of the "light of Kyoto" – reflecting its culture, nature, people, and lifestyles nurtured by the city's long history – has enriched our minds and lives, and has contributed not only to revitalization of the local economy and development of the city, but also to friendship and goodwill around the world. On the other hand, the recent rapid increase of foreign tourists and the accompanying increase of tourism businesses have caused tourism challenges, such as illegal overnight stays, congestion in certain tourist spots and problems caused by different incultures and customs, affecting the lives of residents.

Tourism has great potential, but at the same time it can have a negative impact on local communities and the environment. Based on the "Kyoto Tourism Promotion Plan 2020" and "Kyoto MICE Strategy 2020" formulated in 2014, Kyoto City has aimed to become a "World-class Tourism City" and has been implementing a variety of measures to enhance its brand as a tourist destination and to contribute to revitalization of the local economy by boosting spending by tourists. At the same time, we have taken measures to deal with tourism issues that have arisen during this period, such as the "Kyoto Tourism Promotion Plan 2020<sup>+</sup>," the "Basic Guidelines and Specific Measures to Realize a Sustainable Tourism City that Prioritizes Harmony with its Residents' Lives," and the "Kyoto City Accommodation Expansion and Attraction Policy."

However, the declining population, due to the falling birthrate and an aging society, the shortage of cultural leaders due to changes in lifestyles, and the decline of local communities, have affected the inheritance and development of the "light" of Kyoto, which has attracted many tourists from home and abroad. The loss of tourism demand and social changes caused by the rapid spread of Covid-19, had an extremely serious impact on businesses that have supported tourism in Kyoto, and have rapidly changed the way people live, work and travel.

In order for Kyoto's tourism to recover strongly from the crisis it is facing and to respond to a new post-corona stage, it is necessary to reflect again on the significance of promoting tourism, make best use of past experience, and integrate and develop the above policies and other initiatives. We need a new model that links Kyoto's history and accumulated culture.

The Kyoto Tourism Promotion Plan 2025 aims to contribute to the achievement of the SDGs\* by resolving regional and social problems through the power of tourism in harmony with residents' lives, while addressing crises and environmental issues. The Kyoto Tourism Promotion Plan 2025 has been formulated with the aim of making Kyoto a model for cities around the world.



The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.

# Kyoto's Vision of Urban Development and Tourism

## What Kyoto's tourism represents

**Sustainable tourism that contributes to the enrichment of people's lives, resolution of local and social issues, achieving the SDGs, and responding to various crises and environmental issues, including infectious diseases and disasters.**

In order to realize sustainable tourism in Kyoto in harmony with residents' lives and tourism, it is important for residents (local communities), tourists, and tourism businesses and workers to respect each other, and to realize higher quality tourism that satisfies all three parties, while ensuring that the city is good to live in, good to visit, and good to work in. In this way, we can further enhance the attractiveness of Kyoto's tourism and build a virtuous circle that will ensure the future development of Kyoto.



## Five Goals for Urban Development and Tourism to be achieved by 2030

Based on the vision for Kyoto tourism, we aim to achieve the following five goals for urban development and tourism by 2030.

- 1 Achieving harmony between the life of our residents and tourism, allowing the local populace to feel enriched.
- 2 All actors being involved in refining the "light of Kyoto" and improving tourism quality.
- 3 Tourism industry leaders become more active, and entrepreneurship of new businesses in the fields of tourism and culture flourish, contributing to improve the vitality of the city and cultural inheritance.
- 4 Ensuring flexible, strong, safe, secure and environmentally sustainable tourism that can cope with various crises, such as infectious diseases and disasters.
- 5 Establishing the city's credentials as an attractive MICE city, welcoming people from all over the world, recognizing diversity, and contributing to world peace.



## 5 perspectives essential to attain the urban development and tourism (cross-sectional perspectives)

- 1 Strong recovery from the impact of Covid-19
- 2 Promotion of tourism emphasizing the inheritance and development of culture and environmental consideration
- 3 Digitalization and innovation
- 4 Strengthening of initiatives and mechanisms to promote and manage tourism in each area.
- 5 Strengthening of communication between residents, tourists, businesses, etc. and the city & the DMO\* (Kyoto City Tourism Association)
- 6 Strengthening of cooperation and area-wide collaboration throughout Kyoto centered on the DMO (Kyoto City Tourism Association)

\*DMO: A Destination Management/Marketing Organization (DMO) is an organization that takes a scientific approach to tourism, involving a wide range of local stakeholders. Improved quality in Kyoto tourism = More sustainable Kyoto tourism (circular image)

## To further improve the quality of tourism in Kyoto:

- Ensure residents (local communities) to feel satisfied and enriched by harmonizing their lives and tourism and the further contribution of tourism to the community.
- Continue to shine the "light of Kyoto" such as culture, nature and landscape, and enhance tourist satisfaction by providing more attractive experiences, products and services, better value, and warmer hospitality.
- Enable tourism operators to work with greater pride and motivation, and to enable tourism businesses to operate more stably and actively.
- Make Kyoto's tourism industry more resilient to crises and more secure and safe for all actors
- Together, these will make Kyoto tourism more sustainable.

