

# Tsukiji District Community Development Project

## Appendix 2: Review Criteria

November 2022

Bureau of Urban Development,  
Tokyo Metropolitan Government

\* The original copy of the Review Criteria was prepared in Japanese language, and this English version was prepared for reference purpose only. In the event of any inconsistency, the Japanese version shall prevail.

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# Tsukiji District Community Development Project

## Review Criteria

### 1 Review and evaluation methods

Review of required qualifications, screening of basic items, and evaluation of project plans and rent shall be conducted on proposals submitted by Applicants.

Applicant interviews may be held after the submission of proposals. The timing, place, and method of interview shall be notified to the Applicant after the proposal submission.

### 2 Proposal review system

The review of proposals submitted by Applicants shall be conducted by the Tsukiji District Community Development Project Selection Committee (hereinafter referred to as “selection committee”) based on these review criteria.

The Tokyo Metropolitan Government (hereinafter referred to as “TMG”) shall, with the finalization of review results at the selection committee, select a Prospective Operator and a runner-up.

The selection committee is consisted of the following nine members:

Chairperson	Atsushi Deguchi
Member	Noriko Akita
Member	Kaori Ito
Member	Takashi Ohnogi
Member	Mari Kobayashi
Member	Noriko Takai
Member	Hiroshi Maeda
Member	Akinori Morimoto
Member	Takashi Yamamoto

(The members are listed in the order of Japanese syllabary. Titles omitted.)

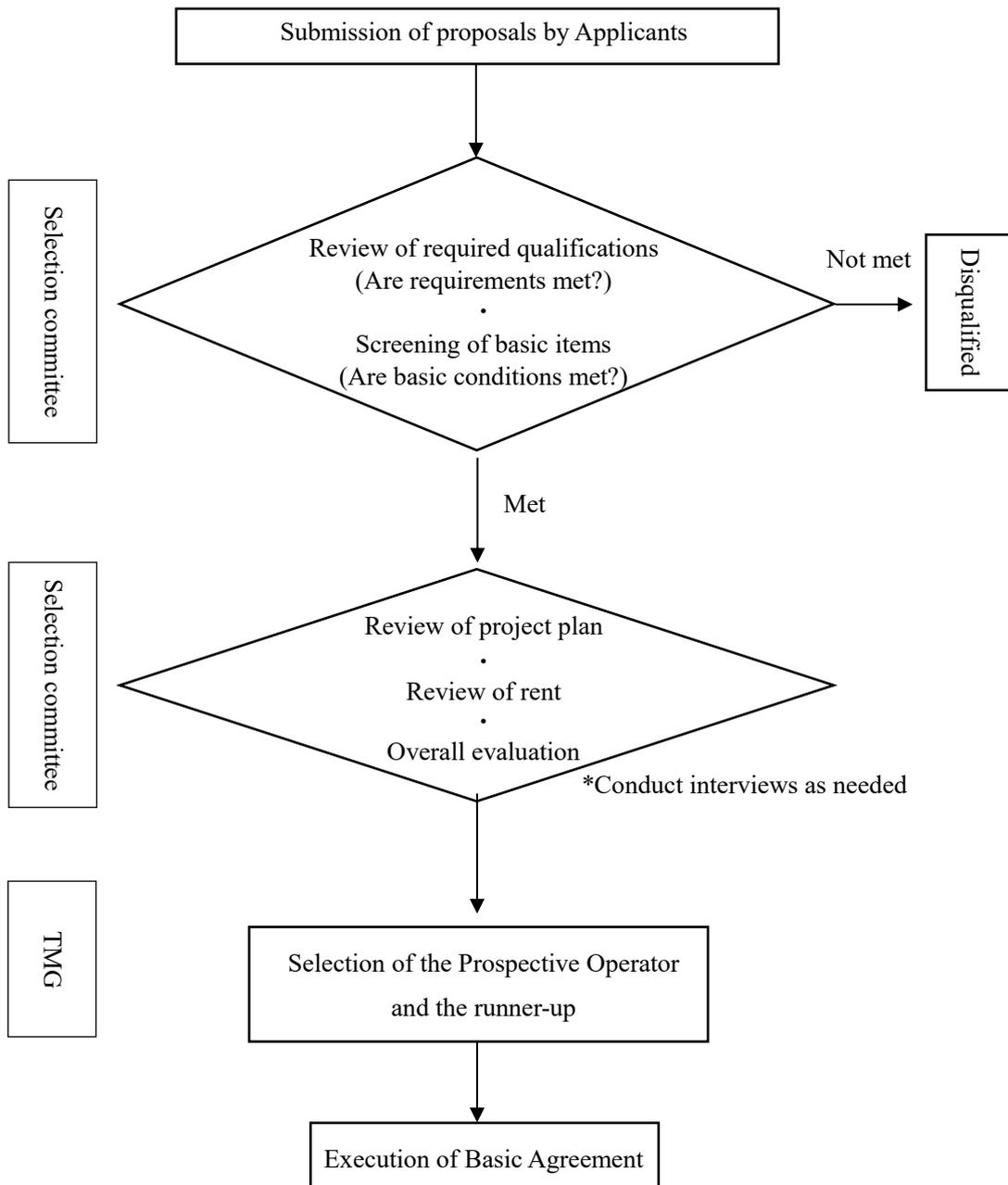
### 3 Announcement of review results and a Prospective Operator

