



**Asia-Pacific
Economic Cooperation**

APEC Tokyo Conference on Quality Infrastructure Investments to Address Environmental Challenges of the Cities in APEC Region

**Report on Site Visit with Quality Infrastructure
Investment Experience of Tokyo and its Suburbs**

APEC Committee on Trade and Investment

November 2025

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1. EXECUTIVE SUMMARY

At the 2014 APEC Economic Leaders' Meeting, leaders endorsed the APEC Connectivity Blueprint (ACB) (2015-2025), highlighting disparities in access and quality of physical infrastructure across the region. In 2021, the Aotearoa Plan of Action (APA) was launched, committing APEC economies to collective actions and policies that support global efforts to address environmental challenges, including climate change, extreme weather, and natural disasters.

In response to the challenges identified in the ACB and the APA, the goal of this project was to discuss Quality Infrastructure Investment (QII) for enhancing urban climate resilience in APEC cities, and to contribute to capacity building for infrastructure planners and policymakers by sharing best practices on urban adaptation and mitigation measures.

To achieve this, a two-day conference and site visits were held in Tokyo, Japan. The event facilitated the exchange of information on QII policies and initiatives for climate-resilient urban infrastructure, as well as good practices from participating economies. During the site visits, participants toured infrastructure facilities in Tokyo and its suburbs, where they observed practical adaptation and mitigation measures and engaged in discussions with local experts for capacity building. This report summarizes the details and outcomes of the Infrastructure Tour, the discussions that took place, and the feedback received from participants.

Based on the results of the participant survey, it can be concluded that the tour fully achieved its objectives, providing policymakers from APEC economies with valuable insights on appropriate infrastructure investment for natural disaster response. The use of the Public-Private Dialogue during the Day 1 Conference as a preliminary input also contributed to deeper understanding and more effective capacity building among participants. Through the case studies, participants gained a thorough understanding of the technologies and innovations employed, as well as the structures and challenges of management and approaches to attracting private infrastructure investment. These topics reflect the current challenges faced by each economy and have highlighted key issues that APEC should focus on moving forward.

2. INFRASTRUCTURE TOUR

2.1. OVERVIEW

On 18 June 2025, the day following the APEC Tokyo Conference, an Infrastructure Tour—one of the components of this project—was conducted. The Project Overseer Team served as coordinators for the tour, which aimed to showcase examples of Quality Infrastructure Investment in Tokyo and its surrounding areas. The one-day tour included visits to three infrastructure facilities.

Specifically, the tour included visits to Shin-Yokohama Park, Shibuya, and the Tokyo Rinkai Disaster Prevention Park. Each facility exemplifies Japan's infrastructure investments in disaster adaptation and mitigation, and the content of the tour was tailored to align with the project's main themes. The selected case studies differ in terms of the types of natural disasters they address and the involvement of public and private stakeholders. By exploring these aspects, the tour provided a systematic understanding of Japan's disaster management approaches and related infrastructure investments.

Each visit consisted of two parts: a lecture session led by facility staff and a guided site tour. For Shin-Yokohama Park, the tour included the Tsurumi River Retarding Basin Operation Center managed by the Ministry of Land, Infrastructure, Transport and Tourism, and Nissan Stadium managed by Yokohama City. In Shibuya, the tour covered station-area facilities developed by Tokyu Corporation, and the underground stormwater storage facility constructed by Tokyu and managed by the Tokyo Metropolitan Sewerage Service Corporation. Across all visits, cooperation from multiple stakeholders enabled a comprehensive overview of infrastructure investment.

In preparation for the tour, a Book for Logistics Information was prepared, which included briefings on each site according to the schedule.

A chartered bus was arranged for transportation in Tokyo and its suburbs. The tour was attended by approximately 20 participants from APEC economies, with a total of 36 including the Project Overseer Group and observers from the Japanese Government.

This section outlines the details of each facility visit and the discussions that took place during the tour.

2.2. RESULT OF THE VISIT

2.2.1. SHIN-YOKOHAMA PARK

The APEC delegation inspected Shin-Yokohama Park in Yokohama City, Kanagawa Prefecture. Located in the Tsurumi River basin, the park has structures designed to mitigate flooding and damage from inundation. Furthermore, it functions as a recreational area during normal times, through sports facilities and other amenities. Notably, Nissan Stadium is constructed with a piloti structure to prepare for water disasters.

