

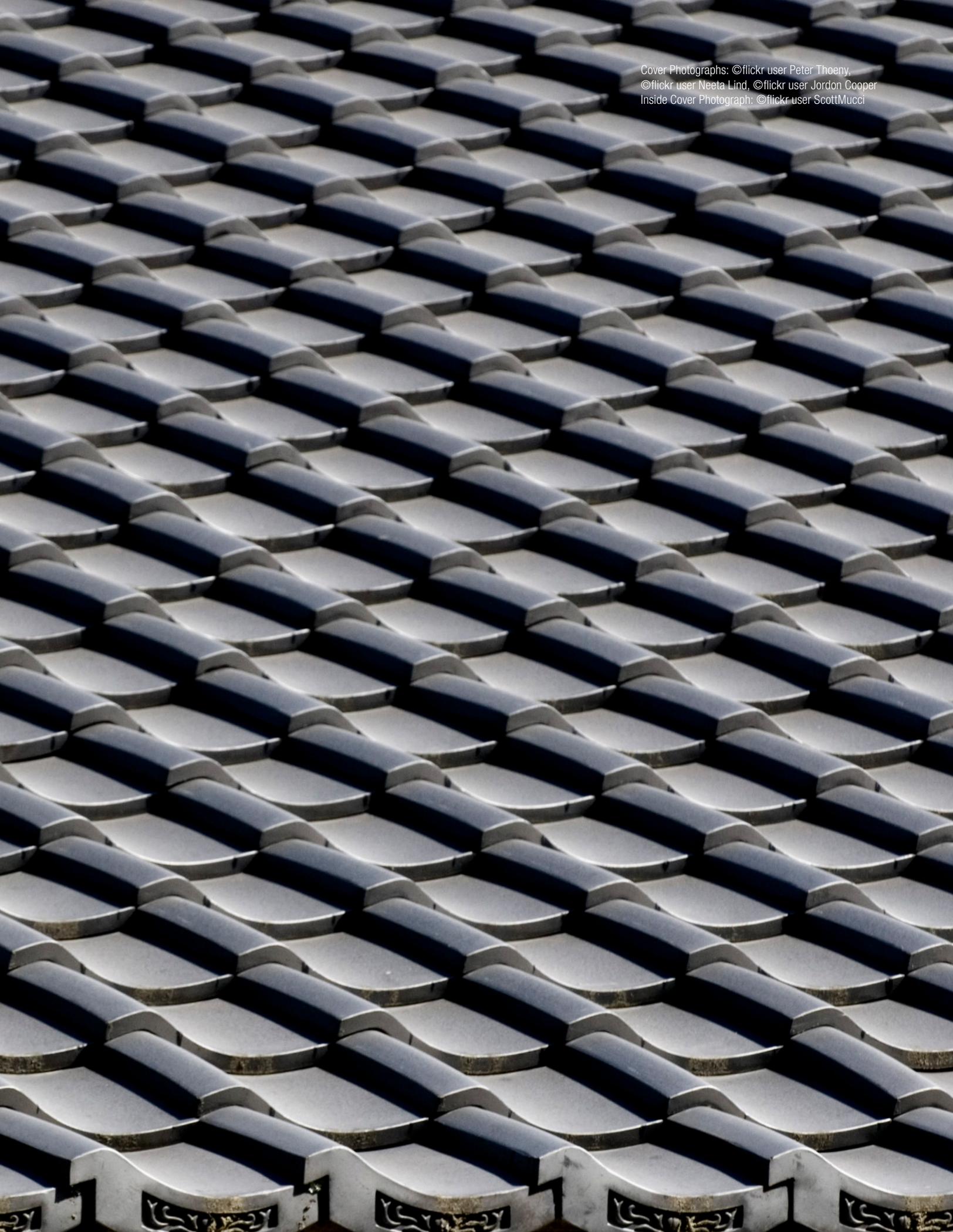
Hakone Estate & Gardens

DRAFT April 18, 2016



THE
PORTICO
GROUP





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SECTION ONE

Executive Summary

SECTION ONE

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

1.1 Description of Hakone Estate & Gardens

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 and the Saratoga community into the future.



1.2 Definition of Mission and Vision

The Gardens’ 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.

1.3 Definition of Needs and Goals

The Master Planning process began by identifying the needs and related issues for the Gardens. This led to the development of broad long-term **goals** that define how Hakone Estate & Gardens will accomplish its mission.

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.

1.4 Scope of Master Plan

The City of Saratoga asked The Portico Group and Hakone Gardens & Estate to develop a long-term vision for the restoration of existing structures, gardens, and future additions that complement and enhance this historic property. This Master Plan includes descriptions and drawings of the following components:

1. New arrival at the upper end of the entry drive, parking lot, and service drives
2. New entry courtyard, buildings and gardens, including accessible paths
3. New garden maintenance and operations yard
4. Renovation and repurposing of existing garden buildings
5. Repurposing and renovation of indoor meeting/event hall

Other smaller improvements:

- Enhancements to existing gardens
- Immediate, short-term improvements

1.5 Physical Recommendations

The focus of proposed physical improvements are an area 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.

1.6 Business 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. The major findings related to business planning includes:

- 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.
- Rename garden as “Hakone Japanese Garden” to publicize the design philosophy.