The summary of review results (the Prospective Operator and the runner-up, outline of the successful proposal, project schedule, etc.) shall be announced on Bureau of Urban Development’s website.

#### 4 Review process

##### Review flow

(“TMG” or “Selection committee” shown on the left side of the diagram indicates a responsible body for the process.)



\* A review of project plans shall be conducted for proposals that satisfied the examination of required qualifications and the screening of basic items in the initial

review. The Applicant whose proposal has received the highest score (hereinafter referred to as “top Applicant”) and the runner-up shall be selected and designated as the Prospective Operator and the runner-up.

## 5 Review items and evaluation methods

- (1) Review of required qualifications  
Applicants shall be disqualified if requirements are not met.
- (2) Screening of basic items  
Applicants shall be disqualified if basic conditions are not met.
- (3) Review of project plans  
Proposals shall be evaluated against the details of relevant review items with a point-addition scoring system.
- (4) Review of rent  
Rent paid by the Operator to TMG shall be evaluated with a proportional point allocation system.
- (5) Overall evaluation  
A point addition scoring system shall be used to evaluate the contents that cannot be fully examined with the review items listed above and for the overall evaluation of the entire project.

6 Review items and scoring

(1) Review of required qualifications [Qualified/disqualified]  
Examine if required qualifications are met.

(2) Screening of basic items [Qualified/disqualified]  
Examine if basic conditions are met.

(3) Review of project plans [80]  
Examine facility plans from the perspectives of urban infrastructure planning, architectural planning, and community development.  
Examine whether the operational structure is created to manage a long-term project in a sustainable way.

A. Facility/community development plans, technical evaluation (65)

- (A) Overall concepts
- (B) Formation of a wide-area transportation hub
- (C) Revitalization of water transport
- (D) Formation of pedestrian networks
- (E) Creation of transportation functions for vehicles in the district
- (F) Land use
- (G) Landscaping
- (H) Environmental friendliness
- (I) Utilization of digital technology
- (J) Creating vibrancy before opening of water transport
- (K) Area management

B. Evaluation of operations and management (15)

- (A) Operational structure
- (B) Business plan and operational plan

(4) Review of rent [10]

(5) Overall evaluation [10]

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Total 100

## 7 Details of each review item

### (1) Review of required qualifications

Ensure that the Applicant has members who satisfy the following required qualifications. The qualifications do not have to be related to domestic business. The Applicant is qualified if its members, or their parent company or consolidated subsidiaries, satisfy the required qualifications.

