

1 EXECUTIVE SUMMARY

This Master Plan Document for Hakone Estate & Gardens in Saratoga, California, is the result of a collaborative process spanning eight months—from February through August 2015—with staff, volunteers, and stakeholders participating in four workshops led by the design firm The Portico Group.

The City of Saratoga has a treasure in the Hakone Estate & Gardens. This Master Plan outlines how to sustain the Gardens' historical presence and strong sense of place while staying vital for visitors to come in the future.

The main priorities of the Master Planning efforts are to:

- Create a welcoming arrival experience
- Provide accessible access to core garden experiences
- Create more indoor meeting, event and visitor amenity spaces
- Develop a business plan to ensure a sustainable future

The focus of proposed physical improvements are encompassed by the current inner and main parking lot and the forecourt to the Mon Gate. The primary efforts beyond the Mon Gate are improving accessibility to the lower and upper courtyards, improving the definition and user experience of garden, courtyards, paths and plantings, improving the koi pond, and upgrading and repairing the historic district buildings and structures.

This Master Plan includes descriptions and drawings of the following components:

1. New arrival road, parking lot, service drives
2. New entry courtyard and garden including accessible paths
3. New garden maintenance and operations yard
4. Other smaller improvements:
 - Enhancements to existing gardens
 - Renovation and repurposing of existing garden buildings
 - Repurposing and renovation of indoor meeting/event hall
 - Immediate, short-term improvements from Jacob Kellner, PCA

The Appendices include the following reports:

1. Business Plan
2. Construction Cost Opinion
3. Facility Program
4. Existing Structures Capital Improvements Projects - Small Projects
5. Koi Pond and Storm Water Assessment
6. California Environmental Quality Act (CEQA) Initial Study Draft Schedule

1.1 Mission & Project Definition

The Garden's mission served as the foundation for the Master Planning process and describes why the Gardens exist:

To sustain the living and evolving spirit of the Gardens, nourishing understanding across time and cultures.

The Vision for the gardens, also completed during this process, describes what the Gardens aspire to do:

As a living embodiment of Japanese garden principles, rooted in the California landscape, Hakone Gardens welcomes its community as a haven for reflection, rejuvenation, and cultural exchange.

1.2 Goals

The goals of Hakone Estate & Gardens are broad, long-term aims that define how the Gardens will accomplish its mission. These goals are:

1. Connect to the community.
2. Restore the legacy of the gardens, buildings, and structures to make this the best Japanese garden outside of Japan.
3. Expand interpretive and educational opportunities.
4. Enhance the visitor entry and arrival sequence.
5. Provide adequate space for staff.
6. Improve visitor services and amenities.
7. Create a sustainable organization.

1.3 Master Planning Process

The Portico Group conducted four workshops from February through August 2015 to share goals, creative ideas, and concerns among Garden and Foundation staff, volunteers, and stakeholders.

Throughout the master planning process, the design team and Hakone staff worked with Japanese architectural historian, Professor Ken Tadashi Oshima, to ground this master plan in fundamental principles of Japanese garden design and to ensure that the design for Hakone Estate & Gardens stays alive and vital.

The four design workshops provided opportunities to learn about these treasured Gardens and to develop alternative schemes before finalizing the master plan. Each workshop built upon the work of the previous one. In brief, the efforts of each workshop were:

- Workshop 1 (February 10–11, 2015): evaluate the site, discuss greatest concerns and opportunities, specify goals for financial and design success, define the audience.
- Workshop 2 (April 28, 2015): review and refine new mission, vision, and goals; review financially sustainable models, facility-programming options, develop site alternatives.
- Workshop 3 (July 13, 2015): review and refine the master plan requirements (or “program”), site and building plans, cost opinion, and business plan.
- Workshop 4 (August 27, 2015): present the draft master plan, including Business Plan and Construction Cost Opinion.

