

Proposal
of
reviewing the prior construction plan
for
The New National Stadium Japan

(Draft translation form Japanese original by Kazuo IWAMURA)

24 July, 2015

Taro ASHIHARA
President, Japan Institute of Architects

Kiyonori MIISHO
President, Japan Federation of Registered Architects & Building Engineers
Associations

Tatsushi OHUCHI
President, Japan Federation of Architectural Firms

To whom it may concern,

We, three recognized organizations related to the architectural design in Japan, welcome very much the recent cancellation of the prior construction plan for the New National Stadium Japan under the leadership of the Prime Minister Shinzo ABE. This decision has been made at the very last moment when it is still possible to find solutions to solve the complex problems including 1) townscaping issues, 2) extremely increased construction cost, 3) most difficult task of building construction, 4) risk of construction term, and the like.

However, the time left for the upcoming redesign and construction process is limited. We feel a sense of crisis, therefore, that similar problems may arise again like before, which should not happen. As professional organizations of architectural design, we announce hereby our proposal as follows, so that such an anxiety should not be realized. And we, as the third party organizations, are ready to support as much as possible, when requested to do so.

<The Gist of our Proposal>

1. The revision of design brief:

It should include to 1) Review the “multipurpose use” of the facility, 2) Simplify the stadium functions, as well as 3) Significantly reduce the underground and lower part of building that are very expensive to build.

2. Shorten the redesign and construction period:

To this end, we propose to call again the architectural firms team (Design Joint Venture) in charge of the prior design, and to let them either participate in the design review or be commissioned to do the entire redesign business. We believe that, even if the procedure of separating “Design and Build” be adopted on the basis of this redesign formation, the project completion can be done well in time for the Olympic Games in 2020.

3. Professional and responsible decision making as well as information disclosure:

Relevant experts should be included in the practical project procedure, which allows to make professional decisions even in details of redesign and construction, and to rapidly confirm them as organizational decisions. Adequate disclosure of relevant information shall be also required.

[Contents of the Proposal]

It is reported that the trigger of this cancellation was the enormously increased construction cost, the causes of which are presumably not only the design novelty of the winning project but also the setting the design brief that inevitably required such a large amount of construction.

What we should do now at the beginning of restart is to; 1) Review this design brief, 2) Form a project framework in which the optimal design and construction be conducted under these revised conditions of the brief, as well as 3) Establish the project system in which the explicit responsibility and authority of the entire project be clarified. Also important is that such review should not search for too much commercialism but for dignity. Our proposal concerned are stated as follows.

1. Revision of the design brief

Restarting new design without fully reviewing the prior design conditions will not contribute to largely reducing the construction cost and period. These are the critical risk of this project. It is therefore indispensable to review the brief to minimize those risks at this opportunity of restart.

1) Reconsider the goal of project:

Reevaluate the prior objectives on the assumption of “multipurpose use” of the whole facility, and simplify the stadium building provided only with essential functions through giving appropriate priority to each request from the stakeholders. (Especially, the necessity of the openable roof shall be discussed to be cancelled.)

2) Minimize the facility functions:

Also the function as a stadium should be reconsidered to make it minimum functional composition by reducing associated facilities as much as possible. This may contribute to cutting the cost of construction, operation and maintenance.

3) Reduce the related earth works:

The construction site is located in the central area of Tokyo, where traffic is heavily concentrated and only a limited open space is available in its vicinity. Consequently, carrying out large amount of earth from the site costs tremendous money and time. Therefore, the amount of earth work of digging out and consequent earth transport shall be minimized through cancelling to use too much underground space as well as lower part of the building that are very expensive to build.

4) Try not to exceed an adequate amount of operational expenses including the provisional construction structure on site.

2. Framework in which optimal design and construction work can be conducted

1) Selection of the architect(s)

We consider that it is advisable to call again the prior architects' firms (Joint Venture) who have been in charge of the prior design to date, and to assign them to review the design brief and/or to be in charge of entire redesign works. The reason is that they have already accumulated much relevant experiences and know-how of designing this National Stadium and therefore very much efficiently contribute to shortening the project term by the deadline.

2) How to proceed the redesign and construction

Under the revised design brief, there can be majorly two methods as follows;

A. Separate Design and Build

After the fastest completion of the preliminary and execution design taking advantage of the knowledge accumulated during the prior design works of Joint Venture, an open competitive bidding will be conducted to select the contractor(s).

B. Integrate Design and Build

In this case, there are majorly two process as follows, according to the different timing of contractor’s participation;

- a) Select a unified consortium integrating the preliminary and execution design as well as construction, according to the new design brief.
- b) Select a contractor through an open competitive bidding right after the completion of preliminary design.

We, three recognized organizations related to the architectural design in Japan, believe that even if the Case A (Separate Design and Build) be adopted the completion of the project will be delivered well in time for the inauguration of the Olympic Games in 2020, taking the high ability of design joint venture in Japan into consideration. It is also possible to adopt again the “Early Contract Involvement (ECI) Procedure,” which allows technical collaboration of the contractor(s) during the redesign process.

While in the Case B (Integrate Design and Build), there is an anxiety that it will be difficult to secure the transparency regarding facility program and costs. Therefore, it is advisable to set up a project framework in which commissioned experts can thoroughly investigate the construction and its costs in the place of the client(s).

2015		2016		2017		2020	
Aug	Oct	Sep	Jan			Mar	
2 months	11 months	4 months	38 months				
Revision of Design Brief	Preliminary & Execution Design	Selection of Contractor(s)	Construction			Completion	
	Past design JV is to be commissioned	WTO	Under the condition of simplified design brief				

Schedule Image of the Case A (Separate Design and Construction)

3. Project structure with responsibility

It is reported that the national government has established the “Ministerial Conference Concerned for the Revision of Construction Plan for the New National Stadium Japan” as the national project headquarters. At the level of practical works it is also necessary to provide a solid structure with responsibility in order to make decisions in detail on site. In addition, it is absolutely required that experts with ample knowledge about design, construction and cost participate in the team, for making reasonable plan without any backlash as well as selecting contractor(s).

It should be said, unfortunately, this project has been so far conducted without any open accountability and consequently no nation-wide consensus. Such a gigantic architectural project has a variety of stakeholders and fully complex nature composed of architectural functions contents, costs and term each other, therefore, account and consensus cannot be easily conducted and reached respectively. However, at the restart of this project, it is absolutely needed to provide public openness and justice that may attain the nation-wide understanding and support. This requires the establishment of an explicit information disclosure system as well as risk communication system in case such problems occur.

We, three recognized organizations related to the architectural design in Japan, would like to announce that we are ready to provide any supports as much as possible, if such is requested to do so, for the great success of this national project. ■