- A. Those who design buildings and perform construction management and satisfy the following requirements:
  - (A) Registered as the office of first-class registered architects under the provision of Article 23 of the Act on Architects and Building Engineers (Act No. 202 of 1950).
  - (B) In 10 years prior to the submission of the proposal, they have been involved in the design and construction management of buildings that are similar in use to each proposed facility and equal or bigger in scale and height (regarding functions for drawing a large crowd and stimulating interactions, if the use is similar, the year and scale shall be irrelevant).
- B. Those who carry out construction operations and satisfy the following requirements:
  - (A) Hold a special construction business license for general building works under the provision of Paragraph 1, Article 3 of the Construction Business Act (Act No. 100 of 1949).
  - (B) In 10 years prior to the submission of the proposal, they have been involved in the construction of buildings that are similar in use to each proposed facility and equal or bigger in scale and height (regarding functions for drawing a large crowd and stimulating interactions, if the use is similar, the year and scale shall be irrelevant).
- C. For those who carry out civil engineering works (development of infrastructure such as roads and green areas within the district), they should have a special construction business license for general civil engineering works under the provision of Paragraph 1, Article 3 of the Construction Business Act (Act No. 100 of 1949).
- D. Those who do real estate development and satisfy the following requirements:
  - (A) In 10 years prior to the submission of the proposal, they have been involved in a complex development with a total floor area of 10 ha or larger (complex development refers to a project where business, commercial, and residential facilities are developed together).

- (B) They are real estate brokers under the provision of Article 2 of the Real Estate Brokerage Act (Act No. 176 of 1952).
- E. For those who carry out operations, maintenance, and management of each proposed facility, in 10 years prior to the submission of the proposal, they have been involved in leasing or management of buildings that are similar in use to each proposed facility and equal or bigger in scale and height (regarding functions for drawing a large crowd and stimulating interactions, if the use is similar, the year and scale shall be irrelevant).
- F. For those who carry out area management, they are the corporate regular members of the Urban Renewal Coordinator Association of Japan and, in 10 years prior to the submission of the proposal, they have played a role in consolidating the opinions of groups composed of land owners, such as urban redevelopment associations and area management organizations, as consultants or real estate developers.

## (2) Screening of basic items

- A. Requirements for the establishment and development of the permanent facilities
  - (A) Requirements for the formation of a wide-area transportation hub
    - Ensure that the proposals include a plan for a plaza that serves both as a transportation hub that provides smooth and easy access to water transport, buses, and subways and as a disaster prevention area that takes into consideration the following:
      - The plaza shall accommodate not only conventional vehicles, such as cars, taxis, and buses (city buses, airport shuttles, and tour buses), but also future transport such as BRT and next-generation mobility.
      - It shall be utilized for disaster prevention and disaster response.
      - It shall be accessible from main roads in the vicinity and Urban Expressway Route 10 Harumi Line.
      - It shall be designed to be used by bicycles and next-generation mobility.
  - (B) Requirements for the revitalization of water transport
    - Ensure that the proposals address the following: The disaster prevention pier managed by TMG shall play a pivotal role for the water transport network, with a plan to introduce new services of regular water bus and nonregular sightseeing river cruise.
    - The Amenities of Water Transport, etc. shall be put in service around FY 2029, with functions for vibrancy and relaxation to generate a favorable

atmosphere for water transport and community development.

- A terminal function shall have restrooms and a waiting area and serve as the connecting point of water transport and land transport such as tour buses, cars, and taxis.
- A terminal function shall be designed to be utilized as a temporary gathering site in the event of a disaster.

(C) Requirements for the formation of pedestrian networks

- Ensure that the proposals address the following: A passage along the Tsukiji River with approximately 4 m wide that can be used as a walkway and for river maintenance shall be built, which forms part of waterside oasis for pedestrians with cohesively designed open spaces within the site.
- Access to the “pedestrian network from Tsukiji to the seawalls at Takeshiba” shall be established, and the riverside areas of the Sumida and Tsukiji Rivers shall be connected and made barrier-free.
- A pedestrian space connecting the traffic plaza that serves as a transportation hub, the pier, and the subway station shall be developed in the district.
- Pedestrian flow lines from Namiyoke St. to the riverfront along the Sumida River shall be created.
- A pedestrian deck (with structure and space that allow pedestrians to walk comfortably), connecting the areas on both sides of Loop Road No. 2 and enhancing their cohesiveness and circulation, shall be built.
- Mobility options that contribute to the development of communities around the Tsukiji district enjoyable for pedestrians shall be proposed.