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Visitors at Upper Pavilion

Garden Core Illustrative Site Plan





Garden Layout & Building Massing–View West

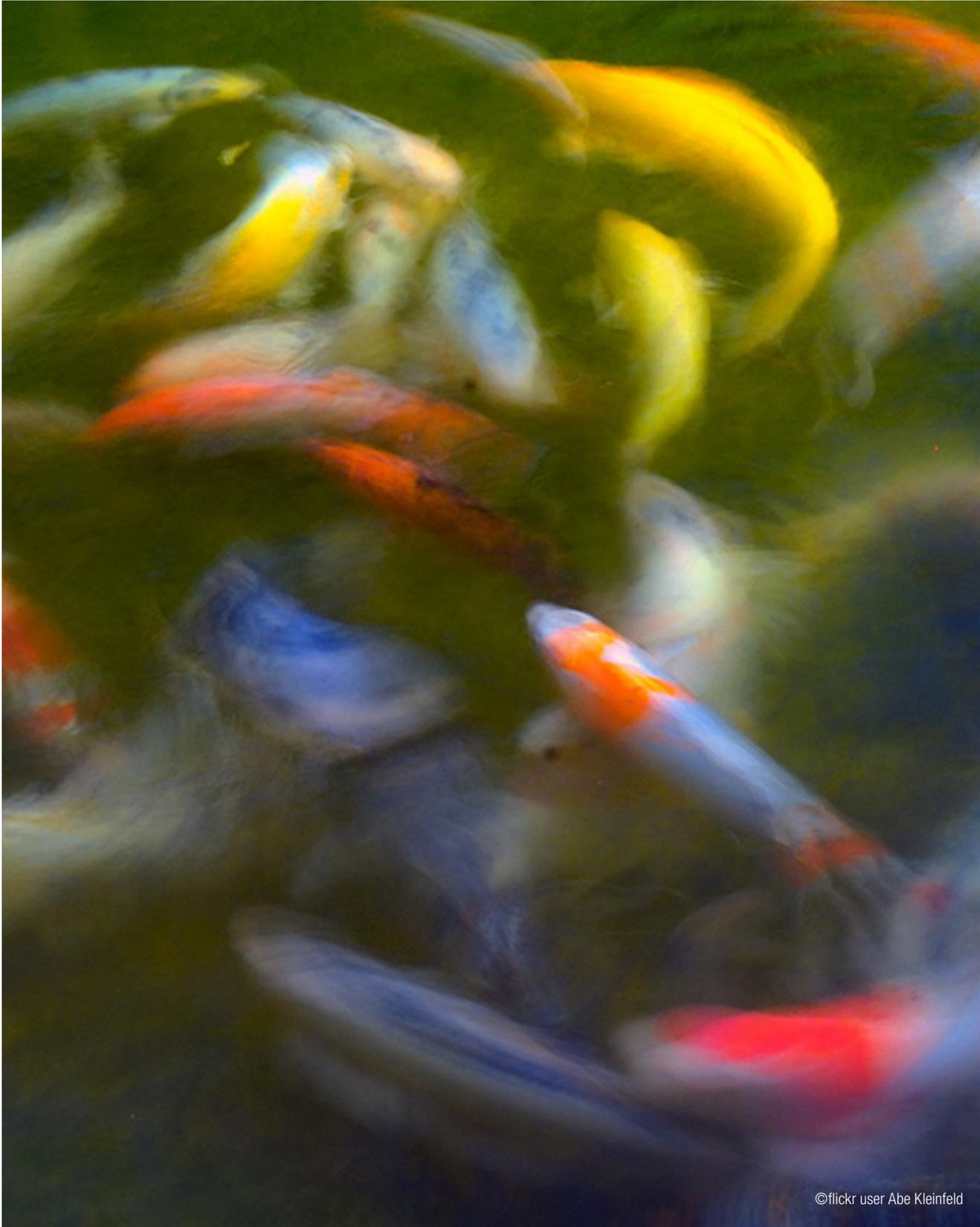




Garden Layout & Building Massing–View South







Koi in the pond



SECTION TWO

Master Planning Process

SECTION TWO

Master Planning Process

Master Plans often comprise site and building work that is executed in phases over a long time period. The plan serves as a general framework that provides direction to current and future board, staff and designers. The most important elements in this Master Plan are:

- project needs and goal statements
- facility program
- site and building layout and adjacencies
- accessible circulation routes of travel

The plan, through its conceptual illustrations, shows one possible approach to building massing and materials and the layout of new courtyards, gardens and circulation routes. Whatever designs are implemented will reflect the refinement that naturally occurs with additional time and thought during subsequent design phases.

The Master Plan is also a useful guide for what not to do in the future. It provides a tool and reference for the city and foundation to turn down development proposals at odds

with the framework and recommendations embodied in the Master Plan.

The Improvements and Phasing Plan clusters similar improvements together into zones that have a strong integrity, linkage and complementary quality among parts. The actual phasing priorities will change and evolve with opportunities.

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

Throughout the Master Planning process, the design team, City 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 Hakone Estate & Gardens stays alive and vital.



Workshop 1 (February 10–11, 2015) tour and discussion of the garden.

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, define the needs the Master Plan should address, 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, and 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.

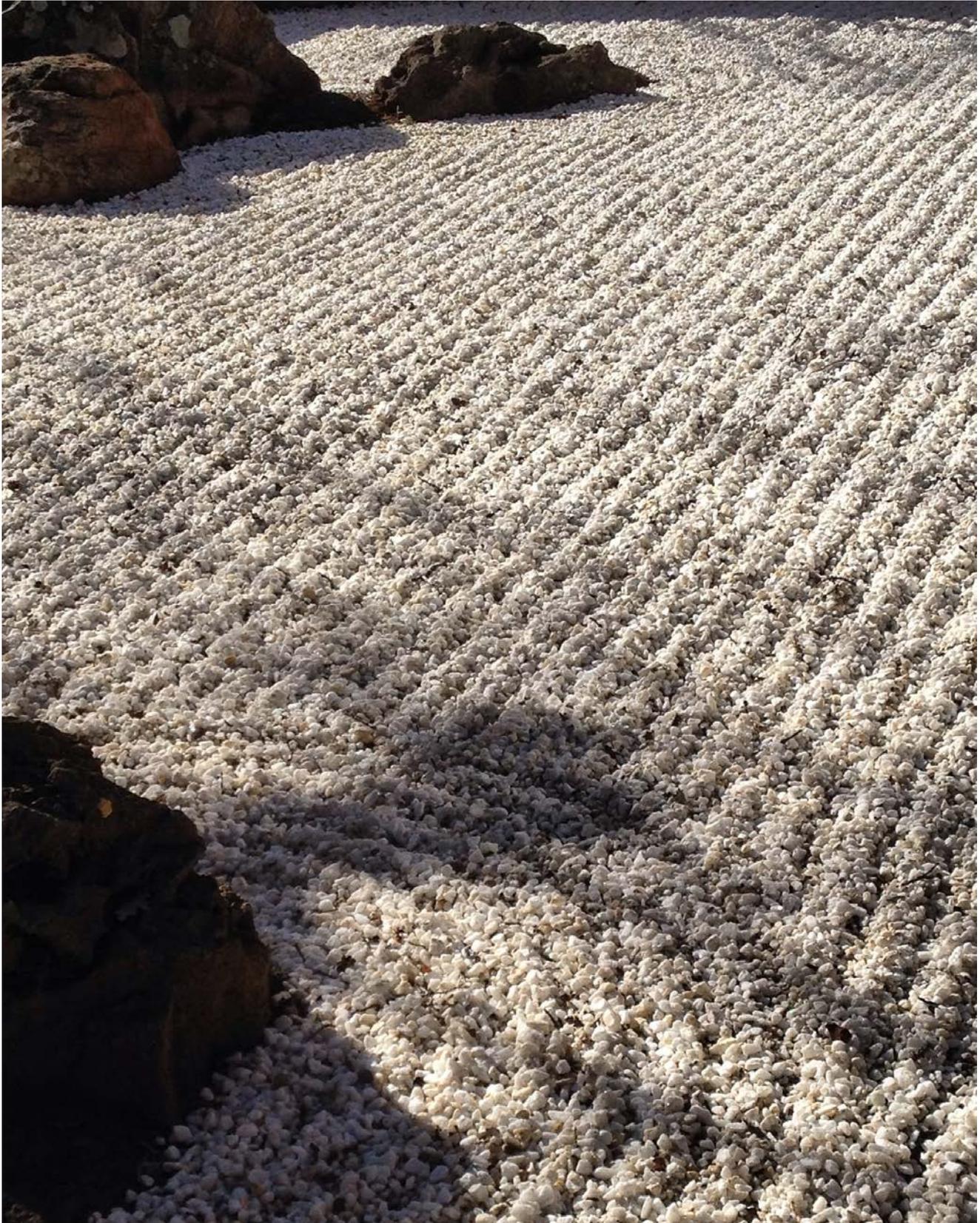
This Master Planning effort recognizes the important work done in 2006 by Takao Donuma for the Gardens and the Hakone Foundation to develop an initial Master Plan.



