

日本語

英語

大田区基本計画・大田区持続可能な自治体経営実践戦略（概要版）（表紙～第4章）

表紙

Cover Page

大田区基本計画

Ota City Master Plan

大田区持続可能な自治体経営実践戦略

Ota City Sustainable Municipal Administration  
Implementation Strategy

概要版

Summary Version

令和7年3月

March 2025

区長からの挨拶

A Message from the Mayor

誰もが住み続けたい大田区へ

Towards an Ota City People Want to Call Home  
for Life

区は、令和6年3月に策定した新たな基本構想で、将来像「心やすらぎ 未来へはばたく 笑顔のまち 大田区」を掲げました。

In March of 2024, Ota City formulated a new Fundamental Concept, presenting the future vision of “Ota City – A City Full of Smiles That Is Future-Forward and Peaceful.”

これを実現するための道筋となるのが、この基本計画で、より具体的なビジョンを掲げています。めざすビジョンは3つ、「心豊

This Master Plan serves as the roadmap to achieving this vision, outlining a more concrete direction.

かに日々の生活を送れるまち」「機能的な都市づくりが進むまち」「デジタル技術を活用した利便性の高いまち」です。区民の皆様の生活を支えるソフト施策の充実や、将来を見据えたハード整備に加え、今や我々の生活に欠くことのできないデジタルの視点から、めざすまちの姿を描きました。区民の皆様と力

The plan aims to achieve three key visions:

1. A city where people can live fulfilling daily lives.
2. A city with functional urban development.
3. A city with high convenience utilizing digital technology.

を合わせながら、このビジョンを実現し、こども・若者から高齢の方まで、皆様から「住み続けたい」と思っただけの大田区をつくってまいります。ビジョンに加え、課題にもしっかりと向きあっています。「少子化」「つながりの希薄化」「担い手不足」、これらを分野横断的かつ中長期的に取り組むべき共通課題として明確化することで、地に足の着いた計画といたしました。また、区を取り巻く国内外の情勢がめまぐるしく変化

In addition to enhancing policies that support residents' daily lives and promoting long-term infrastructure development, we have shaped the ideal future for our city from a digital perspective, which is now an essential part of modern life. Together with our residents, we will work to realize this vision and create an Ota City that people of all ages want to call home for life. In addition to this vision, we are also addressing key challenges. Issues such as declining birthrates, weakening social connections, and labor shortages have been identified as cross-sectoral, medium to long-term challenges that require strategic action. To ensure a grounded and effective plan, we have incorporated mechanisms to enhance its

めの仕組みも導入しています。基本計画と  
一体で策定し、個々の事業を定めた実施計画  
は、状況の変化や検証評価を踏まえ、毎年  
度、更新することとしました。スピード感と  
柔軟性を持って計画を進めてまいります。  
計画を着実に推進するためには、区が有する  
限られた経営資源を最大限、有効に活用す  
る必要があります。このため、自治体として  
の区を経営するに当たっての考え方等をまと  
めた、持続可能な自治体経営実践戦略を、基  
本計画と合わせて策定しました。新たに定  
めた経営理念のもと、人材育成、業務の効率  
化、多様な主体との連携・協働、情報発信、  
強靱な財政基盤の構築、公共施設マネジ  
メントなど、幅広い取組を実践してまいりま  
す。結びに、計画の策定に当たり、貴重な  
ご意見やご提案をお寄せいただいた皆様に、  
心より感謝申し上げます。

effectiveness, even in the face of rapidly changing  
domestic and international circumstances. The  
Implementation Plan, formulated alongside the  
Master Plan, details individual projects and will  
be reviewed and updated annually based on  
evolving circumstances and evaluation results. It  
will be implemented with both speed and  
flexibility.

To ensure the effective execution of this plan, we  
must maximize the use of limited management  
resources. Therefore, alongside the Master Plan,  
we have formulated the “Sustainable Municipal  
Administration Implementation Strategy,” which  
outlines our new approach to city governance.  
Under this newly established management  
philosophy, a wide range of initiatives will be  
implemented covering areas such as human  
resource development, operational efficiency,  
collaboration with diverse stakeholders, effective  
communication, financial resilience, and public  
facility management.

I would like to extend my heartfelt gratitude to  
everyone who contributed valuable opinions and  
suggestions during the plan formulation process.

令和7年3月  
大田区長  
鈴木晶雅

Akimasa Suzuki  
Mayor of Ota City  
March 2025

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**11 Fundamental Goal 1:** A city that raises healthy children with hopes and dreams who will build the future

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**15 Fundamental Goal 4:** A city that is safe, reassuring, vibrant, and peaceful

## Ota City Sustainable Municipal Administration Implementation Strategy

### 17 1. Management Philosophy

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## Page 1

■大田区基本計画	
第1章 計画の基本的な考え方	
1 計画の目的	
基本計画は、区の施策を総合的かつ体系的に示すことにより、基本構想で掲げた将来像「心やすらぎ 未来へはばたく 笑顔のまち大田区」を実現することを目的としています。	
2 計画の期間	
基本構想は、令和22年ごろ（2040年ごろ）を目標年次としています。基本計画の計画期間は、令和7年度から令和14年度（2032年度）までの8年間で第1期、令和15年度（2033年度）から令和22年度（2040	

## Ota City Master Plan

## Chapter 1: Basic Concept of the Plan

### 1 Purpose of the Plan

The Master Plan aims to realize the future vision set forth in the Fundamental Concept—“*Ota City – A City Full of Smiles That Is Future-Forward and Peaceful*”—by presenting Ota City's policies in a comprehensive and systematic manner.

### 2 Duration of the Plan

The Fundamental Concept sets its target year around 2040.

The Master Plan is divided into two eight-year phases:

- **Phase 1:** Fiscal Year 2025–2032

年度)までの8年間を第2期とし、今回策定したのは第1期です。それぞれ4年目に中間見直しを行い、それまでの評価や区を取り巻く状況の変化を踏まえた見直しを行います。実施計画の計画期間は3年間とし、毎年度、更新します。

• **Phase 2:** Fiscal Year 2033–2040

The current plan covers Phase 1. A mid-term review will be conducted in the fourth year of each phase to evaluate progress and adapt to changing circumstances.