(D) Requirements for the creation of transportation functions for vehicles in the district

- Ensure that the proposals address the following: Vehicle access from Harumi St., Shin-Ohashi St., and Loop Road No. 2 to the roads within the district shall be established.
- The roads within the district shall be connected to the plaza, which serves both as a transportation hub and disaster prevention area, and to the entry and exit ramps of Route 10 Harumi Line scheduled for revision.
- Overpasses that cross Loop Road No. 2 and connect the areas on both sides of the road shall be built.
- Use by bicycles and next-generation mobility shall be proposed.
- Roadways shall be developed in such a way that the roads within the

district have easy access to the facilities owned by the municipality.

- Public parking lots shall be properly planned. Explanations shall be provided about the size and layout of the parking lots as well as proper transportation functions for vehicles in the district with respect to distribution/loading/unloading of goods.
- Parking lots for tour buses shall be properly planned.

(E) Requirements for land use

a Requirements for the base of new culture

- Ensure that the proposals address the following: A system shall be built to put a continuous effort into establishing a base for creating and promoting new culture by taking advantage of the characteristics and potential of the district.
- Cooperation and integration between functions to be introduced shall create synergy.
- Cooperation with resources in surrounding communities shown in page 20 of the Tsukiji Community Development Policy shall be emphasized.
- Synergetic effects shall be created by establishing organic relationships with various functions in surrounding communities while developing cooperation and function distribution with more extensive areas.
- A mutually beneficial relationship between Tsukiji and Toyosu shall be developed.
- It shall effectively promote sharing and exchanging through hybrid-type opportunities that combine real and virtual experiences.

b Requirements for facilities with functions for holding conferences and events (core functions)

- Ensure that the proposals address the following: Facilities shall have required functions for meetings and exhibitions, such as a ballroom (for banquets with a capacity of over 1,000 people), large conference rooms, and medium- and small-sized meeting rooms. Exhibition facilities may also perform the functions for drawing a large crowd and stimulating interactions.
- The proposed facilities shall have adequate functions to accommodate a wide range of international conferences and events by ensuring proper environments.

- Synergetic effects shall be created among these functions.
  - Moving between the facilities shall be smooth and easy.
  - The functions shall be clearly defined and separated from similar functions in surrounding communities.
- c Requirements for facilities with functions for drawing a large crowd and stimulating interactions (core functions)
- Ensure that the proposals address the following: State-of-the-art and large-scale venues (with a capacity of 10,000 people or more), where Tokyoites and people within and outside Japan can gather and share excitement and enjoyment, shall be built, enhancing Tokyo's competitiveness to the world (the facility shall encourage creative activities and bring opportunities for networking among the gatherers. It shall also be equipped with systems to prevent noise, vibration, etc. in consideration of the surrounding environment).
  - The facility shall effectively utilize cutting-edge digital technology.
  - The functions shall be clearly defined and separated from similar functions in surrounding communities.
- d Requirements for other functions (non-core functions), etc.
- Ensure that the proposals address the following: Proposed functions shall be capable of creating new vibrancy, interaction, and charm unique to Tsukiji and promoting new cultures and the new attractiveness of Tokyo.
  - Liveliness befitting to this district shall be generated (including night time entertainment) by taking advantage of vibrancy and energy that have been long fostered in Tsukiji as the base of food culture and respecting the relationship with other local players such as Tsukiji Outer Market.
  - Functions (including systems) that help generate continuous innovations to contribute to sustained growth of Tokyo and Japan shall be developed.
  - Functions that make up for what Tokyo lags behind other international cities in the world and that have a great potential for future market expansion shall be introduced.
  - For the construction of condominiums, ensure that the following are addressed:
    - ✓ Condominiums shall be limited to those that help enhance Tokyo's

global competitiveness and need to be built in an integrated manner with other facilities whose functions are required in the district.