Workshop 1 (February 10–11, 2015) card exercise discussion



Workshop 1 (February 10–11, 2015) tour and discussion of the garden.



Zen Garden



SECTION THREE

Site Context: History,
Analysis, Landmark Status &
Visitor Demographics

SECTION THREE

Site Context:

History, Analysis, Landmark Status & Visitor Demographics

3.1 History

Hakone Estate & Gardens is the oldest Japanese and Asian estate garden in the Americas and Europe. San Francisco cultural leaders Isabel and Oliver Stine bought 18 acres to found the garden in 1915 because the Pan-Pacific Exhibition inspired them. 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 (it 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 and gardens are designated as a "Save American Treasures" site as part of the Hakone Historic District, protected by the National Register of Historic Places of Historic Preservation. The Hakone property is designated as a City Landmark. This designation means that any changes to any structure on a City Landmark must go through the Heritage Preservation Commission (HPC) for review. Built structures and gardens fall into one of two protected categories: contributing and non-contributing. For contributing structures and gardens, the city and Foundation are allowed to restore the building exterior and make repairs and restorations to the interior. For non-contributing buildings, they 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 (Moon Viewing) House
Tea Waiting Pavilion

Principal non-contributing buildings:

Lower (Zen) House

Other non-contributing buildings:

Caretaker's Cottage
Cultural Exchange Center (CEC)
Tea Service (Pine Moon–Shogetsu-an)
Gift Shop
Barn Office

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 (Muko Saratoga Sister City Garden)

3.2 Site Analysis

Hakone Estate & Gardens are situated in the Saratoga foothills, with native vegetation of valley oaks and tanoaks. 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
- Six existing gardens and ten buildings (all on the National Register of Historic Places)

Challenges of the site are:

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

Gardens: Hakone contains six significant gardens, each representing traditional Japanese garden types. In varying ways each can be strengthened by better edge definition and screening of views of the parking lot and service areas. The Hill and Pond Garden requires the most renovation work because of significant leaking: the main



Bamboo Garden

pool and waterfalls leak; irrigation and storm events create garden sediment runoff in to the pond.

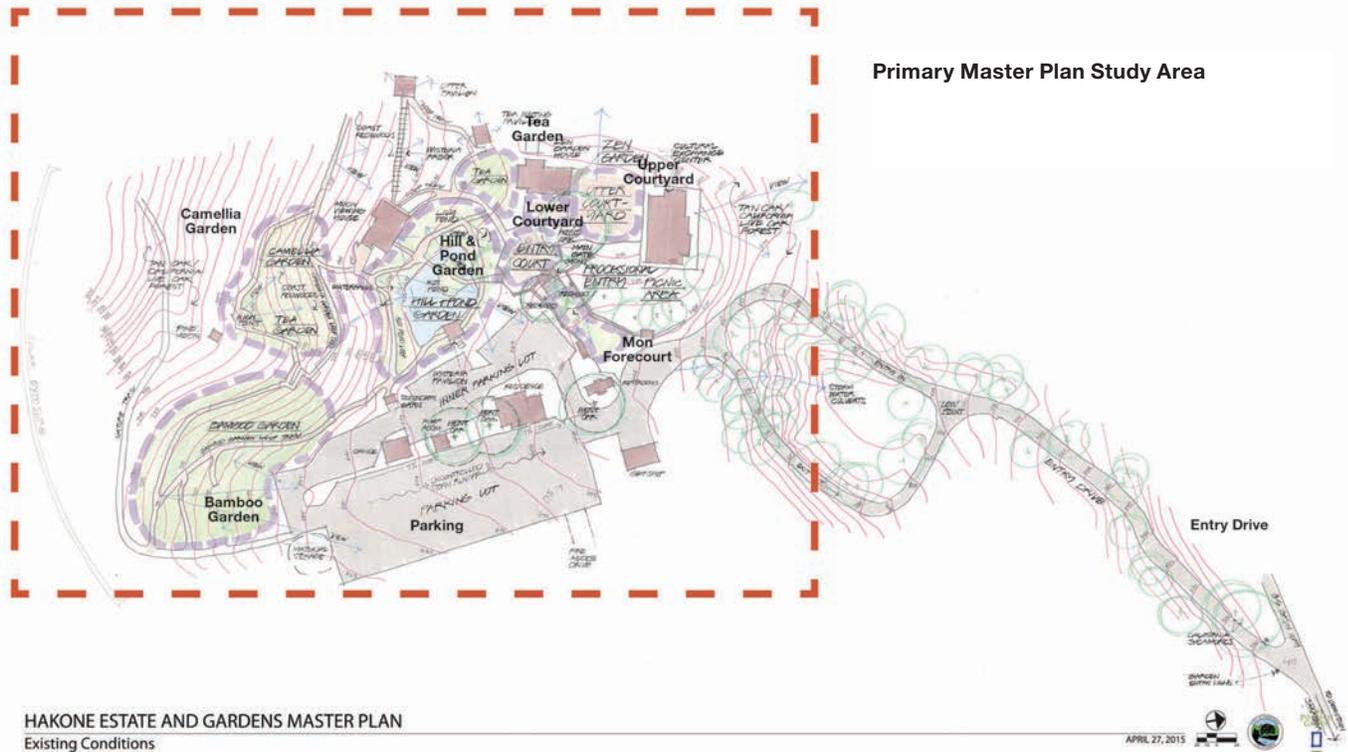
The natural vegetation of the Gardens is reflective of the Saratoga foothill oak woodland and central California coast. Hakone contains four native heritage valley oaks and a number of coast redwoods planted at the garden's beginning. Any proposed garden modifications should protect and save these specimens. The hillside above and surrounding Hakone is a mix of valley oaks and tanoaks.