The inspection was conducted in cooperation with the Keihin River Office of the Kanto Regional Development Bureau of the Ministry of Land, Infrastructure, Transport and Tourism, which manages the Tsurumi River Basin Information Center, and Yokohama Sport Association, responsible for the designated management Nissan Stadium. Representatives from both organizations provided guided tours of the facilities and explanations of their functions. Then, there was a discussion with the APEC delegation. Details of the explanations and Q&A sessions at each site visit are outlined below.

[Nissan Stadium]

Nissan Stadium is one of the largest multi-purpose stadiums in Japan, with a seating capacity of 72,000. It accommodates a wide variety of events, including track and field, soccer, and concerts by various artists. In recent years, it has been used as a venue for the Rugby World Cup and the Tokyo Olympics. In addition to its regular functions, Nissan Stadium also serves as a disaster prevention facility within Shin-Yokohama Park, specifically designed to respond to flooding. The first floor of the stadium features a structure known as a "pilotis," (an open ground floor structure) which is designed to hold water in the event of a flood. The park itself is built with a sloped landscape so that, in the event of an overflow of the Tsurumi River, the excess water can be temporarily retained within the park. Facilities on the first floor, designated for water retention, are equipped with waterproof doors and are specifically designed to withstand flooding. Even during record-setting rainfall events in recent decades, only one-third of the stadium's maximum water storage capacity was used, indicating its capability to withstand even greater rainfall in the future. While there are several similar facilities in Japan, Shin-Yokohama Park is among the largest of its kind in the economy.

During the site visit, we were given special access to the interior of Nissan Stadium, where we observed both the sports facilities used during normal times and the pilotis area designed for water storage. The vantage point from within the stadium also allowed us to overlook the entire park, including the area connected to the Tsurumi River, providing a comprehensive

view of the whole basin.

During the visit, participants asked questions regarding the management of Nissan Stadium. It was explained that both the sports facilities and the flood control basin are centrally managed by designated manager. Although the stadium is named "Nissan Stadium," this is due to Nissan Motor Co. having acquired the naming rights; the actual operation and management are handled by designated manager. The construction costs were covered by the Yokohama City's budget and Japan's government subsidies, with no funds provided by the private sector.

There was also a question regarding the cost burden when the flood control function is activated. It was explained that, when the facility is used for flood control, the subsequent cleanup, such as removing mud, costs approximately 100 million yen. These costs are principally borne by the City of Yokohama, with partial compensation available from the Japanese government. According to simulations, the economic damage that would occur without this facility is estimated to be around JPY 400 billion. In addition to actual disaster events, the facility may also be activated preemptively during heavy rainfall, in which case Yokohama Sport Association, in charge of the designated management is responsible for the costs. It was clarified that, in cases of preventative activation, these costs are not covered by economy-wide compensation schemes.

[Multipurpose Tsurumi River Retarding Basin]

At the Tsurumi River Basin Information Center, we received an explanation of the historical evolution of disaster prevention measures in the Tsurumi River basin and the development up to the present day. The first flood control plan was formulated around 1830, since then, disaster countermeasures have been considered, including a proposal plan to mitigate flood damage in the lower reaches by excavating a new river between the Tsurumi River and Tokyo Bay (however, this plan was abandoned to protect farmland).

Since 1950, the opening of the Shinkansen at Shin-Yokohama Station accelerated urbanization in the Tsurumi River basin. The population, which was about 450,000 in 1958, increased to about 1.94 million by 2013. Rapid urbanization shortened flood arrival times and tripled peak flow rates, further increasing the region's flood risk.

From 1979 and 1983, large-scale dredging operations were carried out to enhance the flow capacity. A pipeline was constructed to transport dredged soil to the river mouth,

achieving both flood control and the use of the soil as landfill. These efforts doubled the river's flow capacity compared to before the project.

Historically, comprehensive flood control measures in the Tsurumi River basin have consisted of three aspects: "Watershed measures," "Riverine measures," and "Sewer measures." In the past, typhoons have caused average rainfall over two days to exceed 300 mm in the basin, resulting in flood damage to approximately 20,000 households. However, thanks to these measures, damage from rainfall of the same magnitude has now been virtually eliminated.