The Implementation Plan operates on a three-year cycle and will be updated annually.

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3 計画の位置付け

3. Positioning of the Plan

基本構想、基本計画、実施計画を合わせて、総合計画と位置付け、総合計画と個別計画は、計画間調整を図ります。総合計画及び個別計画を下支えするものとして、区の経営資源を最適化し、最大限に活用することで、持続可能性を確保する「持続可能な自治体経営実践戦略」を位置付けます。

The Fundamental Concept, Master Plan, and Implementation Plan together form the Comprehensive Plan, which will be coordinated with individual plans.

To support the Comprehensive and Individual Plans, Ota City has established the Sustainable Municipal Administration Implementation Strategy, which optimizes and maximizes the use of the city's management resources to ensure long-term sustainability.

基本構想：令和22年ごろ（2040年ごろ）の大田区のめざすべき将来像を提示し、今後のまちづくりの方向性を明らかにした、区の上位の指針

**Fundamental Concept:**

The role of our fundamental concept is to present what kind of future vision Ota City should aim to achieve by 2040, defining what direction future developments should take and serving as the city's ultimate guideline.

基本計画：基本構想で掲げた将来像を実現するための施策等をまとめたもの

**Master Plan:**

Summarizes the policies and measures necessary to realize the future image presented in the Fundamental Concept.

実施計画：基本計画の施策等を推進するための具体的な事業及びその年度別計画をまとめたもの

**Implementation Plan:**

Outlines specific projects promoting the policies and measures from the Master Plan, along with their annual plans.

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第2章 計画策定の背景

Chapter 2: Plan Development Background

## 1 大田区の特徴

### 面積

61.86 km<sup>2</sup> 23 区で 1 位

### 人口

総人口は 23 区で 3 位

### 年齢

#### 年齢構成

0 ～ 14 歳 10.0%

15 ～ 64 歳 67.8%

65 歳以上 22.2%

### 外国人

区民のおよそ 23 人に 1 人が外国人

注：令和 7 年の外国人区民比率 4.3%

### 財政

区の歳出を 1 万円とすると・・・

公債費 55 円

教育費 1,450 円

土木費 844 円

衛生費 787 円

民生費 5,586 円

総務費 879 円

その他 399 円

最も大きい歳出は民生費、5,586 円

### 空港

世界とつながる日本の玄関口、羽田空港

## 2 大田区の人口

大田区の近年の総人口は、転入者数が転出者数を上回る転入超過により増加し続け、平成 26 年には 70 万人を超えました。その後も増加傾向は続いていましたが、新型コロナウイルス感染症の流行により、令和 2 年は転入超過数が大幅に減少し、令和 3 年には 2,000 人以上の転出超過となり、総人口は減

## 1. Characteristics of Ota City

### Area

61.86 km<sup>2</sup> (Ranked 1st among the 23 wards)

### Population

Ota City ranks 3rd for total population among the 23 wards

### Age

#### Age Composition

0–14 years 10.0%

15–64 years 67.8%

65 years and older 22.2%

### Foreign Nationals

Approximately 1 in 23 residents of Ota City is a foreign national

Note: Foreign nationals constitute 4.3% of the population in 2025

### Finances

If the city's total expenditures amounted to 10,000 yen, the breakdown would be as follows:

Public Debt: 55 yen

Education: 1,450 yen

Public Works: 844 yen

Health and Sanitation: 787 yen

Social Welfare: 5,586 yen

General Administration: 879 yen

Other: 399 yen

The largest expenditure is social welfare, which would account for 5,586 yen

### Airport

Ota City is home to Haneda Airport, Japan's gateway to the world

## 2. Population of Ota City

The total population of Ota City has continued to grow in recent years, driven by a net inflow of residents exceeding the number of people leaving, surpassing 700,000 in 2014. This growth trend persisted, but with the outbreak of COVID-19, the net inflow sharply declined in 2020, and by 2021, there was a net outflow of over 2,000 people, causing the population to decrease. However, in 2023, there was a net inflow of approximately

少ししました。その後、令和 5 年に約 6,000 人 6,000 people, resulting in a population increase in  
 の転入超過となったため、令和 6 年は前年比 2024 compared to the previous year.  
 で総人口が増加しました。 令和 7 年以降 Population projections for 2025 and beyond  
 の人口推計では、当面の間、増加傾向で推移 indicate continued growth for the time being, but a  
 しますが、令和 24 年ごろ（2042 年ごろ）を peak is expected around 2042, after which a  
 ピークに減少傾向に転じる見込みです。 decline is anticipated.

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### 3 財政見通し

### 3. Financial Outlook

質の高い区民サービスの提供を維持し、自然 Ensuring financial sustainability is essential to  
 災害や新たな感染症の蔓延などの予期せぬ財 maintain a high quality of public services, respond  
 政需要 への機動的な対応や、未来への投資 flexibly to unforeseen financial demands such as  
 を着実に推進するためには、財政の持続可能 natural disasters and new infectious disease  
 性を確保すること が不可欠です。 outbreak, and steadily invest in the future.  
 そのた To achieve this, Ota City has set target values for  
 め、区は以下の財政指標の目標値を定め、絶 key financial indicators, continuously updating  
 えず施策の新陳代謝に取り組み、経常収支比 policies, maintaining an appropriate current  
 率を適正水準に維持するとともに、計画的な revenue-expenditure ratio, securing planned  
 基金残高の確保や特別区債の戦略的な活用な reserve fund balances, and strategically utilizing  
 ど、財政対 応力を発揮し、将来にわたり強 special city bonds. Through these measures, the  
 靱な財政基盤を構築します。 city aims to build a robust financial foundation for  
 the future.