The evolution of the estate to a public garden developed piecemeal over time. This has resulted in a non-accessible, confusing, less than functional and potentially dangerous entry road, arrival, parking and entry experience.

Access: Along Big Basin Way, the route lacks a sidewalk connection to downtown Saratoga. The non-90 degree aligned intersection of the entry drive and Big Basin Way is somewhat obscure and easy to miss. The entry drive is very steep, particularly the one-way final approach. The lower portion of access trail from Big Basin Way to a point a hundred yards up the access drive is missing.

The main parking lot has non-conforming width to aisles and stalls. The existing slope 7 to 13% slope of the parking lot exceeds ADA accessible grades for parking and route of travel. Significant stormwater runoff from the Bamboo Garden and parking lot flows down entry road. The inner parking lot is inefficient in layout, exceeds ADA accessible grade, and visually intrudes on the garden experience.

Visitor Access: Much of the visitor processional and gathering areas lack spatial definition and enclosure, resulting in unintentional views and intrusion of roads and parking into the visitor experience; several spaces exceed ADA guidelines for slope. The processional entry to Mon Gate exceeds ADA slope guidelines, while the view from the stairs to the east is of an unsightly asphalt drive, passing cars and the backside of the restroom. The



Lower and Upper Courtyards also lack of edge definition. Most pathways within the Gardens also exceed ADA slope guidelines.

Stormwater: The existing stormwater management system for Hakone Estate & Gardens is inadequate:

- Stormwater flows over the pathways and into the koi pond in the upper portion of the site creating maintenance issues
- Accumulated flows on the lower end of the property clog and flood catch basins
- Runoff quickly overflows and drains through the vegetated collection basin between the entry driveways

- The site is likely contributing to erosion and increased suspended solids in Saratoga Creek
- Typical parking lot pollutants such as oil and metals as well as any fertilizers applied to the gardens may also be flowing from the site into Saratoga Creek.

Hakone should address these issues holistically for the primary Master Plan area as well as the full property through a variety of practices to harvest, slow, filter, and infiltrate stormwater on the site.

3.3 National Historic Landmark Status

The National Register of Historic Places for Historic Preservation lists Hakone Estate & Gardens as a historic district, and it falls under the guidelines of the National Park Service, California State Parks Office Historic Preservation and the city of Saratoga Heritage Preservation Commission. Three of the existing gardens are identified as contributing (C); one is listed as non-contributing (NC). Two of the existing buildings are identified as contributing (C); six are listed as non-contributing (NC). Six of the existing structures are identified as contributing (C), although repairs to the pavilions and arbor have used non-traditional lumber and joining, diminishing their historical attributes. Seven Lanterns, three Ritual Garden Stones, the Metal Crane sculpture and two Carved Stones are identified as contributing (C).

3.4 Visitor Demographics

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 21,000

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



Tea Garden



Primary Market Area



Exhibits in Cultural Exchange Center



Visitor enjoying Hakone Estate & Gardens



Tea Garden

A close-up photograph of magnolia flower buds on a dark branch. The buds are pink and some are still covered in brown, fuzzy protective scales. The background is a soft-focus green and yellow. A large, semi-transparent green circle is overlaid on the image, containing the text 'Design Concept'. A smaller, dark grey oval is also overlaid, containing the text 'SECTION FOUR'.

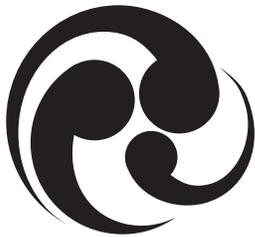
SECTION FOUR

Design Concept

SECTION FOUR

Design Concept

The Master Plan is grounded in the fundamental principles of Japanese garden design. The Gardens constantly refresh, refurbish, change and evolve as they build upon the past to stay alive and vital.



Metabolism
新陳代謝
Organic Renewal
Keeping Tradition
Alive and Vital

5.1 Japanese Garden Design Tenets

Gardens and building structures have metabolic life based on processes that build-up and breakdown substances through time. Gardeners and builders participate in the process of sustaining plants, landscapes and built structures, and thereby, further the garden's cultural heritage.

The approach to Master Plan site and building design develops from the following tenets:

- **Make Design Decisions Due to Circumstances**
Additions to the gardens show growth, and each addition is a reaction to what was there before, and every time an addition is made, the whole is changed.
- **Journey and Focal Points**
Very rarely are journeys made by following a straight path. The basis of Japanese gardens, shrines, and temples is that a turned path (combined with features spaced along the way) shows the way of life. It also provides a sequence of inner spaces along the journey that in turn shape or connect to gardens or buildings.
- **Seen and Hidden**
Japanese garden design is inherently based on visitors seeing special natural, garden, or building feature from a vantage point. As they continue strolling, the recently revealed feature is hidden from sight! The gardens show more by revealing less.
- **Elements to Connect**
Many gardens are organized around a sequence of movements and experiences that show the garden at its best. Elements such as stepping stones, paths, and plantings can suggest to a visitor a preferred route of exploration.
- **Elements to Cover**
Gardens use a variety of ways to differentiate the relative importance of different spaces. Trellises, arbors, gates, pavilions, and building overhangs create spaces for movement, rest, and comfort. A vantage point creates a threshold between two larger spaces.
- **Framed Views**
In Japanese art and aesthetics, a framed view is used to focus the viewer on a specific area, element or relationship. This heightens what is unusually significant or beautiful.
- **Elegant Simplicity/Energized Calm**
Gardens can provide experiences of direct and simple beauty. Reduced noise and disturbance enhances self-awareness, focus, and attention.

5.2 Spatial Organization and Visitor Flow

The spatial organization is based on how people will move from the parking lot to new buildings and gardens, to the existing core gardens and buildings, up to the hillside gardens and structures, and then flowing down.

Throughout this flow of movement are multiple opportunities to pause and view the extended landscapes of Saratoga and the South Bay. Conceptually, the spatial organization moves visitors along a path from village center to natural garden, to hillside mountain shrine and back again.

- Visitors enter a village experience defined by structures and courtyard space that are arranged in a simple, direct manner. The sense of enclosure provides visitors with a feeling of being within an inner space that is important.

- The comfort of being within an inner space is juxtaposed with framed views to what is beyond or outside of the courtyard. These views are created by plantings and structures to partially reveal and partially hide the outer spaces.
- Visitors move beyond the village to a journey along a path that is marked by special gates, fences, paving materials, plantings and gardens.
- The path and garden experience is suggestive of calm, stillness, and elegant simplicity. As the visitors move through the garden, natural and made elements present a shifting focus that dynamically unfolds in a repeated rhythm of gaze, focus, perceive, and release.
- From the garden experience a path leads to a natural experience that reveals the beauty, harmony and asymmetry of nature.