During the Q&A session, most questions were asked from the perspective of basin management. Since the Tsurumi River Basin Information Center is directly managed by the Ministry of Land, Infrastructure, Transport and Tourism, its role is similar to that of agencies represented by participants from APEC member economies, leading to more specific questions.

The topic that attracted the most interest was the total project cost required for Multipurpose Retarding Basin improvement, with the answer being JPY 170 billion. There was also a question about whether land acquisition would be necessary during the initial development stage. Participants from other participants shared the view that compensation for residents often becomes a major issue in large-scale basin development projects. However, in the case of the Tsurumi River basin, the area was originally farmland prone to frequent flooding and was largely uninhabited, so issues related to resident relocation did not arise.

2.2.2. SHIBUYA REDEVELOPMENT

The APEC delegation received an explanation from Tokyu Corporation regarding the redevelopment of the area around Shibuya Station. Tokyu Corporation is a comprehensive company engaged in transportation services including trains and buses, real estate, lifestyle services, and hotel and resort operations.

Momentum for redevelopment significantly increased in 2002. Following the decision to relocate the Tokyu Toyoko Line underground, Tokyu Corporation began exploring ways to utilize the large area that would become available around Shibuya Station. Supported by deregulation in urban development, the company moved forward with planning a large-scale project.

The redevelopment aimed to address three main issues: (1) Shibuya's valley-shaped terrain, with the station at its lowest point, is prone to severe flooding during heavy rainfall and also presents challenges for pedestrian movement; (2) the area is divided east-west and north-south by railway lines and major roads; and (3) the station facilities are aging and have a complex structure, making navigation difficult, and despite being a major hub with heavy foot traffic, there are few spaces for rest.

To address these challenges, Tokyu Corporation—along with other private developers and in collaboration with government agencies is undertaking three main development initiatives. First, to mitigate flood damage from torrential rains due to the valley terrain, a facility has been constructed beneath Shibuya Station that can store up to 4,000 tons of rainwater. Large-scale construction, including partial relocation of the Shibuya River, was carried out to build this facility. With the cooperation of the Tokyo Metropolitan Waterworks Bureau, a tour of the facility's interior was conducted.

Second, to improve the fragmented pedestrian routes caused by railway lines and roads, they are developing a comfortable and safe pedestrian network, including the construction of decks connecting different facilities horizontally and vertical circulation systems called "Urban Cores" to facilitate movement between levels.

Third, in terms of public space development, numerous plazas have been created both underground and around the Shibuya River, contributing to a more comfortable environment around the station.

After the presentation on Shibuya's redevelopment in the lecture room, the APEC delegation conducted an on-site visit to the underground rainwater storage facility and toured the buildings around Shibuya Station that are currently undergoing redevelopment.

During the Q&A session, discussions mainly focused on the management of large-scale redevelopment projects. In particular, there was significant interest in how construction was safely carried out without disrupting the constant flow of people in the area surrounding Shibuya Station, which is used by approximately three million people each day. As part of the Shibuya redevelopment, several buildings—including Shibuya Scramble Square (the building visited during the tour)—and connecting walkways have been constructed, with the construction process being both large-scale and long-term.

Questions were raised about how funding for such large and lengthy construction projects was secured, as well as about the total amount of investment required. In response, it was explained that the total estimated cost for the entire Shibuya redevelopment is approximately JPY 2 trillion. This cost does not only cover projects led by Tokyu Corporation, but also includes other private redevelopment initiatives, as well as projects and support provided by local governments such as the Tokyo Metropolitan Government and Shibuya Ward. The project is thus a collaborative effort between the public and private sectors.

2.2.3. TOKYO RINKAI DISASTER PREVENTION PARK

As the final site visit of the Infrastructure Tour, we visited the Tokyo Rinkai Disaster Prevention Park. Located in the Tokyo Bay area, this facility serves as the on-site headquarters for extreme disaster management and as an operating base for disaster response activities in the event of a major earthquake. Inside the facility, there are operation rooms and conference rooms for local disaster management headquarters. The building itself is designed to be highly disaster-resilient, featuring seismic structural measures and liquefaction countermeasures. As a result, it suffered minimal damage even during the Great East Japan Earthquake. The park covers about 13 hectares, with areas managed by both the Japanese government and the Tokyo Metropolitan Government, who share the costs.