This master planning effort recognizes the important work done in 2006 by Takao Donuma for the Gardens and Hakone Foundation to develop an initial master plan.

1.4 Site History

Hakone Estate & Gardens are the oldest Japanese and Asian estate gardens in the Americas and Europe. San Francisco cultural leaders Isabel and Oliver Stine bought 18 acres to found the garden in 1915 because they were inspired by the Pan-Pacific Exhibition. Isabel visited Japan and one of her favorite places was Fuji-Hakone-Izu National Park. It became the namesake for Hakone Estate & Gardens.

From 1917 to 1929 the Stines built this summer retreat in the hills overlooking what is today's Silicon Valley (and was then called the Santa Clara Valley). Architect Tsunematsu Shintani designed the Upper "Moon Viewing" house and landscape gardener Naoharu Aihara designed the gardens. The Stines brought master artisans from Japan to build their dream retreat.

Today, all the structures are part of the Hakone Historic District, protected by the National Register of Historic Places. Built structures and gardens fall into one of two protected categories: contributing and non-contributing. For contributing structures and gardens, we are allowed to restore the building exterior and make repairs and restorations to the interior. For non-contributing buildings, we are allowed to change the use of the building and its internal spaces while maintaining the historic exterior, including the existing windows and doors.

Principal contributing buildings:

Upper House
Tea Waiting Pavilion

Principal non-contributing buildings:

Lower House

Other non-contributing buildings:

Caretaker's Cottage
Cultural Exchange Center (CEC)
Tea Service Room
Gift Shop
Barn

Other contributing structures:

Well Pump House
Mon Gate
Wisteria Pavilion
Moon Bridge
Upper Pavilion
Wisteria Arbor

Contributing gardens:

Hill and Pond Garden
Tea Garden
Zen Garden

Non-contributing gardens:

Bamboo Garden

1.5 Site Analysis

Hakone Estate & Gardens are situated in the Saratoga foothills, with native vegetation of California live oaks and tan oaks. Downtown Saratoga is just a few blocks away but at the Gardens you feel removed from the urban environment.

Strengths of the site are:

- History of rich Japanese-inspired design for the garden and buildings
- Five existing garden courtyards and ten buildings (all on the historic register)

Challenges of the site are:

- Steepness
- Plantings require more water than climate supports
- Flat land has already been developed, leaving little room for expansion

1.6 Visitors to Hakone Estate & Gardens

The current audience is made up mostly of family groups and adults in groups and alone.

- Approximately 35 percent of visitors are from the Saratoga area
- Annual attendance is approximately 24,000

The potential audience is much greater than the current attendance.

- Hakone is easily accessible from a very large and prosperous market of over 4.2 million people.
- The bulk of the primary market for Hakone lies outside the City of Saratoga.
- The number of young people within the market area will grow only modestly, whereas boomers (45-64) and retired (65+) will grow substantially.
- Tourists to the area are an excellent market for Hakone; these visitors look for a unique, authentic, good quality experience and are willing to pay relatively high fees.

The Business Plan with this Master Plan includes the following Projections and Recommendations:

- Hakone Estate & Gardens is a significant cultural and botanical attraction in the South Bay area and is unique in that it is not part of a larger facility such as a city park.
- There is substantial potential to increase its visibility and reputation and to increase attendance and revenue.
- Several other West Coast Japanese gardens have annual attendance of 65,000 to 300,000. For analysis purposes, Hakone Estate & Gardens attendance is projected to increase from the current 35,000 per year to 75,000 per year after the implementation of all phases of the master plan. Membership and event activity are projected to increase as well.

1.7 Design Concept

The master plan is grounded in the fundamental principles of Japanese garden design—the garden is constantly refreshed, refurbished and vitalized as it continually builds upon the past to stay alive and vital. This is a metabolic notion of organic change to sustain both plantings and the garden’s cultural heritage. The spaces are organized around the concept of heightening the garden experience from the village to the inner mountain sanctum.