- ✓ Their layout shall not interfere with community development efforts, such as cultural and sports events and activities to create vibrancy in the area.
  - ✓ Their total floor area including attached structures shall be 3% or smaller of the designated floor area ratio in whole district and kept at the bare minimum required for successful community development.
  - ✓ They shall be disposed of, and the cleared project site shall be returned to the municipality.
  - Ensure that the proposals include plans for community development from the perspective of children.
- e Requirements for greenery, plazas, and gathering spaces
- (a) Disaster prevention
    - Ensure that the proposals include measures that help improve disaster prevention efforts, including intangible initiatives. Also ensure that they include measures to control runoff from heavy rainfall based on TMG's Basic Policy for Intense Rainfall (revised).
  - (b) Open spaces and plazas
    - Ensure that the proposals address the following: Open spaces and plazas shall be of high quality, where people feel comfortable and relaxed.
    - They shall be designed by taking into account the cooperation with resources in surrounding communities as well as connection with the pedestrian networks, transportation hub, and other functions to be introduced.
    - Buildings and outdoor spaces shall be designed cohesively.
    - They shall have a proper disaster prevention area on site.
  - (c) Greenery
    - Ensure that the proposals address the following: Green landscape that complements the attractive waterside area, pedestrian-centric green networks, and three-dimensional green spaces shall be created.
      - Continuity with the greenery of Hama Rikyu Gardens shall be maintained.
      - Different greenery shall be planned for different locations.

(F) Requirements for landscaping

- Ensure that the proposals address the following: Historical and cultural landscapes around the district as well as picturesque waterscape unique to Tsukiji shall be presented.
- Landscapes shall be designed to be an icon that is impressive and symbolic, welcoming visitors coming through the waterways.
- An alluring night view shall be presented.
- Ideas for reuse and recycle of steel and other structural members that have been preserved from the former Tsukiji Market site shall be presented.

(G) Requirements for ensuring environmental friendliness

- Ensure that the proposals address the following: Energy efficiency shall be improved through energy management by adopting cutting-edge technologies and equipment.
- Efforts shall lead to a stable supply of energy.
- Net-zero CO<sub>2</sub> emissions in the district shall be achieved by introducing renewables and unutilized energies (for the procurement of renewable energies, the electricity shall be 100% generated from renewable energy sources. If renewable sources are developed in stages, a plan for each stage shall be examined).
- Decarbonization efforts that are also beneficial to other districts shall be made, including installation of hydrogen stations for fuel cell vehicles with a view to introducing fuel cell bus services, development of infrastructure to support the promotion of zero-emission vehicles (ZEVs), and other initiatives undertaken from the perspective of a circular economy.
- Heat island control measures shall be in place, including greening and redesign of the shape and layout of buildings.
- Disaster resilience shall be secured.
- Domestically sourced timber shall be used.

(H) Requirements for the utilization of digital technology

Ensure that the proposals encourage the use of cutting-edge digital devices and technology for the foreseeable future (including a system to promote the technology).

B. Requirements for creating vibrancy before opening of water transport

Ensure that the proposals include plans to create vibrancy, provide relaxation, and develop attractiveness in the district ahead of the introduction of water

transport.

C. Requirements for area management

Ensure that the proposals include a plan to set up an area management organization to pursue various activities.

D. Ensure that the proposed rent is at or higher than the standard rate.

E. Other

(A) Ensure that there is no highly inappropriate items with respect to legal provisions.

(B) Ensure that there is no highly inappropriate items with respect to building structure and construction methods.

(C) Ensure that there is no highly inappropriate items with respect to the income and expenditure projection for the proposed projects.

(D) Ensure that there is no highly inappropriate items with respect to basic elements of the proposed projects.

(3) Review of project plans

A. Evaluation of facilities, community development plans, and technical aspects

Conduct reviews of facilities, community development plans, and technical aspects in terms of concepts, facility plans, and relevance to surrounding communities from the perspectives of urban infrastructure planning, architectural planning, and community development.

(A) Evaluation of overall concepts

Evaluate the project policy and the factors listed below that contribute to realizing overall concepts: welcome areas that take advantage of waterscape, greenery, and history where visitors from different places arrive using various means of transportation; a comfortable community with many plazas and places for interactions; a town setting where visitors find the appeal of Tokyo in the coexistence of tradition and future; an open-stage atmosphere where new cultures are generated through various interactions; and whether a large tract of land in a prime location in central Tokyo is effectively used to showcase the character of Tsukiji.