A unique feature of this facility is that, during normal times, it is open as a park and as a center for disaster drills and disaster education. It actively collaborates with elementary and junior high schools and other educational institutions to raise disaster awareness among young people. The facility is managed by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), with some areas under the jurisdiction of the Cabinet Office. During our visit, we received a briefing about the facility, toured the operation room for the disaster management headquarter, and participated in disaster education activities in the Disaster Prevention Experience Zones, including the "Tokyo Metropolitan Earthquake 72-Hour Tour."

During the tour of the operation room for the disaster management headquarter, the delegation was granted access and received explanations about how it would be used in an actual emergency. In the event of a disaster, the room functions as a liaison hub for local governments and relevant ministries and agencies, with representatives from the fire department, Cabinet Office, Ministry of Defense, and others, gathering to establish the local disaster management headquarter and organizing local information regarding the disaster situation with local broadcasters. In practice, the operation room has never been used for an actual disaster but is regularly used for drills and occasionally for filming movies. When an

earthquake occurs in a metropolitan area, it is stipulated that, in addition to this facility, at least one more local disaster management headquarters must be established. In addition to this facility, potential candidates for these headquarters include the metropolitan government office, the prefectural government office, and Self-Defense Force camps.

After touring the operation room, the APEC delegation participated in the "Tokyo Metropolitan Earthquake 72-Hour Tour," experiencing disaster preparedness education firsthand. This activity simulates the 72 hours—the maximum estimated time before government aid arrives—following a major earthquake directly beneath the capital, and participants consider the actions they should take in disaster scenarios within the facility. The park is a popular destination for school excursions and other educational visits, and many students were observed participating on the day of our visit.

After the various site visits, a Q&A session was held to provide feedback on the overall facility and the disaster preparedness education offered. Many questions focused on the facility's disaster prevention functions from the perspective of infrastructure investment, such as whether the facility has an independent power supply system. In response, it was explained that the facility is equipped with fuel provisions for 72 hours, and by refueling, it can maintain power for approximately one week.

Additionally, it was highlighted during the Q&A that the facility is not intended to be used as an evacuation site during disasters. Its primary role is to serve as a disaster response headquarters, and it does not function as a gathering place for local residents in the event of a disaster.

There were also questions about tsunami countermeasures, which are a notable aspect of disaster management in Japan. In response, it was explained that the facility has been constructed at an elevation higher than the anticipated tsunami height following a major earthquake, ensuring the disaster response headquarters can operate without direct damage from tsunamis.

3. OBSERVATIONS & ANALYSIS

3.1. SURVEY RESPONSE

After the site visit, a survey was distributed to participants from APEC economies. The survey asked participants to reflect on the key learnings and main points of each facility, as well as the extent to which the objectives of this project were achieved. The survey consisted

of a required multiple-choice section and an optional free-response section, mirroring the structure of the questionnaire administered after the Day 1 Conference. The survey was distributed using Microsoft Forms, and participants were generally asked to complete it on their own devices on the same day. Details of the survey are provided in ANNEX B.

The survey response rate is shown in Table 1 below.

Table 1 Survey Response Rate

	Response	
	Number	Rate
APEC Economy Participants	17	85.0%

Table 2 summarizes the quantitative responses from the site visit survey. The table includes both the overall evaluation of the Infrastructure Tour and the individual assessments of each site visited. Overall, participants rated the Infrastructure Tour extremely highly. According to the aggregated results, the tour received strong evaluations in terms of the definition of its objectives, the degree to which those objectives were achieved, and the logistical arrangements related to the tour.

Notably, two of the three sites—Shin-Yokohama Park and Shibuya—had been discussed as agenda items during the Conference held on the previous day. As a result, participants received prior input regarding the overview and functions of these facilities, enabling them to gain a deeper understanding within the limited time available during the actual site visits and contributing to more effective capacity building. For details regarding the discussions held during the Conference, please refer to Chapter 2, "Public-Private Dialogue," in the Final Project Summary Report.