Mon Gate



View from Cultural Exchange Center deck

The background features a stack of bamboo scrolls, likely containing ancient Chinese texts, bound with dark threads. A vibrant pink rose is positioned in the lower-left foreground. A large, semi-transparent green circle is centered over the scrolls, and a smaller, dark grey oval is overlaid on the right side of the green circle.

SECTION FIVE

Walkthrough

SECTION FIVE

Walkthrough

6.1 Overall Site Concept Plan

The new site plan incorporates the priority of a welcoming and cohesive arrival experience, with accessible pathways and new service functionality. The Master Plan achieves ADA accessibility for the parking lot, and the core garden experience, including the new Entry Courtyard, Buildings and Gardens, the Mon Forecourt, the lower and upper courtyards and the loop around the Hill and Pond Garden; and the new Garden operations yard.

Major components of the site plan include:

- Arrival and Parking Lot that achieves ADA accessible grades and safer and more functional layout
- New Entry Courtyard that is framed by new and renovated buildings housing visitor amenities and staff offices
- New Entry Garden and processional pathway
- Enhanced spatial definition to Mon Forecourt, Upper and Lower Courtyards
- Lessened slope of the loop pathway around the Koi Pond and the Mon Forecourt and Lower Courtyard to achieve ADA accessible grades
- New Garden Operations yard and building



Heritage Valley Oaks at existing parking lot

Entry, Courtyard, Framed Views & Materials

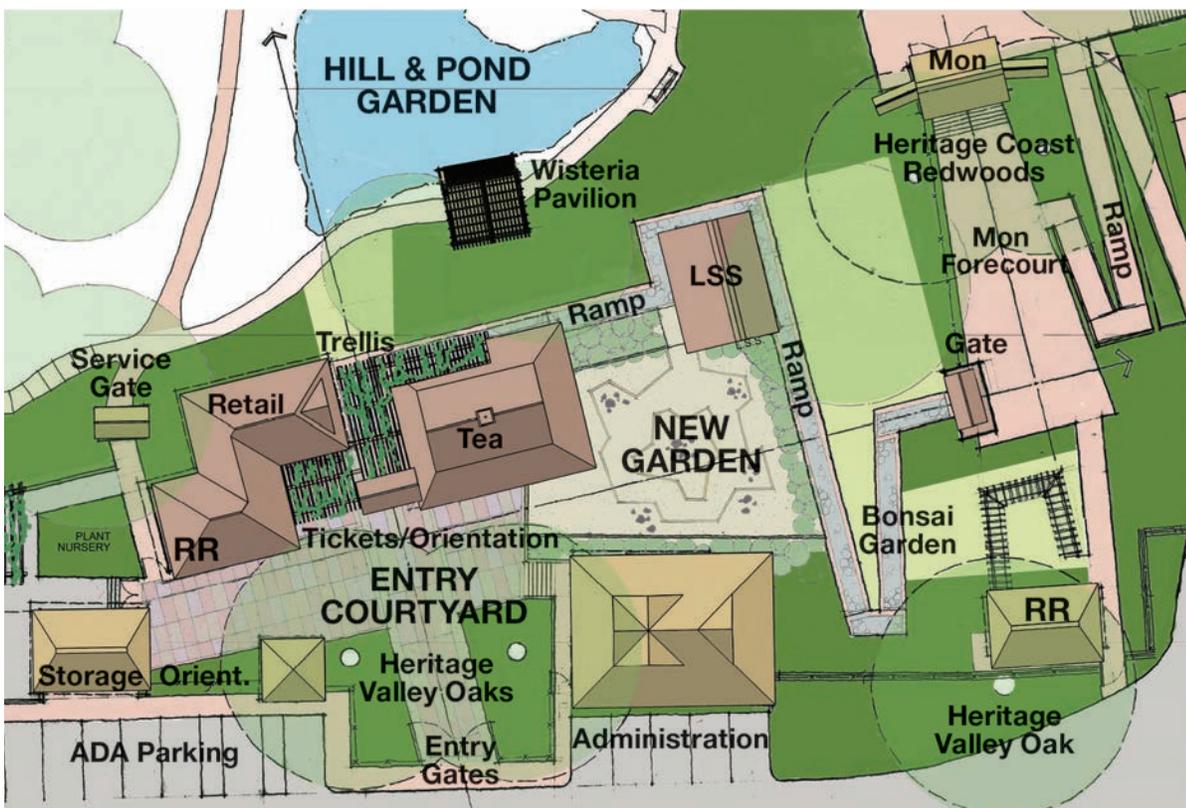




6.2 Arrival Road, Parking Lot, and Service Drives

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, framed by the two existing heritage valley oaks.
- 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 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 at the south end of the revised parking lot, leading uphill along the edge of the Bamboo Garden.



Entry Courtyard and Garden—Hakone Hiroba

6.3 Entry Courtyard, New Garden, and Buildings

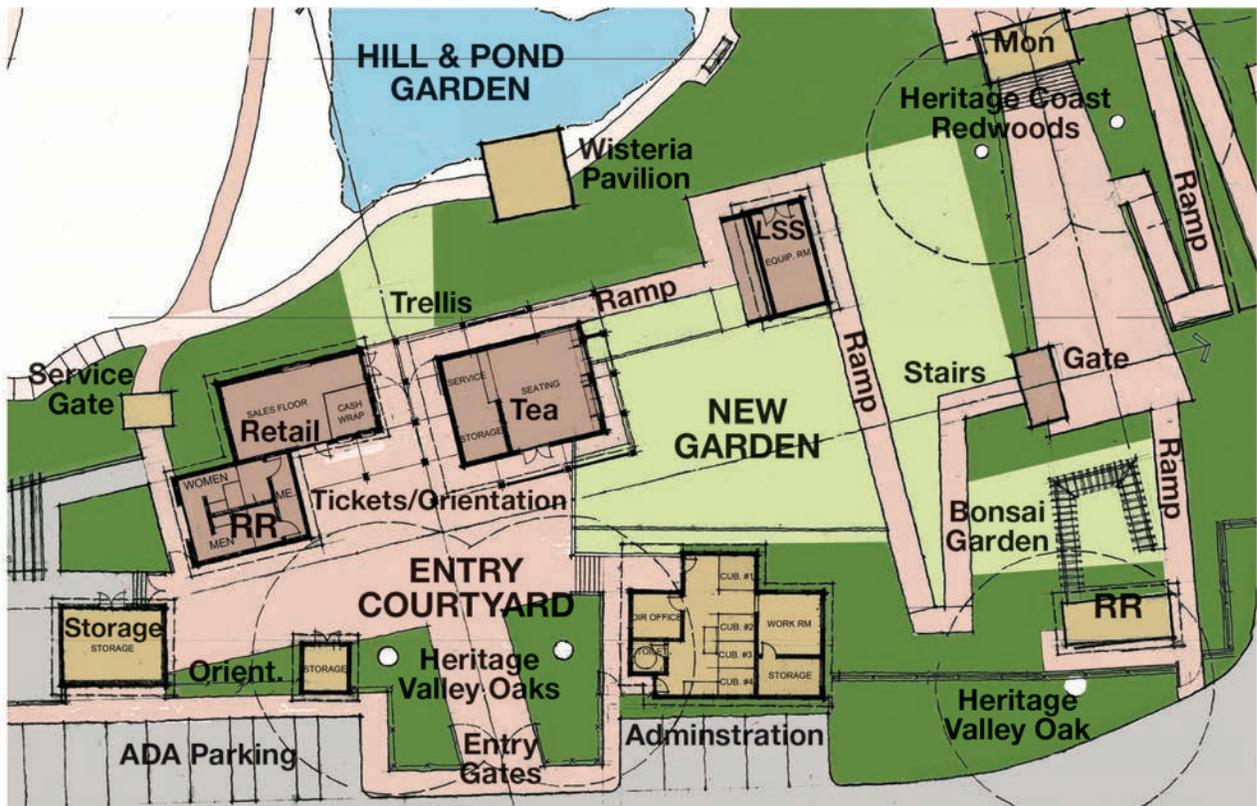
The most dramatic move of the Master Plan is the creation of a new entry courtyard that consolidates visitor services and organizes the entry experience. All of the new visitor facilities, gardens, and Garden Operations (yard and buildings) are located within the footprint of the existing upper parking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