The materials and forms reinforce this, as the visitor journeys from the ordered to informal, orthogonal cut stone paving changes to irregular stone paving with cut stone edge, to crushed stone paving. The spatial experience is intensified through a series of turns to reveal the characters of the garden gradually. The composition of gardens and paths at the Katsura Villa, Myoshinji temple complex, and Nikko Shrine are design precedents for this approach.

The designs incorporate principles of Japanese garden design: metabolism, *oku* – spatial depth, hide and reveal, placement due to circumstance, and framing views.

2 WALKTHROUGH

2.1 Overall Site Concept Plan

The new site plan incorporates the priorities of a welcoming and cohesive arrival experience, accessible pathways, and new service functionality.

Essential Japanese garden design principles underlie all of the improvements outlined in the Master Plan. The designs presented emphasize these tenets:

- Metabolism—the gardens and people are continually evolving; they are alive and vital. The goal is to acknowledge historical traditions and to build a contemporary, respectful Japanese garden experience.
- Hide and reveal—create a sequence of views that can be seen and hidden.
- Make design decisions due to circumstances—additions to the gardens will show organic growth. Each addition is a reaction to what was there before and every time you make an addition, you change the whole.
- Built elements enhance the garden experience and views through elements that connect, cover, and frame. The composed views from both inside and outside become living paintings as dynamic works of art.

The master plan achieves ADA accessibility for the parking lot, and the core garden experience, including the new Entry Courtyard and Gardens, the Mon Forecourt, the lower and upper courtyards and the loop around the Pond and Hill Garden; and the new Garden operations yard.

2.2 Arrival Road, Parking Lot, and Service Drives

The entire entry sequence—parking and service drives—will be re-graded and modified to create a more welcoming, clear, and safe arrival experience. The new design addresses the main issues of steep slopes and complex vehicle and pedestrian circulation. Specific changes include:

- Relocate a new arrival and entry uphill and south of the existing entry.
- Eliminate former driveways and excess asphaltic concrete paving across from the existing gift shop.
- Change parking lot layout to address steep grade and safety. The lot currently has a slope between 8-15 percent. By re-grading the parking lot through filling and cutting earthwork the ADA parking spots will have a slope of 2 percent and general parking spots will be at 6 percent slope.
- Reconfigure main parking lot to provide deeper parking stalls and wider aisles that meet development standards and provide better circulation.
- Maintain 77 of 78 existing parking spaces through a more efficient 90-degree orientation.
- Create a storm water bioswale down the middle of the parking area and create a rain garden at the north end. These drainages tie into the existing storm water collection and outfall system along the approach roadways.
- Modify service access drive to the lower level of the Cultural Exchange Center (CEC) to lessen visual presence from the Mon Gate and provide a small vehicle hammerhead turnaround.
- Enhance the existing service drive and connect to the south end of the revised parking lot, leading uphill along the edge of the Bamboo Garden.
- Explore option of school bus access via the fire access gate and residential street to the east (Jacks Road or Hidden View Lane).

2.3 Entry Courtyard, New Garden, and Buildings

The most dramatic move of the master plan is the creation of a new entry courtyard that consolidates visitor services and organizes the entry experience. All of the new visitor facilities, gardens, and Garden Operations (yard and buildings) are located within the footprint of the existing upper parking lot.

Visitors come into the Entry Courtyard (*hiroba*) through the heritage live oaks directly from the new parking lot. The courtyard sits at the intersection of two visual and organizing lines: the dominant axis follows the visitor's sightline from the live oaks up to the pond and hill garden beyond and upper Moon Viewing House; the pathway to enter the garden creates the cross-axis.

Three new buildings and a new garden define the new courtyard: restrooms, combination retail/ticketing, and the tea pavilion. The courtyard provides a pre-ticketing public space that's welcoming and accessible to all with controlled access in and out of the garden for visitors. Building on the Japanese tradition of *hiroba* spaces, this gathering area is an area to celebrate seasonal festivals and also a place to sit, relax, and even enjoy a picnic.