経常収支比率

Income and Expenditure Ratio

80% 台

In the 80% range

財政基金残高

Financial Reserve Balance

300～400 億円程度（標準財政規模の 20% 程  
 度）

Approx. 30–40 billion yen (approximately 20% of  
 the standard financial scale)

公債費負担比率

Public Debt Ratio

3～5 % 程度

Around 3–5%

### 4 職員数見通し

### 4. Workforce Outlook

適正な職員定数を維持するために、これまで To maintain an appropriate workforce size, Ota  
 で職員定数基本計画等に基づき、業務の見直 City has been working to review operations and  
 しと職員 定数の縮減に努めてきました。一 reduce staff numbers based on the Basic  
 方で、職員定数を縮減するだけではなく、新 Workforce Plan. At the same time, efforts have  
 たに発生する幅広い行政需要に対応するた been made to strengthen administrative capacity  
 め、執行体制の強化にも努めてきました。 to meet emerging and diverse public service  
 needs.

近年、少子高齢化の進行に伴う労働力人口の However, in recent years, securing necessary  
 動向などを背景に、必要な職員数の確保が困 personnel has become increasingly difficult due to  
 factors such as the declining birthrate and aging

難となっています。加えて、定年退職を迎える職員は高水準で推移するとともに、普通・勧奨退職をする職員も増加しています。今後も、時代の変化とともに生まれる新たな行政需要に対応するため、業務量の増加が見込まれます。実際に働く職員数は近年の動向を踏まえると減少していくことが見込まれるため、より一層効率的な組織運営を行うことが不可欠となります。

## 5 公共施設マネジメント

高度経済成長期に、数多くの整備を進めてきた公共施設等は、今後、一斉に更新時期を迎えます。このような状況を踏まえ、中長期的な視点を持って、公共施設等の計画的な維持・更新、長寿命化による財政負担の軽減、平準化を図るなど、総括的な管理を行うため、「大田区公共施設等総合管理計画」（平成 29 年 3 月策定、令和 4 年 3 月改訂）を策定し、公共施設マネジメントを推進してきました。今後も、社会経済情勢等の変化や社会的要請への対応により、公共施設の延床面積の増加が予測される中、引き続き、大田区公共施設等総合管理計画で掲げたとおり、公共施設の延床面積を、平成 27 年と比べて令和 42 年（2060 年）までに、おおむね 1 割程度総量削減することを目標として、長期的な視点に立った持続可能な公共施設マネジメントを推進します。

population. In addition, the number of employees reaching retirement age has remained high, while the number of staff taking normal or recommended retirement is also increasing.

Moving forward, workloads are expected to increase as new administrative needs arise with societal changes, while the number of available workers is projected to decline based on recent trends. Therefore, achieving greater efficiency in organizational management is essential.

## 5. Public Facility Management

During the period of rapid economic growth, Ota City developed numerous public facilities, many of which are now approaching their renewal phase.

Considering these circumstances, the city has adopted a long-term approach to ensure the systematic maintenance, renewal, and lifespan extension of public facilities. These efforts aim to reduce and stabilize financial burdens while implementing comprehensive facility management. To achieve this, Ota City formulated the Comprehensive Public Facility Management Plan (March 2017, revised March 2022) and has been promoting public facility management.

Moving forward, despite anticipated increases in the total floor area of public facilities due to evolving socioeconomic conditions and public needs, Ota City will continue to follow the Comprehensive Public Facility Management Plan with the aim of reducing total floor area by approximately 10% by 2060 compared to 2015. This approach promotes long-term sustainable public facility management.

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### 第 3 章 8 年後の大田区

基本構想は、令和 22 年ごろ（2040 年ごろ）を目標年次とし、大田区の将来像「心やすらぎ 未来へはばたく 笑顔のまち 大田区」を掲げています。基本計画は、これを実現するための施策等をまとめたもので、第 1

### Chapter 3: Ota City in Eight Years

The Fundamental Concept sets its target year around 2040 and presents Ota City's future vision: *"Ota City – A City Full of Smiles That Is Future-Forward and Peaceful."*

期の期間は8年間です。令和22年（2040年）以降、大田区では人口減少が見込まれています。人口規模が縮小するという大きな時代の転換期を目前に控える中において、今の時代の社会動向を踏まえた上で、8年後（令和14年（2032年））に実現すべき具体的なまちの姿を掲げます。これにより、すべての施策でめざすべき方向性を合わせ、施策を総合的に推進する効果を高めます。基本計画を構成する施策は、区民の生活を支えるソフト面の施策と、中長期的な視点で都市づくりを行うハード面の施策に大きく分けられます。また、双方に共通して、デジタル技術を活用する取組について、各施策に幅広く位置付けています。これら3つの視点から、8年後（令和14年（2032年））のまちの姿を掲げ、実現することで、こども・若者から高齢の方まで、多くの人が住み続けたと思える大田区をつくります。

The Master Plan compiles the policies to achieve this vision, with Phase 1 spanning eight years. Ota City is expected to face population decline from 2040 onward. As the city approaches this major turning point, the plan outlines a concrete vision of what the city should look like eight years from now (2032), considering current social trends. By doing so, the plan ensures a unified direction across all policies, enhancing the effectiveness of comprehensive policy implementation. The measures that make up the Master Plan can be broadly divided into soft measures that support the lives of residents, and hard measures for urban development from a medium to long-term perspective. Additionally, the plan incorporates digital technology across both categories, embedding digital transformation efforts into various initiatives. By focusing on these three perspectives, we aim to create an Ota City where people of all ages want to call home for life by 2032.

心豊かに日々の生活を送れるまち  
子育てのしやすさや、地域とのつながり、保健・福祉サービスの充実などを実感できるとともに、文化やスポーツ、学びなど、それぞれの価値観やライフスタイルに応じて自由に活動ができる多様な選択肢があることで、心豊かに生活を送ることができるまちになっています。

A City Where People Can Lead Fulfilling Lives  
Ota City will become a place where residents can raise children with peace of mind, feel connected to their communities, and benefit from enhanced health and welfare services. Additionally, with a wide range of choices in culture, sports, and education, residents will be able to freely engage in activities that match their values and lifestyles, leading rich and fulfilling lives.