Visitors arrive at the Entry Courtyard (hiroba) through the heritage valley oaks directly from the new parking lot. The courtyard sits at the intersection of two visual and organizing lines: the dominant axis follows from the valley oaks up to the Hill and Pond Garden beyond and Upper Moon Viewing House; the secondary axis is perpendicular to the primary, along a sightline that extends through

the Courtyard, Entry Garden and the gate to the Mon Forecourt.

The Entry Courtyard is a welcoming public space accessible to all visitors. The layout and function of the Courtyard is based on the Japanese tradition of hiroba spaces: it is a space for gatherings, celebrations of seasonal festivals, and special events. It is also a place to sit, relax, and enjoy watching and meeting people in a garden setting. The perimeter of the Courtyard limits the extent that visitors can wander before purchasing tickets or returning out the gate toward the parking lot.

The courtyard open space is defined by two magnificent towering oak trees near the entry, a gate between the parking lot and courtyard, a gate between the courtyard and the entry path leading to gardens. Three new buildings offer amenities to visitors, and the two existing buildings are repaired and reused.



Garden Core Lower Floor Building Plans-Entry

Upon entering between the oak trees, a sight line between the Gift Shop and Tea Room reveals a framed view uphill to the Upper Moon Viewing House. As visitors arrive and enter the Courtyard new features appear:

- A stone wall and garden overlook on the northern edge of courtyard.
- The Central Garden directly north of the entry courtyard and west of the Administrative Offices (remodeled caretaker's residence) and new Bonsai Garden west of existing restroom.

New Buildings

The Gift Shop accommodates two functions:

1. Admission ticket purchase either within the Gift Shop at the merchandise sales countertop or from transaction windows facing the courtyard;
2. Display and sales of Hakone Estate & Gardens merchandise. The Gift Shop has windows on the west side of the sales floor that subtly reveal views of new garden plantings and the existing gardens beyond. The Gift Shop has two visitor entrances. The first entrance faces the publicly accessed Entry Courtyard and does not require purchase of an admission ticket. The second entrance opens to the path to or from the existing garden spaces that is accessed only after the purchase of an admission ticket.

The **Tea Room** faces the Entry Courtyard and is positioned slightly right-of-center as visitors enter the courtyard. Access to the Tea Room is from the west side of the Entry Courtyard. On the north side, the Tea Room opens to a balcony that overlooks the new Rock Garden. The Tea Room has two spaces:

1. Seating area for patrons wanting a restful and refreshing moment at the gardens;

2. Support and storage area for preparing and serving tea and cookies and other traditional Japanese snack finger foods.

The new **Restrooms** are located in the south portion of the Gift Shop building and accessed by visitors from the south side. The east and north walls of the restroom building face the Entry Courtyard. Exterior wall space contributes to the visitor experience through placement of interpretive panels that focus on the legacy of Hakone, the Stein family, and how the Gardens have changed through time. There's also space for information about upcoming events and donor recognition.

A new **Koi Filtration Building** and equipment will improve water quality and the health of the koi. The Koi Pond needs a completely new filtration system. The Koi building is located north of the Gift Shop and Tea Room along the path that brings visitors to the new gardens and eventually, the Mon Forecourt. The building houses equipment to filter, treat, and pump water to and from the Koi Pond. The south side of the Koi filtration building has a covered porch that presents small-scale temporary Art of the Garden objects such as pottery, ikebana, and paintings.

The existing **Caretaker's Residence** will be renovated to accommodate the Hakone Foundation's need for administrative space. The Caretaker's Residence is listed as a non-contributing building and allows the Foundation to change the use of the building and its internal spaces while maintaining the historic exterior (including the existing windows and doors). The renovated Administration Building has three main functions: provide work spaces for administrative employees (5), meeting/ work space, storage spaces and toilet. New power, data, and lighting will be installed. The exterior wall assembly, roof assembly, framing, windows and doors will be repaired as needed.

The existing **Well Pump House** will have the building exterior restored and the interior repaired and restored. The restored Pump House will include space for docents, orientation exhibits, and festival elements that spill out into the courtyard.

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

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

New Accessible Garden Pathways

The new pathways link together to create an accessible route to the core garden experiences of Hakone. All 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, continues to the Upper Courtyard and Cultural Exchange Center, and then goes around the Koi Pond.

The specific pathways are:

- **Mon Forecourt:** Re-grading and gravel fill raises the eastern end of the Forecourt so that it meets accessible slope requirements, creates an improved view of the historic Mon Gate and provides a level terrace for ceremonial gatherings and events.
- **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 Center, Lower House and Zen Garden.
- **Path around Pond:** Re-grading the path around the Koi Pond, providing access and views of the bridge, island 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 from the stairs and the Upper Courtyard near the Heritage Valley 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:** Added planting depth adjacent to the Zen Garden wall and the south side strengthens the spatial definition of the courtyard. This creates a tighter experience and controls the views toward the Hill and Pond 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 and Pond Garden are only then revealed.
- **Upper Courtyard:** A fence and trellis will be added between the C.E.C. and the Lower (Zen) House. The fence will establish the west edge of the Upper Courtyard and will also help deflect and absorb sounds.
- **Pond:** The regraded pathway around the pond creates an accessible loop with views to the surrounding garden.