The materials and scale of the new buildings reference historic structures to be appropriate for the contemporary context.

Specific details of the new courtyard and garden include:

- New visitor arrival and entry sequence:
 - o New structure defining the western edge of new entry courtyard, combining Restrooms, Ticketing and Retail on the south and a new Tea Room north, forming the access control point to the garden;
 - o The new Tea Building includes indoor and outdoor seating oriented toward the new garden space.
- Opportunity to glimpse uphill to the Moon Viewing House through gateway formed by restroom/ticketing/retail and the teahouse.
- Create a wall and garden overlook on the northern edge of courtyard.
- Provide new Central Garden directly north of the entry courtyard and west of the residence and Bonsai Garden west of existing restroom.
- Eliminate existing public garden entrances from existing upper parking lot.

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Walkthrough

August 27, 2015

- Remove Northwestern gate and path; make the Southwestern gate and path designated garden service only.
- Remodeling the existing buildings to expand their functions:
 - o Add a residence to the Administration building.
 - o Remodel the Pump House to include orientation exhibits and space for docents.
 - o Interpretation focuses on the legacy of Hakone including the Stein family, how the place has changed through time. It also provides information about upcoming events.
 - o Access from the courtyard to the Retail/Ticketing building provides easy access from the courtyard for ticketing. Its location also encourages visitors to browse the shop as they exit the garden.
 - o The life support system building is near the koi pond for maximum efficiency.

2.4 Mon Forecourt, Lower & Upper Courtyard, Koi Pond, Hill Garden

The two changes to the core garden are accessible pathways and garden enhancements by manipulating sightlines and edges. This area encompasses the Mon Gate, Lower and Upper Courtyards, to the Koi Pond and Hill Garden.

New Accessible Garden Pathways

The new pathways link together to create an accessible route of travel so all visitors can access the core garden experiences of Hakone. All the pathways create framed views and hidden and revealed sightlines for visitors. The new routes go from the base of the stairs at the Mon Gate up to the Lower Courtyard, continue to the Upper Courtyard and Cultural Exchange Center, and then go around the Koi Pond and Hill Garden. The specific pathways are:

- Mon Forecourt: a new ramp leads up the forecourt. Re-grading and gravel fill raises the eastern end of the Forecourt so that it meets accessible slope requirements and creates an improved view of the historic Mon Gate.
- Path to Lower Courtyard: A series of ramps takes visitors from the Mon forecourt up to the Lower Courtyard.
- Path to Upper Courtyard: Another series of ramps connects the Lower Courtyard to the Upper Courtyard and the Cultural Exchange Building and Zen Garden.
- Path around Pond: Re-grading the path around the Koi Pond and Hill Garden, providing access and views of the bridge, island, Hill Garden, and Upper House. As you make the loop, you have expanded views back to the Lower House, Mon Gate, and Cultural Exchange Building.

Enhancements to Existing Garden Spaces

Changes to the existing gardens create more distinct spaces with unfolding views across the gardens. From a new view of the stairs and the Upper Courtyard near the Heritage Oak to plantings along the Zen Garden, these changes continue to hide and reveal views across the site. Specific enhancements to the gardens are:

- Lower Courtyard: The courtyard is made smaller by adding planting depth and strengthening the gravel edge on the south side. This creates a tighter experience and controls the views toward the Zen Garden and back to the Mon Gate. A glimpse of the Upper House and bridge entices

visitors to move forward along the path where the Koi Pond and Hill Garden are only then revealed.