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機能的な都市づくりが進むまち  
駅周辺や公共施設、道路や公園、学校等の更新や民間活力による都市開発が続いています。新しさに加え、誰にとっても使いやすく、強靱で、環境にも配慮された、機能的な都市づくりが計画的に進んでいます。デジタル技術を活用した利便性の高いまち

A City Advancing Functional Urban Development  
Urban development is ongoing, including the continued renewal of areas around train stations, public facilities, roads, parks, and schools, alongside urban development driven by the private sector. In addition to modernity, the city is being designed to be functional, accessible to all, resilient, and environmentally friendly. A City of High Convenience Through the Use of Digital Technology



デジタル技術は、地域社会の生産性や区民の利便性を飛躍的に高めます。日々進展するデジタル技術をまちづくりに取り込んでいくことは、まちの未来を大きく左右します。行政手続をはじめ、あらゆる分野において、デジタル技術を最大限に活用することで、利便性の高いまちになっています。

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### 第4章 計画実現のために共有すべき 大田区の課題（共通課題）

### Chapter 4: Common Challenges Ota City Must Address for Plan Implementation

前章の「8年後の大田区」の実現に向けた取組を進めるためには、多くの課題があります。その中でも特に、令和22年（2040年）以降に想定される人口減少社会を見据え、地域の活力を維持し、発展していくために区が意識すべき課題を、基本計画において「共通課題」と定義します。共通課題は、分野横断的かつ中長期的な視点から取り組む必要が高く、地域社会全体にも共通するものです。また、計画実現のために、区だけでなく、大田区に関わるすべての人々の間で共有すべきものでもあります。共通課題に関連する取組は、実施計画で示します。現時点から必要な対策を講じることで、基本計画を着実に推進していきます。

To advance efforts toward realizing the "Ota City in Eight Years" described in the previous chapter, there are many challenges to address. Among them, particularly in anticipation of the declining population from 2040 onward, the challenges Ota City must focus on to maintain and develop the vitality of the community are defined as "common challenges" in the Master Plan.

These common challenges need to be addressed from a cross-sectoral and medium to long-term perspective and are common to the entire local community. Furthermore, in order to realize the plan, these challenges must be shared not only by the city but also by all stakeholders involved with Ota City.

Efforts related to the common challenges will be outlined in the Implementation Plan. The Master Plan will be steadily promoted by taking necessary measures from this point onward.

#### 共通課題1 少子化

#### Common Challenge 1: Declining Birthrate

平成27年、大田区の合計特殊出生率は1.21、出生数は5,897人でしたが、これをピークに減少傾向にあり、令和5年には、0.96、4,548人にまで減少しています。また、区の年少人口（0～14歳人口）は、3,000人を超える転出超過が4年以上続いています。区の人口推計では、令和14年（2032年）の年少人口は69,882人と、令和6年の75,472人から約5,600人減少する見込

In 2015, Ota City's total fertility rate peaked at 1.21, with 5,897 births, and has since been on a declining trend, with the total fertility rate dropping to 0.96 in 2023, with 4,548 births.

Additionally, the city's young population (ages 0–14) has experienced a net outflow exceeding 3,000 people for over four consecutive years.

According to Ota City's population projections, by 2032, the number of young residents is expected

みです。この状況を踏まえ、区は、こども・子育て施策や教育施策にとどまらず、区の総力を挙げて、国が示す「こどもまんなか社会」の考え方を踏まえた取組や、住まい方を含む、子育て世帯の定住促進につながる子育て環境の充実などを一層推進することが求められています。

to decrease to 69,882 from 75,472 in 2024, a reduction of approximately 5,600 people.

Given these circumstances, the city must go beyond child and parenting policies and education measures, leveraging all available resources to promote initiatives aligned with the national government's vision of a "Child-Centered Society." Efforts to enhance the child-rearing environment, such as improving living spaces to encourage families to settle in Ota City, must also be further strengthened.

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### 共通課題 2 つながりの希薄化

#### Common Challenge 2: Weakening Social Connections

都市部におけるつながりの希薄化は、これまでも危惧されてきましたが、新型コロナウイルス感染症の流行による、他者との直接的なコミュニケーションの大幅な制限は、孤独・孤立の問題を一層顕在化、深刻化させました。区においても、区民のおよそ4人に1人が、普段社会からの孤立を感じるという調査結果が示されており、このほか、高齢単身世帯（ひとり暮らしの高齢者）も今後ますます増加していくと見込まれています。他者とのつながりの重要性を強く認識し、人と人との交流が豊かな地域づくりや、居心地のよい場所の充実が求められています。

The weakening of social connections in urban areas has long been a concern. However, the COVID-19 pandemic, which severely restricted direct interpersonal communication, has further exposed and intensified issues of loneliness and social isolation.

In Ota City, a survey indicated that approximately one in four residents has experienced feelings of social isolation. Additionally, the number of elderly single-person households is expected to continue increasing.

It is essential to recognize the critical importance of social connections, foster a community where interpersonal interactions flourish, and enhance spaces that provide a sense of belonging.

### 共通課題 3 担い手不足

#### Common Challenge 3: Labor Shortage

日本の生産年齢人口（15～64歳人口）は、平成7年の約8,700万人をピークに減少し、令和5年には約7,400万人となりました。この傾向は今後も続くことが見込まれています。また、女性や高齢者の労働参加が進んだことなどにより、いわゆる働き手の予備軍も大きく減少しています。区においても、福祉分野における介護人材不足や、ものづくりや商業分野における後継者不足等のほ

Japan's working-age population (ages 15–64) peaked at approximately 87 million in 1995 and had declined to about 74 million by 2023. This trend is expected to continue. Additionally, as more women and elderly individuals have entered the workforce, the pool of potential new workers has significantly diminished.

In Ota City, shortages of caregiving professionals in the welfare sector, a lack of successors in manufacturing and commercial industries, and insufficient participation in local community

か、地域における自治会・町会や地域活動団体での担い手不足が課題となっていました。新たな担い手の確保に加え、生産性の向上や、将来の地域を担う人材の育成に向けた取組を進めることが求められています。

organizations such as neighborhood associations and volunteer groups have become pressing concerns.