Gates, Gardens, Journey & Forms Beyond





- **Wisteria Pavilion:** The pavilion will be rebuilt to enhance the serenity found at the pond’s edge. From the vantage of the pavilion, you can look across to controlled views of the Hill and Pond Garden and Upper House beyond.
- **Journey back:** As you leave the core garden experiences across the Mon Forecourt, you cross through the gate with a view of the New Garden and Entry Courtyard. This view completes the conceptual journey for visitors back from the “mountain sanctum” to the “village.”

Existing Garden Pathways

The greater portion of the garden walking surfaces require improvement and existing handrails need repair or replacement.

Existing Buildings and Structures

The following existing buildings require repair and limited upgrades: the Upper (Moon Viewing) House, Tea Waiting

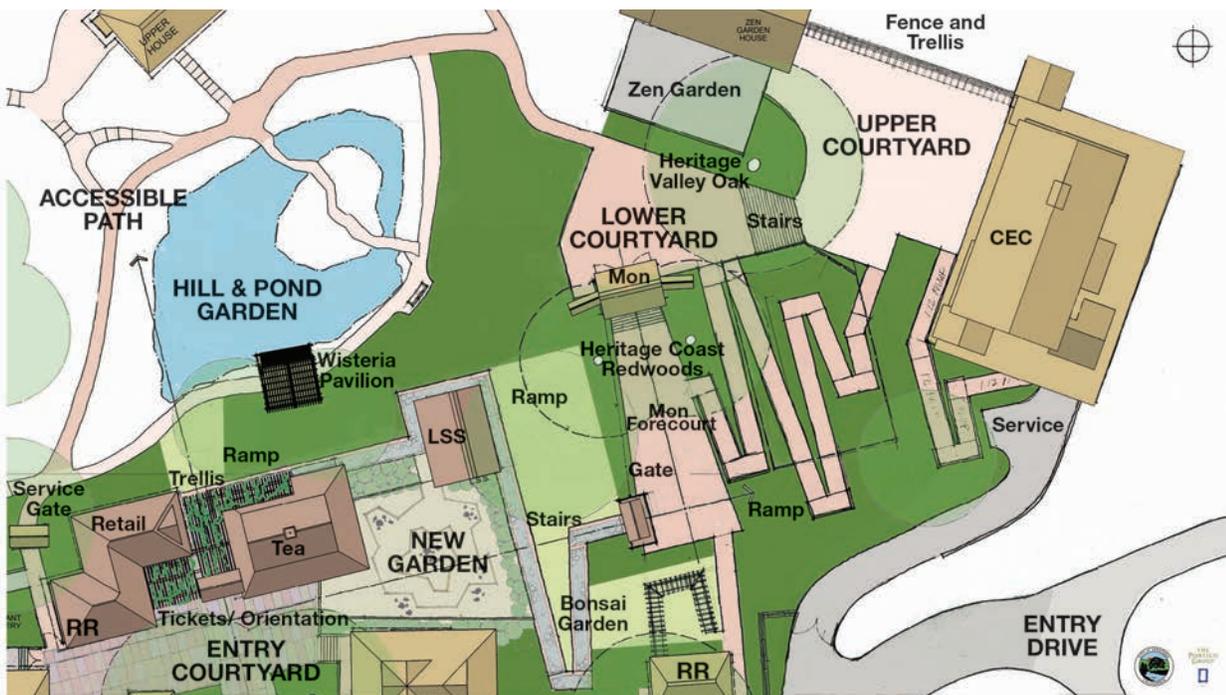
Pavilion (Hakone Azumaya), Mon Gate, Wisteria Pavilion, Upper Pavilion and the Wisteria Arbor.

The **Lower House** requires repair and kitchen upgrade to enhance its meeting and interpretive spaces. Specific actions include code upgrades to the existing small kitchen for tea service and light fare food catering services.

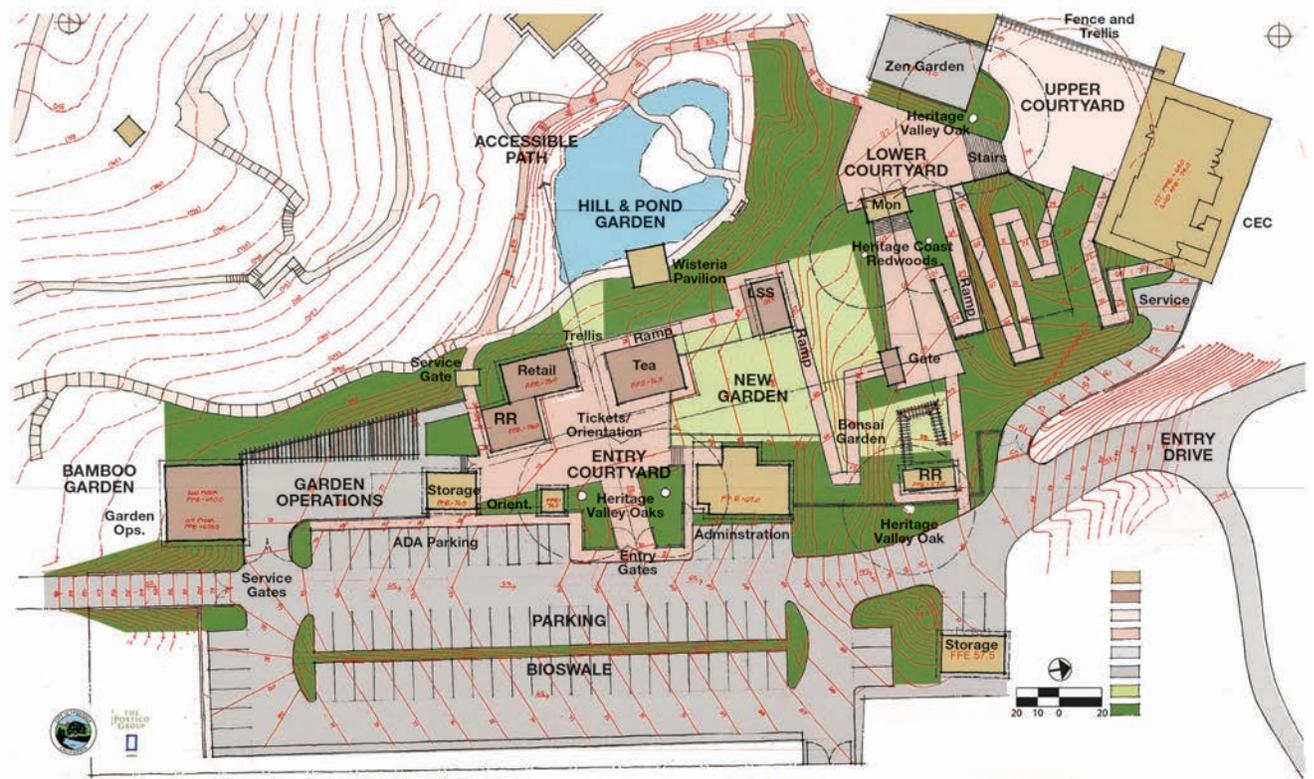
The **Cultural Exchange Center** requires repair, and may be renovated for a new use (see Section 6.5 Event Hall).