Table 2 Summary of Site Visit Evaluation Results

#	Survey Prompt	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Overall Evaluation						
1	The objectives of the training were clearly defined.	94.1%	5.9%	0.0%	0.0%	0.0%
2	The project achieved its intended objectives.	94.1%	5.9%	0.0%	0.0%	0.0%
3	The selection of the site visit locations was appropriate.	82.4%	17.6%	0.0%	0.0%	0.0%
4	The content was well organized and easy to follow.	94.1%	5.9%	0.0%	0.0%	0.0%
5	The trainers/experts or facilitators were well prepared and knowledgeable about the topic.	94.1%	5.9%	0.0%	0.0%	0.0%
6	The materials distributed were useful.	88.2%	11.8%	0.0%	0.0%	0.0%
7	The time allotted for the training was sufficient.	82.4%	17.6%	0.0%	0.0%	0.0%
8	Transportation, lunch, and any other logistics arrangement was well organized by Project Overseer and the Contractors.	94.1%	0.0%	5.9%	0.0%	0.0%
Site-by-site Evaluation						
9	Satisfied with the content of this visit: Shin-Yokohama Park	88.2%	5.9%	5.9%	0.0%	0.0%
10	Satisfied with the content of this visit: Shibuya	76.5%	17.6%	5.9%	0.0%	0.0%
11	Satisfied with the content of this visit: Tokyo Rinkai Disaster Prevention Park	88.2%	11.8%	0.0%	0.0%	0.0%

For the evaluation of each site visited, the free-response section was made mandatory, requiring participants to promptly reflect on their learnings from the tour and thereby promote retention of knowledge. Review of the responses indicates that participants demonstrated a thorough understanding of each facility's functions related to climate change adaptation and disaster resilience enhancement through investments for Quality Infrastructure. Below are some representative comments illustrating participants' understanding of each site (The text enclosed in boxes contains actual comments from participants, and the key points of each comment have been analyzed).

[For Shin-Yokohama Park]

"The retarding basin and its multipurpose uses are one of the best examples, in my opinion, of delivering quality infrastructure that considers adaptation to climate change effects, while making sure that land is not idle and can be used for other purposes."

This comment accurately reflects the full scope of the facility we visited, and it is evident that, aided by prior learning, the participant has appropriately understood the climate change adaptation measures that have historically been implemented in response to Japan's climate conditions.

[Shibuya]

“Experiencing Shibuya Station firsthand was impressive. It’s a dynamic example of how flood-resilient infrastructure can be harmoniously integrated with a bustling, transit-oriented urban center, offering both safety and seamless mobility.”

It is clear that the participant has a thorough understanding of the key points of the facility. During this site visit, the main theme was the enhancement of disaster resilience through the use of underground water storage facilities. Participants also received explanations about facility development and connectivity designed with pedestrian mobility in mind. Furthermore, participants were able to approach the visit by linking these explanations to issues faced in their own economies, such as transit-oriented development (TOD), which had been discussed during the previous day’s Conference.

[Tokyo Rinkai Disaster Prevention Park]

“This visit offered a powerful and immersive experience in understanding Japan’s comprehensive approach to disaster preparedness. Touring the disaster control center revealed the scale and sophistication of Tokyo’s emergency response coordination, showcasing how technology, planning, and inter-agency collaboration come together in times of crisis.”

Not only were participants able to gain input and engage in discussions on the role of the facility during disasters, but also on policy guidelines and their practical implementation as policymakers. There were many questions regarding facility management, particularly concerning the collaboration between the central government and the Tokyo Metropolitan Government (local government), as well as the involvement of the Self-Defense Forces and fire departments. Participants showed a strong interest in the division of roles among related parties surrounding QII (Quality Infrastructure Investment).

3.2. KEY TAKEAWAYS AND NEXT ACTIONS

Following the conference held the previous day, the APEC Infrastructure Tour was successfully completed. All three scheduled sites were visited, allowing for meaningful site inspections and productive exchanges of views with the respective officials.

Based on the discussions and feedback from the survey, the topics that attracted the most interest and generated the most questions and discussion are summarized below as Key Takeaways. It is hoped that these points will be further explored and expanded upon in future APEC capacity-building initiatives.

Public-Private Collaboration and Management Structures

Given that QII projects inherently involve two or more public and private entities, many questions were raised regarding the division of management responsibilities. The three facilities visited during this tour each exhibited distinctive relationships between ownership and operation.