In addition to securing new workers, efforts must be made to improve productivity and cultivate future generations who will sustain the community.

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### 第5章 施策

### Chapter 5: Policies

#### 1 施策の体系

#### Policy Framework

#### 将来像

#### Future Vision

心やすらぎ未来へはばたく笑顔のまち大田区

Ota City – A City Full of Smiles That Is Future-Forward and Peaceful

基本目標 1 未来を創り出すこどもたちが夢と希望をもって健やかに育つまち

#### **Fundamental Goal 1**

A city that raises healthy children with hopes and dreams who will build the future

基本目標 2 文化を伝え育み誰もが笑顔でいきいき暮らすまち

#### **Fundamental Goal 2**

A city that passes down and develops its culture and lets everyone live an active and happy life

基本目標 3 豊かな環境と産業の活力で持続的に発展するまち

#### **Fundamental Goal 3**

A city that develops sustainably through a rich environment and vibrant industry

基本目標 4 安全・安心で活気とやすらぎのある快適なまち

#### **Fundamental Goal 4**

A city that is safe, reassuring, vibrant, and peaceful

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### 施策

### Policies

1-1 こどもの権利が守られ、こどもたちが自分らしく育つ環境づくり

**1-1** Creating an environment that protects children's rights and enables them to grow up as their authentic selves

1-2 こども・子育て家庭を地域や社会全体で支える環境づくり

**1-2** Creating an environment where children and child-rearing families are supported by the community and society as a whole

1-3 豊かな人間性と確かな学力を身に付け、グローバル社会を創造的に生きるこどもの育成

**1-3** Fostering children with strong character and solid academic abilities who can live creatively in a global society

1-4 一人ひとりが自分らしく学べ、個性と能力を伸ばす教育環境の整備

**1-4** Creating an educational environment where every child can learn in their own way and maximize their individuality and abilities

### 施策

### Policies

2-1 高齢者一人ひとりが充実した暮らしを送るための環境の整備

**2-1** Creating an environment where every elderly individual can live a fulfilling life

2-2 本人の意思に寄り添う権利擁護の推進	<b>2-2</b> Promoting the protection of rights with respect for individual will
2-3 障がいの有無等にかかわらず、安心して暮らせる支援の充実	<b>2-3</b> Enhancing support to ensure that people can live with peace of mind regardless of disability
2-4 人や地域とのつながりでお互いに支えあう体制づくり	<b>2-4</b> Building a system of mutual support through connections between people and communities
2-5 人々の相互理解と交流の促進	<b>2-5</b> Promoting mutual understanding and interaction among people
2-6 地域全体での健康づくりの推進と地域医療の充実	<b>2-6</b> Advancing community-wide health initiatives and enhancing regional healthcare
2-7 スポーツの楽しさが広がる環境の整備	<b>2-7</b> Creating an environment where more people can enjoy sports
2-8 心ときめく豊かな地域をつくる 文化資源の創造と継承	<b>2-8</b> Creating and preserving cultural resources to build vibrant and inspiring communities
2-9 生涯にわたる学びの支援 施策	<b>2-9</b> Supporting lifelong learning Policies
3-1 脱炭素化の推進と豊かな自然の継承	<b>3-1</b> Promoting decarbonization and preserving rich natural environments
3-2 持続可能な循環型社会の構築	<b>3-2</b> Establishing a sustainable circular society
3-3 区内企業の自己変革の促進	<b>3-3</b> Encouraging self-transformation among local businesses
3-4 ものづくりの次世代への承継と立地支援	<b>3-4</b> Supporting the next generation of manufacturing and its local establishment
3-5 新たな挑戦への支援と企業同士の交流・連携機会の創出	<b>3-5</b> Supporting new ventures and creating opportunities for business collaboration and networking
3-6 活気あふれる商店街づくりと魅力ある観光資源の創出・発信 施策	<b>3-6</b> Developing lively shopping districts and creating and promoting attractive tourism resources Policies
4-1 災害に強く回復しやすい減災都市の実現	<b>4-1</b> Realizing a disaster-resilient city that can withstand and recover from disasters
4-2 地域力を活かした防災対策の推進	<b>4-2</b> Promoting disaster prevention measures that leverage community strengths
4-3 治安がよい美しいまちの実現	<b>4-3</b> Creating a safe and beautiful city
4-4 地域の魅力を活かした拠点づくり	<b>4-4</b> Developing key areas that leverage local attractions
4-5 誰もが移動しやすく利便性の高い多様な交通ネットワークの形成	<b>4-5</b> Developing a diverse and convenient transportation network accessible to all
4-6 誰もが快適に暮らし過ごせる都市基盤と住環境の整備	<b>4-6</b> Developing urban infrastructure and residential environments that ensure comfortable living for all
4-7 世界と日本をつなぐ空港臨海部のまち	<b>4-7</b> Developing the airport coastal area as a hub connecting Japan and the world

づくり

4-8 多彩で魅力ある公園・緑地

4-8 Creating diverse and attractive parks and green spaces

4-9 水とみどりのネットワークでやすらげる環境づくり

4-9 Creating a calming environment through a network of water and greenery

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2 各施策

2 Individual Policies

基本目標 1

Fundamental Goal 1

未来を創り出す子どもたちが夢と希望をもって健やかに育つまち

A city that raises healthy children with hopes and dreams who will build the future

施策 1-1

Policy 1-1

こどもの権利が守られ、子どもたちが自分らしく育つ環境づくり

Creating an environment that protects children's rights and enables them to grow up as their authentic selves

①こども・若者の意見を尊重する取組の推進

① Promoting initiatives that respect the opinions of children and young people

②こどもの命と安全を守る児童相談支援体制の構築

② Establishing a child consultation and support system to protect children's lives and safety

③こども・若者が安全・安心に過ごせる多様な居場所づくり

③ Creating diverse spaces where children and young people can spend time safely and securely

④「貧困の連鎖を断ち切る」相談支援体制の

④ Enhancing the consultation and support system to "break the cycle of poverty"

充実

施策 1-2

Policy 1-2

こども・子育て家庭を地域や社会全体で支える環境づくり

Creating an environment where children and child-rearing families are supported by the community and society as a whole

①妊娠期から切れ目なく子育て家庭を支える支援の充実

① Enhancing seamless support for child-rearing families from pregnancy onward

②こどもの健やかな成長を支える保健体制の充実

② Strengthening the healthcare system to support children's healthy growth

③仕事と子育ての調和がとれた暮らしの実現

③ Realizing a lifestyle that balances work and child-rearing

④こども・若者の健やかな成長と子育てを支える地域づくり

④ Building communities that support child-rearing and the healthy growth of children and young people

お手伝いしましょうか？

Do you need any help?