(B) Formation of a wide-area transportation hub

Whether the plaza is proposed as a base for interactions that takes various factors into consideration comprehensively, such as smooth and easy connections among water transport, buses, and subways, safe and stress-free approach for vehicles, accessibility of bicycles and mobility, and

disaster response.

(C) Revitalization of water transport

- Whether the launch of regular water bus and nonregular sightseeing river cruise services using the disaster prevention pier is proposed from the viewpoint of a water transport network that contributes to the creation of vibrancy in the local community and revitalization across Tokyo. Whether the proposal is aimed at enhancing the accessibility of the area with additional functions (a new pier, for example).
- Whether the proposal supports the creation of a favorable atmosphere for water transport and its improved usability, as well as the creation of a favorable atmosphere for community development, to make the Amenities of Water Transport, etc. the key facilities of the water transport network.

(D) Formation of pedestrian networks

Whether the following features are proposed to make the pedestrian networks (including waterside) more vibrant across the community: pleasant and easy to walk around, connected with various resources in the surrounding areas such as Hama Rikyu Gardens and Tsukiji Outer Market, segregated from road vehicles where possible, mobility-friendly, and good connection and cohesive design with surrounding buildings.

(E) Creation of transportation functions for vehicles in the district

Whether the following measures are proposed to facilitate smooth vehicle traffic in the district: a comprehensive plan for land use; provision of proper access and convenience to vehicles, etc. (including parking lots for cars and bicycles) that help promote harmonious coexistence of cars, bicycles, and next-generation mobility; and pedestrian-friendly streets as an additional function.

(F) Land use

a Base of new culture

- Whether the following measures are proposed to further enhance global competitiveness of Tokyo and Japan: new vibrancy, interaction, and charm unique to Tsukiji through innovative ideas and initiatives; creation and promotion of new cultures; and the good use of local resources such as Hama Rikyu Gardens and the Sumida River.
- Whether important cultural and historical assets of Tsukiji, such as food culture, are sufficiently leveraged.

- Whether the proposal is innovative, international, and multifaceted.
  - Whether the proposal is aimed at generating synergetic effects, taking account of the public interest, through the establishment of organic connection with various functions of surrounding communities and cooperation or integration among functions to be introduced.
  - Whether the formation of a base for creating and promoting new culture is proposed as a continuous effort.
- b Functions for holding conferences and events (core functions)  
Whether these facilities are successfully presented as the international meeting places embodying the characteristics of Tsukiji.
- c Functions for drawing a large crowd and stimulating interactions (core functions)  
Whether these facilities are successfully presented as the new world-class attractions of Tokyo.
- d Other functions (non-core functions) etc.
- Whether the functions that create new vibrancy, interaction, and charm unique to Tsukiji and promote new cultures and new attractiveness of Tokyo are presented effectively.
  - Whether it is proposed that the liveliness befitting to this district shall be generated through synergetic effects created with surrounding communities by taking advantage of vibrancy and energy that have been long fostered in Tsukiji as the base of food culture and by respecting the relationships with the surrounding communities.
  - Whether functions that help generate innovations one after another contribute to sustained growth of Tokyo and Japan.
  - Whether condominiums enhance Tokyo's global competitiveness, whether they are built in an integrated manner with facilities whose functions are required in the district, whether their layout does not interfere with community development efforts, and whether the floor area is kept at the bare minimum required for successful community development.
  - Whether the impact on the surrounding environment is taken into consideration.
  - Whether measures for prevention and containment of new infectious diseases that may emerge in the future are incorporated in the building and operation of facilities.