For Shin-Yokohama Park, while the local administration (Yokohama Sport Association / Yokohama City) bears both the financial burden and operational responsibilities—supported by Japanese government subsidies—additional funds are provided by the Japanese government specifically for emergency responses. In the case of Shibuya's development, the main financial responsibility lies with private entities such as Tokyu Corporation and its joint venture partners. For projects like the underground stormwater storage, public organizations such as the Tokyo Metropolitan Government partially cover the project costs for components with high public benefits. After construction, Tokyo Metropolitan Government is also responsible for the operation and management of underground water storage facilities. Another example observed was Tokyo Rinkai Disaster Prevention Park, where management areas within a single facility are divided between the Tokyo Metropolitan Government and the Japanese government.

Each case demonstrated the involvement of multiple public agencies, highlighting the importance of coordination among them. The tour successfully showcased examples of such coordination that have been effective in Japan.

Encouraging Private Sector Participation

Participants showed particular interest in the Shibuya case, focusing on how private sector initiatives—such as those led by Tokyu Corporation—can be incorporated into urban planning. There was significant attention on the potential for private enterprises to supplement QII through proactive investment, especially in areas where government budgets alone may not be sufficient.

It will be increasingly important to discuss how public administration can support private companies such as Tokyu Corporation, as well as how to design development projects that are attractive enough to encourage private sector investment. Sharing case studies like the recent Shibuya project more widely within APEC economies is valuable for identifying key factors in successful project development and fostering new initiatives.

The key takeaways from these learning activities reflect the challenges currently faced by each economy. While the severity and urgency of these issues vary across economies, there was particularly high interest in the division of management responsibilities. Moving forward, it is important to continue discussions on these topics when considering related capacity-building initiatives for policymakers. Identifying and sharing best practices that are suited to the specific circumstances of each economy will be valuable for effectively addressing these challenges.

ANNEX A: TOUR AGENDA

The agenda of the Tour can be accessed through the APEC Meeting Document Database (MDDB) at the following links:

https://mddb.apec.org/Documents/2025/CTI/CONF1/25_cti_wksp4_001.pdf

ANNEX B: SURVEY SHEETS

Questionnaire for APEC 2025

<Day 2>

Infrastructure Tour

The answers you provided will be used to create a report, which will be made public after ensuring that no individuals can be identified.

Thank you for your understanding in advance.

[Overall Evaluation]

Instructions: Please indicate your level of agreement with the statements listed in the table below.

1. The objectives of the training tour were clearly defined. (5 Graded evaluation + optional description)
2. The project achieved its intended objectives. (5 Graded evaluation + optional description)
3. The selection of the site visit locations was appropriate. 5 Graded evaluation + optional description)
4. The content was well organized and easy to follow. (5 Graded evaluation + optional description)
5. The trainers/experts or facilitators were well prepared and knowledgeable about the topic. (5 Graded evaluation + optional description)
6. The materials distributed were useful. (5 Graded evaluation + optional description)
7. The time allotted for each visit was sufficient. (5 Graded evaluation + optional description)
8. Transportation, lunch, and any other logistics arrangement was well organized by Project Overseer and the Contractors. (5 Graded evaluation + optional description)

[Site-Specific Questions]

Instructions: Please provide feedback on what you learned from each site visit.

<Shin-Yokohama Park>

9. Please rate your level of satisfaction with this site visit on a scale of 1 to 5. (5 Graded evaluation)
10. What was the key takeaway you learned from this site visit? (Required description)
11. Any comments on this site visit. (Optional description)

<Shibuya Area>

12. Please rate your level of satisfaction with this site visit on a scale of 1 to 5. (5 Graded evaluation)
13. What was the key takeaway you learned from this site visit? (Required description)
14. Any comments on this site visit. (Optional description)

<Tokyo Rinkai Disaster Prevention Park>

15. Please rate your level of satisfaction with this site visit on a scale of 1 to 5. (5 Graded evaluation)
16. What was the key takeaway you learned from this site visit? (Required description)
17. Any comments on this site visit. (Optional description)

Participant information (identifying information is optional):

Name:

Organization/Economy:

Email:

Gender: M / F

Thank you. Your evaluation is important in helping us assess this project, improve project quality and plan next steps.