施策 1-3

Policy 1-3

豊かな人間性と確かな学力を身に付け、グローバル社会を創造的に生きるこどもの育成

Fostering children with strong character and solid academic abilities who can live creatively in a global society

①予測困難な未来社会を創造的に生きる力の育成

① Cultivating the ability to live creatively in an unpredictable future society

②世界とつながる国際都市おおたを担う人材

② Developing human resources who will lead Ota as an international city connected to the world

の育成	③ Nurturing solid academic skills, rich hearts, and healthy bodies
③確かな学力・豊かな心・健やかな体の育成	④ Enhancing the capabilities of schools and teachers to bring out the potential of children
④こどもたちの可能性を引き出す学校力・教師力の向上	

#### 施策 1-4

#### Policy 1-4

一人ひとりが自分らしく学べ、個性と能力を伸ばす教育環境の整備	Creating an educational environment where every child can learn in their own way and maximize their individuality and abilities
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- |                            |  |
|----------------------------|--|
| ①自分らしくいきいきと生きるための学びの支援     | ① Supporting learning that enables individuals to live actively and authentically              |
| ②柔軟で創造的な学習空間と安全・安心な教育環境づくり | ② Creating flexible and creative learning spaces and a safe and secure educational environment |

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#### 基本目標 2

#### Fundamental Goal 2

文化を伝え育み 誰もが笑顔でいきいき暮らすまち	A city that passes down and develops its culture and lets everyone live an active and happy life
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#### 施策 2-1

#### Policy 2-1

高齢者一人ひとりが充実した暮らしを送るための環境の整備	Creating an environment where every elderly individual can live a fulfilling life
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- |                        |  |
|------------------------|--|
| ①高齢者の見守り体制の強化・推進       | ① Strengthening and promoting support systems for monitoring the elderly                         |
| ②共生と予防を軸とした認知症高齢者への支援  | ② Providing support for elderly individuals with dementia centered on coexistence and prevention |
| ③高齢者の就労・地域活動の支援        | ③ Supporting employment and community activities for the elderly                                 |
| ④介護人材対策の推進と介護サービス基盤の充実 | ④ Promoting measures for securing care workers and enhancing the care service infrastructure     |

#### 施策 2-2

#### Policy 2-2

本人の意思に寄り添う権利擁護の推進	Promoting the protection of rights with respect for individual will
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|--------------------|---|
| ①権利擁護の正しい理解と周知啓発   | ① Promoting correct understanding and awareness of rights protection        |
| ②地域の担い手の育成と相談体制の拡充 | ② Developing community support personnel and expanding consultation systems |
| ③地域連携ネットワークの強化     | ③ Strengthening regional collaboration networks                             |

#### 施策 2-3

#### Policy 2-3

障がいの有無等にかかわらず、安心して暮らせる支援の充実	Enhancing support to ensure that people can live with peace of mind regardless of disability
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- |                |   |
|----------------|---|
| ①相談支援体制の充実・強化  | ① Expanding and strengthening consultation support systems      |
| ②障がい者等の地域生活の支援 | ② Supporting community living for individuals with disabilities |
| ③障がいへの理解の推進    |   |

③ Promoting understanding of disabilities  
Policy 2-4

施策 2-4

人や地域とのつながりでお互いに支えあう体制づくり  
Building a system of mutual support through connections between people and communities

- ①多様な主体が参加する支えあいのネットワークの構築 ① Establishing a support network with participation from various stakeholders
- ②自治会・町会との連携・協働の更なる推進 ② Further promoting collaboration and cooperation with neighborhood associations
- ③ユニバーサルデザインのまちづくりの推進 ③ Advancing universal design in urban development
- ④分野横断の包括的な支援体制の強化 ④ Strengthening comprehensive, cross-sectoral support systems

Policy 2-5

施策 2-5

人々の相互理解と交流の促進

Promoting mutual understanding and interaction among people

- ①国際理解・国際交流の推進 ① Advancing international understanding and exchange
- ②コミュニケーション支援及び外国人区民も暮らしやすい生活環境整備 ② Providing communication support and creating an environment where foreign residents can live comfortably
- ③人権と多様性を尊重する意識の醸成 ③ Fostering awareness of and respect for human rights and diversity

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Fundamental Goal 2

基本目標 2

文化を伝え育み 誰もが笑顔でいきいき暮らすまち  
A city that passes down and develops its culture and lets everyone live an active and happy life

Policy 2-6

施策 2-6

地域全体での健康づくりの推進と地域医療の充実  
Advancing community-wide health initiatives and enhancing regional healthcare

- ①生涯を通じた心身の健康づくりの推進 ① Promoting lifelong physical and mental health
- ②科学的根拠に基づく健康啓発の展開 ② Increasing health awareness based on scientific evidence
- ③健康に関する安全・安心の確保 ③ Ensuring health-related safety and peace of mind

Policy 2-7

施策 2-7

スポーツの楽しさが広がる環境の整備

Creating an environment where more people can enjoy sports

- ①誰もがスポーツを楽しめる機会づくり ① Creating opportunities for everyone to enjoy sports
- ②ニーズに即したスポーツ環境の整備 ② Developing sports environments that meet community needs