- Whether the community development plan is drawn up from the perspective of children with respect to both the building and operation of facilities.
- e Greenery, plazas, and gathering spaces
- Whether proper space is secured for disaster prevention; whether measures to improve disaster prevention in the district, including intangible initiatives, are proposed; and whether the control of runoff from heavy rainfall is in place.
  - Whether adequate parks, streets, and plazas that offer high-quality space and provide comfort and relaxation to visitors by making the most of waterscape and presenting buildings and outdoor spaces as inseparable resources are proposed and whether cooperation with resources in surrounding communities is proposed.
  - Whether creation of rich and high-quality greenery across the district, including well-groomed green landscape that complements the attractive waterside area, cohesive landscape with surrounding greenery such as Hama Rikyu Gardens, green networks, and three-dimensional green spaces is proposed.
- (G) Landscaping
- Whether the landscapes are designed to be striking and iconic scenery that represent the characteristics of Tokyo as a Water City, with a view to welcoming people through the routes from waterways. Whether a symbolic and dramatic view that is unique to Tsukiji and representative of the gateway of Tokyo as a Water City, including an alluring night view, is presented.
  - Whether the landscape is designed by making the most of historic and cultural landscape resources around the district (including the reuse and recycle of steel and structural members preserved from the former Tsukiji Market) and waterscape and taking into consideration the following: sight lines toward the Sumida River and Hama Rikyu Gardens are secured; wide walls that may block views from Hama Rikyu Gardens and the other side of the Sumida River are prohibited; and space is made between each building and adjacent areas to form an open and liberating layout and formation of the buildings to avoid a tight impression.
  - Whether the entire district is designed to offer an excellent landscape,

with high-quality greenery, parks, and streets, with a vibrant atmosphere and interactions, and with comfortable social distance among people.

(H) Environmental friendliness

- Whether the proposal supports the development of a more advanced and sustainable city that is the top-runner of the time, while ensuring environmental friendliness with state-of-the-art technology (if the development takes place in stages, the proposal for each stage shall be examined).
- Whether effective decarbonization efforts for the future are proposed to achieve net-zero CO<sub>2</sub> emissions, such as energy-saving with state-of-the-art technology and devices and installment of renewable energy equipment within and outside the district.  
Whether the efforts lead to a stable supply of energy.
- Whether biodiversity and ecosystem as well as heat island measures are considered in the greening efforts and whether different designs and layouts of buildings are proposed to allow summer breeze to reach the hinterland area.
- Whether increased use of domestically sourced timber for architectural structures and exteriors is proposed.

(I) Utilization of digital technology

Whether the proposal supports the improvement of the QOL (Quality of Life) of Tokyoites with cutting-edge digital devices and technology, together with ongoing preparation for future technological innovation, by maximizing its benefits for the community development efforts of Tsukiji, drawing out Tokyo's potential, and creating new value.

(J) Creating vibrancy before opening of water transport

Whether it is proposed to swiftly and effectively create a vibrant environment that keeps attracting people before introducing the water transport system, with consideration to the relationship with surrounding facilities such as Tsukiji Outer Market, and to allow a smooth and effective transition to fully developed vibrancy once the development work is complete.

(K) Area management

- Whether the proposal allows the Operator to adequately manage and operate the functions to be introduced in the district, including the waterside and open spaces, so that these can be operated effectively in an

integral manner without disruptions across the district.

- Whether the proposal includes initiatives that enhance the appeal and value of Tsukiji and Tokyo by creating vibrancy, relaxation, and attractiveness through events and activities (including liveliness generated on the riverfront that takes advantage of a riverscape), as well as initiatives to support children's learning and development and to promote their social participation.

#### B. Operations and management of the project

Whether the proposal is prepared with a view to operating the project stably for 70 years and whether plans for operation and management are flexible enough to adapt to change in society.

##### (A) Operational structure

- Whether the operational structure is created to run the project in a sustainable way.
- Whether consideration is given to effective operations (operational concepts, operational body, etc.) and project continuity.

##### (B) Business plan and operational plan

- Evaluate the income and expenditure plan and the funding plan.
- Evaluate project stability measures, including a risk policy.
- Evaluate the maintenance plan and the management plan.
- Evaluate plans for disposal of facilities and return of the cleared project site. Particularly, if condominiums are to be built, evaluate whether specific and workable plans for a smooth return in the future (e.g., the period of operation is long enough to cover the time required for tenants to leave and any legal procedure thereof, and contributions for the demolition reserve fund are properly collected and managed) are in place.

#### (4) Review of rent

Rent paid by the Operator to TMG shall be evaluated with a proportional point allocation system.

#### (5) Overall evaluation

A point addition scoring system shall be used to evaluate the contents that cannot be fully examined with the qualitative review items listed above and for the overall evaluation of the entire project.