While improving the quality of tourism for tourists, we are aiming for sustainable visits to Kyoto, increased unit consumption, and improved quality of life for local residents.

The aim is to create a virtuous cycle which will lead to improving the quality of tourism in the region and for tourism operators and workers.

### Quality improvement of tourism in Kyoto = More sustainable tourism in Kyoto

#### (Circulation image)

\*Further enhancement of Kyoto's lifestyle and regional attractiveness through the realization of tourism in harmony with residents' lives  
\*Further improvement of the hospitality of residents, etc.



# Efforts to realize the five goals

★Major efforts in the recovery period from Covid-19 pandemic

## 1 Accordance and Enrichment of Civil Life and Tourism

### Aims

Tourism should contribute to the revitalization of the local economy and the local cultural inheritance, as well as ensuring that the actions of tourists and business activities of tourism operators are conducted with due regard for local culture and customs. In addition, residents will feel the contribution of tourism to the local community, and this will foster a tendency to warmly welcome tourists.

- (1) Strong recovery of Kyoto tourism to maintain its culture and traditions and to normalize the local economy ★
- (2) Strengthening of measures to deal with tourism issues ★  
\*Crowding at some tourist attractions and violation of tourist manners.
- (3) Boosting residents' sympathy for tourism and creating opportunities for the local populace to experience more of Kyoto's attractions
- (4) Maximizing the contribution of tourism to the local economy
- (5) Succession and creation of culture through tourism and preservation of beautiful scenery
- (6) Addressing the challenges posed by tourism in a variety of sectors. This includes not only economic, cultural and community development, but also education, health and welfare.

### Indicators

The impact of tourism on residents' lives (congestion, manners, accommodation), the status of the three decentralizations (season, time, and place), the contribution of tourism to the region (contribution to public transport, maintenance, and transmission of culture), the status and satisfaction of residents with the implementation of tourism

## 2 Polishing up the "Light of Kyoto" and Improving the Quality of Tourism

### Aims

Kyoto's nature and culture will be preserved with new attractions created, and a comfortable environment will be created for all types of visitors. In addition, the interaction between residents and tourists will improve the hospitality of the local populace, promote mutual understanding, and foster respect for Kyoto among tourists.

- (1) Enhancing and disseminating tourism that can be enjoyed safely in a "Under Corona" era ★
- (2) Strong recovery of Kyoto tourism to maintain its culture and traditions, and to normalize the local economy (reiterated) ★
- (3) Succession and creation of culture through tourism and preservation of beautiful scenery (reiterated)
- (4) Refinement of Kyoto's "light" and creation of new attractions ★
- (5) Promotion of tourism based on the themes of environment, nature and sports ★
- (6) Promotion of tourism based on themes such as film, manga and animation
- (7) Improving initiatives for repeat customers
- (8) Promotion of overnight tourism and longer stays ★
- (9) Enhancing hospitality by improving the reception environment for all kinds of people and promoting digitalization. ★
- (10) Further strengthening of information dissemination
- (11) Strengthening support for school trips and educational travel ★
- (12) Enhancement of high quality tourist services and experiences, and strengthening of information dissemination
- (13) Improvement in hospitality for residents and promotion of mutual understanding

### Indicators

The impact of tourism on residents' lives (congestion, manners, accommodation), the status of the three decentralizations (season time and place), the contribution of tourism to the region (contribution to public transport, maintenance and transmission of culture), the status and satisfaction of residents with the implementation of tourism

## Indicators and Targets

In promoting the plan, it is important to set up indicators to measure progress towards realizing the vision, to evaluate the figures regularly, and to use the PDCA cycle (Plan-Do-Check-Act) to ensure that new improvement measures are drawn up and implemented.

Therefore, for this Plan, indicators are set for each of the "Five Goals for Urban Development and Tourism to be achieved by 2030" listed in Chapter 3.

# 3 Activity of the Bearers

## Aims

Stable jobs for tourism workers with improved treatment, while creating an environment in which they can work with pride and motivation. Moreover, through improved productivity, the management of tourism businesses will become more stable, and entrepreneurship and the creation of new businesses in the field of tourism and culture will flourish.