Policy 2-8

施策 2-8

心ときめく豊かな地域をつくる 文化資源の創造と継承  
Creating and preserving cultural resources to build vibrant and inspiring communities

- ①文化芸術に親しむ機会の創出
- ②地域の文化資源の保存・活用の推進

#### 施策 2 - 9

生涯にわたる学びの支援

- ①個人の学びの充実
- ②学びを通じたつながり・活用の場の創出
- ③地域の学びを支える環境整備
- ④図書館機能の充実

① Creating opportunities to engage with art and culture

② Promoting the preservation and use of local cultural resources

#### Policy 2-9

Supporting lifelong learning

- ① Enhancing individual learning
- ② Creating opportunities for connection and application through learning
- ③ Building environments that support community learning
- ④ Enhancing library services

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#### 基本目標 3

豊かな環境と産業の活力で持続的に発展するまち

#### Fundamental Goal 3

A city that develops sustainably through a rich environment and vibrant industry

#### 施策 3 - 1

脱炭素化の推進と豊かな自然の継承

- ①脱炭素ライフスタイルへの転換
- ②脱炭素まちづくりの推進
- ③豊かな自然の継承

#### Policy 3-1

Promoting decarbonization and preserving rich natural environments

- ① Transitioning to a low-carbon lifestyle
- ② Promoting low-carbon urban development
- ③ Preserving rich natural environments

#### 施策 3 - 2

持続可能な循環型社会の構築

- ① 3 R + Renewable の推進

#### Policy 3-2

Establishing a sustainable circular society

- ① Promoting the 3Rs (Reduce, Reuse, Recycle) and renewable resources

#### 施策 3 - 3

区内企業の自己変革の促進

- ①変化への対応・高付加価値化
- ②脱炭素化・デジタル化の促進

#### Policy 3-3

Encouraging self-transformation among local businesses

- ① Adapting to change and increasing added value
- ② Promoting decarbonization and digitalization

#### 施策 3 - 4

ものづくりの次世代への承継と立地支援

- ①基盤技術の維持、次世代への承継とものづくり人材育成・確保
- ②立地・拡張ニーズへの対応と、産業と暮らしの調和

#### Policy 3-4

Supporting the next generation of manufacturing and its local establishment

- ① Maintaining core technologies, passing them to the next generation, and fostering skilled workers
- ② Meeting location and expansion needs while balancing industry and daily life

#### 施策 3 - 5

新たな挑戦への支援と企業同士の交流・連携機会の創出

#### Policy 3-5

Supporting new ventures and creating opportunities for business collaboration and networking



①新たな挑戦への支援（創業支援）

②産業交流拠点の形成

③イノベーション創出の推進

① Supporting new ventures (startup support)

② Establishing hubs for industrial exchange

③ Promoting innovation

#### 施策 3 - 6

#### Policy 3-6

活気あふれる商店街づくりと 魅力ある観光  
資源の創出・発信

Developing lively shopping districts and creating  
and promoting attractive tourism resources

①商店街の持続的な運営とにぎわい創出等の  
支援

① Supporting sustainable shopping street  
operations and vibrant communities

②区の魅力の発信と来訪者の利便性向上

② Promoting the city's appeal and improving  
convenience for visitors

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#### 基本目標 4

#### Fundamental Goal 4

安全・安心で活気と やすらぎのある快適な  
まち

A city that is safe, reassuring, vibrant, and  
peaceful

#### 施策 4 - 1

#### Policy 4-1

災害に強く回復しやすい減災都市の実現

Realizing a disaster-resilient city that can  
withstand and recover from disasters

①倒れないまちづくりの推進

① Promoting collapse-resistant urban  
development

②燃えない・燃え広がらないまちづくりの推  
進

② Promoting fire-resistant and fire-suppressing  
urban development

③橋梁の強靱化による発災後の道路ネットワ  
ーク確保、復旧の強化

③ Securing post-disaster road networks and  
enhancing recovery through bridge reinforcement

④多様な整備手法による無電柱化の推進

④ Promoting the undergrounding of utility lines  
through diverse development methods

⑤水害から命を守る高台まちづくりの推進

⑤ Promoting elevated, flood-resilient urban  
development that saves lives

#### 施策 4 - 2

#### Policy 4-2

地域力を活かした防災対策の推進

Promoting disaster prevention measures that  
leverage community strengths

①区民の生命・身体を災害から保護する救  
命・救助・救護体制の構築

① Establishing lifesaving, rescue, and aid systems  
to protect lives and prevent injury

②多くの区民が成果を共有できる普及環境の  
構築と防災意識の高揚

② Raising disaster preparedness awareness and  
creating environments where residents can share  
knowledge

③必要な方に物資を供給できる物流体制と生  
活系廃棄物処理体制の構築

③ Developing supply logistics and waste disposal  
systems to serve those in need

④災害ケースマネジメントの実施準備

④ Preparing for the implementation of disaster  
case management

#### 施策 4 - 3

#### Policy 4-3

治安がよい美しいまちの実現

Creating a safe and beautiful city

①地域団体及び関係機関との連携・協力によ  
る区民の安全・安心の確保

① Ensuring resident safety and peace of mind  
through cooperation with local organizations and  
relevant agencies

②特殊詐欺被害、消費者被害防止に向けた取組の強化

③喫煙対策及び環境美化の推進

施策 4 - 4

地域の魅力を活かした拠点づくり

①蒲田駅周辺のまちづくり

②大森駅周辺のまちづくり

③身近な地域の魅力づくり

② Strengthening efforts to prevent scams and consumer harm

③ Promoting anti-smoking initiatives and environmental beautification

Policy 4-4

Developing key areas that leverage local attractions

① Urban development around Kamata Station

② Urban development around Omori Station

③ Enhancing the appeal of familiar local areas

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施策 4 - 5

誰もが移動しやすく利便性の高い多様な交通ネットワークの形成

①新空港線の整備促進

②区内公共交通の改善

③広域的な道路ネットワークの整備推進

④誰もが安全で快適に自転車を利用できる環境の整備

境の整備

⑤街なかのバリアフリー化の推進

Policy 4-5

Developing a diverse and convenient transportation network accessible to all

① Promoting development of the New Airport Line

② Improving public transportation within the city

③ Promoting development of an expansive road network

④ Creating an environment where everyone can use bicycles safely and comfortably

⑤ Promoting accessibility in public spaces

施策 4 - 6

誰もが快適に暮らし過ごせる都市基盤と住環境の整備

①生活道路等の整備

②新技術等を活用した予防保全型の橋梁の維持管理

③安心して快適な住環境の確保

④空家等対策の推進

⑤年齢層に合わせた交通安全教育機会の充実

⑥自転車等利用総合対策の推進

Policy 4-6

Developing urban infrastructure and residential environments that ensure comfortable living for all