- Zen Garden: A planting screen will be added along the eastern edge of the Zen Garden to improve views of the garden from the Lower House.
- Pond: The newly accessible pathway around the pond moves along the lower slope, creating a strong loop with views to the Tea Garden below.
- Wisteria Pavilion: The pavilion will be rebuilt to provide a space where you can appreciate the serenity found at the pond's edge. From the vantage of the pavilion, you can look across to controlled views of the Koi Pond, Hill Garden, and Upper House beyond.
- Journey back: As you leave the core garden experiences across the Mon Forecourt, as you cross through the gate with a new view of the New Garden and Entry Courtyard. This view completes the conceptual journey for visitors back from the "mountain sanctum" to the "village."

2.5 Indoor Event Space—Two Options

A priority of the master plan is to create more indoor event and meeting space.

There are two options to achieve this:

1. Create a new building, the Performance Hall, to the south of the CEC. The Hall sits along the east edge of the Upper Courtyard. It includes an elevator connecting the lower and upper courtyards, making them both accessible. The Performance Hall has an event capacity of 148 people.
2. Renegotiate the apartment lease at the Cultural Exchange Center (CEC) and convert the space to public use and event support. The event capacity of this space is 168 people.

With either option the Master Plan maintains and enhances meeting and interpretive space within the Tea Garden House (Lower House) by providing code upgrades to kitchen. This will allow for more robust food catering services.

2.6 Garden Operations

The Master Plan provides new space and buildings for garden operations, offices, and maintenance. Details include:

- New Garden Operations Yard and Structures at southwest corner of parking lot adjacent to the Bamboo Garden.
- Remodel of the existing Barn as Maintenance Storage.
- Construction of new Garden Offices at east end of yard with potential second floor storage or caretaker's residence.
- Repurposing the existing gift shop/garage as garden operations and storage.

3 IMPROVEMENTS AND PHASING PLAN

The execution of the Master Plan takes place over four phases. The phases divide the long-term improvements into discreet steps to allow for budgetary sequencing, fundraising, and ongoing operations.

The strategy is to renovate the inner garden first in Phase 1—the Koi Pond and surrounding Hill Garden—to vitalize the core garden and to give the visitor an authentic experience of Japanese gardens.

Phase 2 tackles three significant built structures that are currently in some state of disrepair and are underutilized. These are: the Zen Garden House (Lower House), Moon Viewing House (Upper House), and the Cultural Exchange Center (CEC).

Phase 3 addresses the need for a welcoming and significant entry to complement the strength of the core garden and structures. It also creates an accessible path from parking to the Lower Courtyard. In this phase, we add amenities for visitors and staff that support an extended stay-time at the garden and more versatile use of all of Hakone.

Phase 4 primarily creates an accessible (ADA-compliant) entry and parking area through grading and paving. These changes to the parking lot also address stormwater management. This phase also adds capacity for a dedicated space for garden operations, maintenance, and material storage. Finally it creates an accessible path from the Lower Courtyard to the Upper Courtyard.

Phase 1:

The main changes to be made are:

- Rebuild existing wisteria pavilion
- Koi pond water systems building
- Sitework and utilities

Phase 2:

The main changes to be made in this phase are:

- Renovate existing Upper House
- Renovate existing Zen House
- Renovate Tea Waiting Pavilion
- Renovate Wisteria Upper Pavilion

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Improvements and Phasing Plan
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- Cultural Exchange Pavilion
- Interpretive renovations

Phase 3:

The main changes to be made in this phase are:

- Renovate existing Caretaker's House for administration
- Renovate Mon Gate
- New gate at Forecourt Entry
- Tea Room
- Retail & Restroom Building
- Renovate existing Pumphouse for interpretation
- Renovate existing Restrooms
- Sitework and utilities

Phase 4:

The main changes to be made in this phase are:

- Re-grade and re-pave parking lot
- Renovate existing barn for garden storage
- Renovate existing retail building for garden storage
- Renovate existing Moon Viewing Pavilion
- Renovate existing Shogetsu-en
- Renovate existing Shogetsu Machai
- New Garden Operation Buildings
- Sitework and utilities

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4 CONSTRUCTION COST OPINIONS

See the Preliminary Budget Estimate in the Appendix.