- (1) Support for businesses to recover from the effects of the coronavirus pandemic ★
- (2) Strengthening support for the recruitment, training and retention of tourism-related human resources

- (3) Stimulation of tourism-related businesses ★

## Indicators

The percentage of full-time employment in the tourism sector, (2) The satisfaction level of tourism workers, (3) The percentage of tourism businesses whose products and unit prices have increased, (4) The percentage of tourism businesses contributing to the local community, and (5) The promotion of digitalization in tourism businesses.

# 4 Promotion of Crisis-responsive, Safe, Secure and Sustainable Tourism

## Aims

Stable jobs for tourism workers with improved treatment, while creating an environment in which they can work with pride and motivation. In addition, through improved productivity, the management of tourism businesses will become more stable, and entrepreneurship and the creation of new businesses in the field of tourism and culture will flourish.

- (1) Promotion of safe and secure tourism in a "Under Corona" era ★
- (2) Strengthening of crisis management systems for infectious diseases, disasters and international crises ★
- (3) Diversification of customer attractions, not biased towards specific markets ★

- (4) Support to strengthen the ability of tourism businesses to cope with risks ★
- (5) Ensuring the safety and security of both residents and visitors
- (6) Promotion of environmentally friendly tourism

## Indicators

(1) Percentage of tourism businesses that have prepared crisis management plans such as BCP, (2) Percentage of tourism businesses that conduct disaster-prevention and fire drills, (3) Percentage of tourism businesses that use public transportation, and (4) Percentage of tourism businesses that take into consideration the environment.

# 5 Promotion of MICE

MICE: General term for corporate meetings, corporate study tours, international conferences and events.

## Aims

Kyoto to continue to be chosen by the world as a MICE city, attracting people from all over the world to Kyoto, which will contribute to the region, promote industry, academia, culture and sports, and promote mutual understanding and international goodwill.

- (1) Ensuring safe and secure MICE in a "Under Corona" era and responding to changes in how MICE events are held ★
- (2) Further refine the Kyoto MICE brand and strengthen its competitiveness

- (3) Contributing to the region through MICE while promoting industry, academia, culture and sport.
- (4) Nurturing and improving the environment to attract and host MICE businesses in collaboration with all the stakeholders in Kyoto. ★

## Indicators

Number of international conferences held (ICCA, JNTO)\*, number of overseas participants, amount spent on international conferences (economic impact), total number of overnight stays due to international conferences  
\*ICCA...International Congress and Covention Association  
JNTO...Japan National Tourism Organization

At this stage of the plan's formulation, the impact of Covid-19 pandemic and the prospects for recovery are extremely unclear, so we will set new targets and add new indicators while keeping an eye on the recovery situation in the future stages of the plan's implementation.





# Promotion structure and mechanism

## 1 Promoting a plan in collaboration with all the stakeholders in Kyoto

All the people involved in the tourism industry in Kyoto will work together, sharing wisdom and expertise while respecting each other.



## 2 Dissemination and implementation of Code of Conduct for Sustainable Tourism in Kyoto (Kyoto Tourism Morals)

### 3 Strengthen initiatives and mechanisms to promote and manage tourism in each area.

### 4 Strengthening of the promotion system centered on the DMO

### 5 Progress management of the plan for sustainable tourism

## Code of Conduct for Sustainable Tourism in Kyoto (Kyoto Tourism Morals)

We promote these guidelines for the tourism industry and its workers, tourists, and residents to work together in united efforts to maintain harmony in Kyoto, and to preserve Kyoto for future generations.

Let's work together to create a sustainable Kyoto, while respecting each other's interests!

### <For the tourism industry and its workers>

**To develop your business while maintaining good relations with the local community:**

- Contributing to the local culture and community while promoting harmony between residential life and tourism
- Providing high-quality services and products while developing human resources
- Preserving the natural environment and scenic landscape
- Establishing resilient tourism against crises such as disasters and infectious diseases.

### <For Tourists>

**To maximize your appreciation and enjoyment of Kyoto:**

- Contributing to the local culture and community while promoting harmony between residential life and tourism
- Preserving the natural environment and scenic landscape
- Mutual understanding and cultural exchange
- Establishing resilient tourism against crises such as disasters and infectious diseases

### <For residents>

**To foster pride in Kyoto, and to preserve Kyoto's irreplaceable charms for future generations:**

- Contributing to the local culture and community
- Preserving the natural environment and scenic landscape
- Mutual understanding, cultural exchange, and establishing resilient tourism against crises such as disasters and infectious diseases



(Example of tourist behavior)



**SUSTAINABLE DEVELOPMENT GOALS**

Published by: Kyoto City Office of Industry and Tourism  
Tourism MICE Promotion Office  
Kyoto City Print No. 023282