① Developing residential roads and related infrastructure

② Maintaining bridges through preventive care using new technologies

③ Ensuring a safe and comfortable residential environment

④ Promoting measures to address vacant houses

⑤ Enhancing traffic safety education opportunities tailored to different age groups

⑥ Promoting comprehensive measures for safe bicycle use

施策 4 - 7

世界と日本をつなぐ空港臨海部のまちづくり

①移動しやすく、働く場所・遊ぶ場所として魅力ある空港臨海部の形成

②HANEDA GLOBAL WINGS のまちづくり

Policy 4-7

Developing the airport coastal area as a hub connecting Japan and the world

① Creating an easily accessible airport coastal area that is attractive for both work and leisure

② Developing HANEDA GLOBAL WINGS

施策 4 - 8

Policy 4-8

多彩で魅力ある公園・緑地づくり

Creating diverse and attractive parks and green spaces

①誰もが利用したくなる魅力ある公園の実現に向けた仕組みづくり

① Establishing systems to create parks that are attractive and welcoming to all

②大規模公園・緑地の魅力向上

② Enhancing the appeal of large parks and green spaces

③身近な公園・緑地の魅力向上

③ Improving the charm of neighborhood parks and green spaces

#### 施策 4 - 9

#### Policy 4-9

水とみどりのネットワークでやすらげる環境づくり

Creating a calming environment through a network of water and greenery

①みどりの保全、創出、活用の推進

① Promoting the conservation, creation, and use of green spaces

②魅力的な水とみどりのネットワークの形成・拡充

② Forming and expanding an attractive network of water and green spaces

③河川の水質浄化対策の推進

③ Promoting river purification measures

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## 大田区持続可能な自治体経営実践戦略

## Ota City Sustainable Municipal Administration Implementation Strategy

### 1 経営理念

### 1. Management Philosophy

本戦略を進めるため、区として持続可能な自治体経営を実践する上で、最も大切にする考え方や価値観としての「経営理念」を次のとおり定めます。

To advance this strategy, the City has established the following “Management Philosophy,” which outlines the core principles and values for practicing sustainable municipal administration.

すべての活動で SDGs に貢献

Contributing to the SDGs Through All Activities

☑ SDGs 未来都市として、SDGs とのつながりを重視し活動します。

☑ As a Future City for the SDGs, we will prioritize alignment with the SDGs in all our initiatives.

☑ 区民、地域団体、民間企業等、多様な主体と SDGs を共通目標とした連携・協働を進めます。

☑ We will promote collaboration and cooperation with a variety of stakeholders including residents, local organizations, and private businesses by using the SDGs as a shared goal.

徹底した区民の目線で質の高いサービス提供

Providing High-Quality Services From the Perspective of City Residents

☑ 区民ニーズを精緻に把握し、効果検証を徹底することで施策を研ぎ澄まし、区が持つ経営資源を最大限活かして心あたまる質の高いサービスを提供します。

☑ We will accurately grasp resident needs, thoroughly verify the effectiveness of our policies to refine our initiatives, and deliver warm, high-quality services which fully utilize the city's management resources.

☑ 職員一人ひとりが高い倫理観を持って、区民の目線で考え行動し、区民からの信頼感のもと区民満足度を向上させます。

☑ Every staff member will maintain high ethical standards, thinking and acting from the residents' perspective, thereby building trust and improving resident satisfaction.

時流の変化をいち早く捉えたしなやかな対応

Flexible and Swift Responses to Changing Times

- ☑庁内が連携し、スピード感を持って変化に対応することで、進化を続ける組織を構築します。
- ☑将来にわたり選ばれる自治体であるために、先を見据えた施策展開により、新たな価値と魅力を生み出します。
- ☑これまでの経験を活かした備えを平時から徹底することで、災害や新たな感染症の蔓延など突発的かつ緊急的な事態においても、柔軟かつ力強く対応します。
- ☑ We will build an organization that continues to evolve by responding swiftly to change through internal coordination.
- ☑ We will develop future-oriented policies that create new value and appeal, ensuring Ota City remains a desirable place to live.
- ☑ By leveraging past experience and thoroughly preparing during periods of regularity, we will be able to respond flexibly and decisively to sudden emergency situations such as disasters or the spread of new infectious diseases.

## 2 取組の柱

本戦略では、次の視点を柱に据えて、持続可能な自治体経営を実践します。

### 1 職員力に基づく組織力の向上と業務の効率化

取組の例：人材育成、自治体D Xの推進 等

### 2 多様な主体との連携・協働の推進と戦略的な情報発信

取組の例：区民協働、公民連携 等

### 3 強靱な財政基盤の構築と公共施設マネジメントの推進

取組の例：基金運用、補助金の適正化 等

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## 2. Strategic Pillars

In this strategy, we will implement sustainable municipal administration based on the following key perspectives.

### 1. Enhancing organizational strength based on employee capabilities and improving operational efficiency

Examples: Human resource development, promoting municipal digital transformation (DX), etc.

### 2. Promoting collaboration and cooperation with diverse stakeholders and disseminating information strategically

Examples: Community collaboration, public-private partnerships, etc.

### 3. Building a robust financial foundation and promoting public facility management

Examples: Fund management, optimizing subsidies, etc.

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