The **Pine Moon (Shogetsu-an)**—including the tea waiting enclosure and landscape—needs non-conforming elements removed, and construction completed.

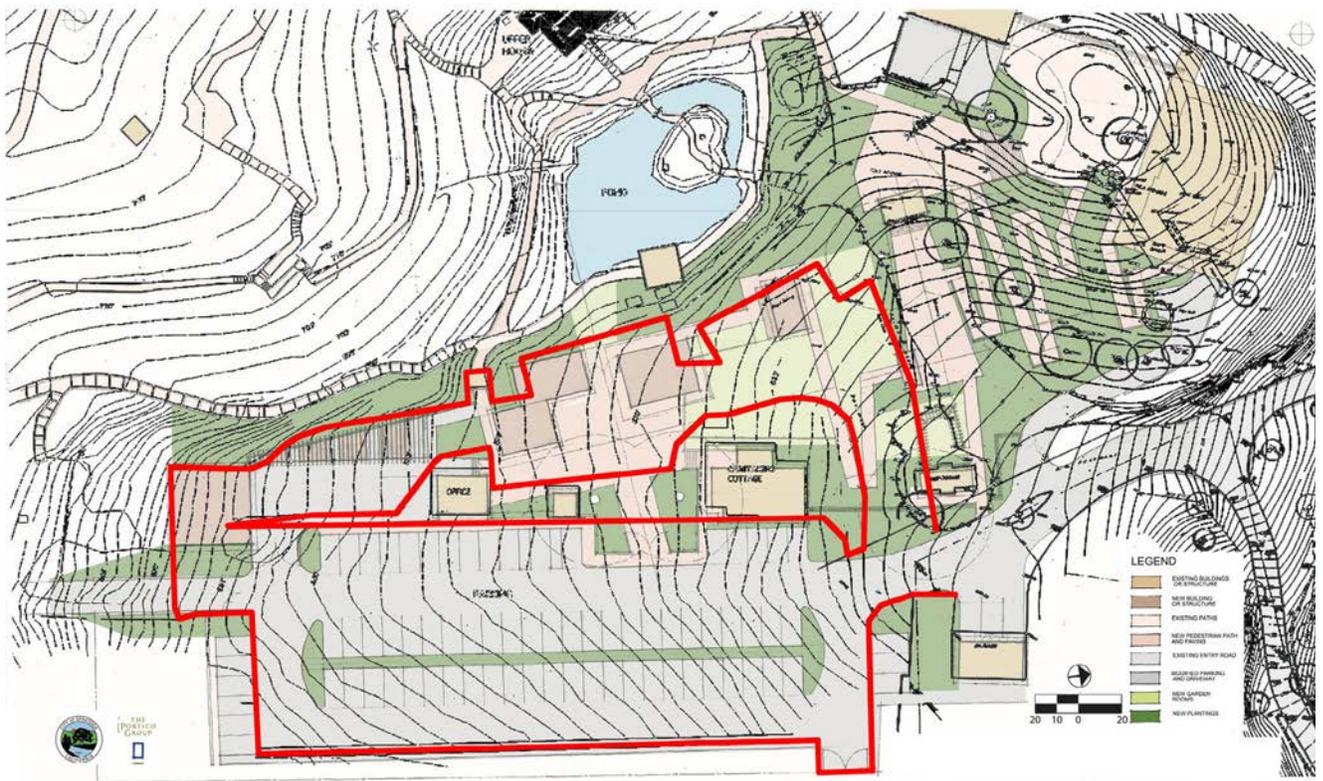
For many of the buildings and structures, the Capital Improvement—Small Projects summarizes the extent of the repairs required.



Lower and Upper Courtyard and Hill and Pond Garden



Garden Core Grading



Garden Core with Existing Parking

6.5 Event Hall

A priority of the master plan is to create more revenue from the rental of indoor space for events and meetings. A current problem is that the number of people at rental events exceeds the legal occupancy of existing indoor spaces to accommodate them. Events spill out into the exterior spaces and create noise impacts on visitors in the garden and neighboring houses.

In order to allow the garden to hold rental events, realize the revenue from the events, and alleviate negative impacts on visitors and neighbors, the master plan proposes two options:

1. 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 approximately 160 people.
2. 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 approximately 160 people.

Option #1 – Renovate the CEC

The CEC is listed as a non-contributing building and allows the foundation to change the use of the building and its internal spaces while maintaining the historic exterior, including the existing windows and doors. For this option, the main floor tea merchant display, raised floor tea waiting room, and the tea room are renovated to be a single flat floor space. The existing wood columns are to remain. The apartment is renovated to be a green room, and the existing kitchen area is renovated to function as a catering staging room. On the east side of the CEC an

exterior elevator is added to allow for catering access from the lower floor to the main floor.

The CEC lower floor is renovated to incorporate the catering elevator and its machine room, and an exterior space under the main floor footprint is enclosed for use as an art room.

Option #2 – Build a New Events Hall

The proposed Events Hall is located on the downward slope of the wooded area between the Mon Gate, the existing picnic area, and the CEC building. The Events Hall main floor and entry doors open to the Upper Courtyard. The main floor sits over a lower floor that is below grade on the west (i.e. not seen from the Upper Courtyard) and opens to existing grade on the east for service access.

The main floor includes an entry foyer, an events space, a balcony off of the events space, and a stair and elevator from the main floor to the lower floor. The lower floor has a series of rooms that support events with guest restrooms, a bride's changing room, catering facilities, and building systems for electrical and mechanical.

In either option #1 or #2, the Master Plan maintains and enhances meeting and interpretive space within the Tea Garden House (Lower House) by providing code upgrades to an existing small kitchen for tea service and light fare catering services.

6.6 Garden Operations Courtyard

New Buildings

A new **Garden Operations Building and Yard** is located at the southwest corner of main parking lot between the Entry Courtyard and the Bamboo Garden.

The building provides new interior and exterior space for garden operations, offices, and maintenance. The lower floor contains wood and metal storage areas, and a workshop. The upper floor accommodates a gardener desk, meeting and storage spaces. The upper floor has an exterior door that opens to the south and the bamboo garden. An internal stairs connects the lower and upper floors.

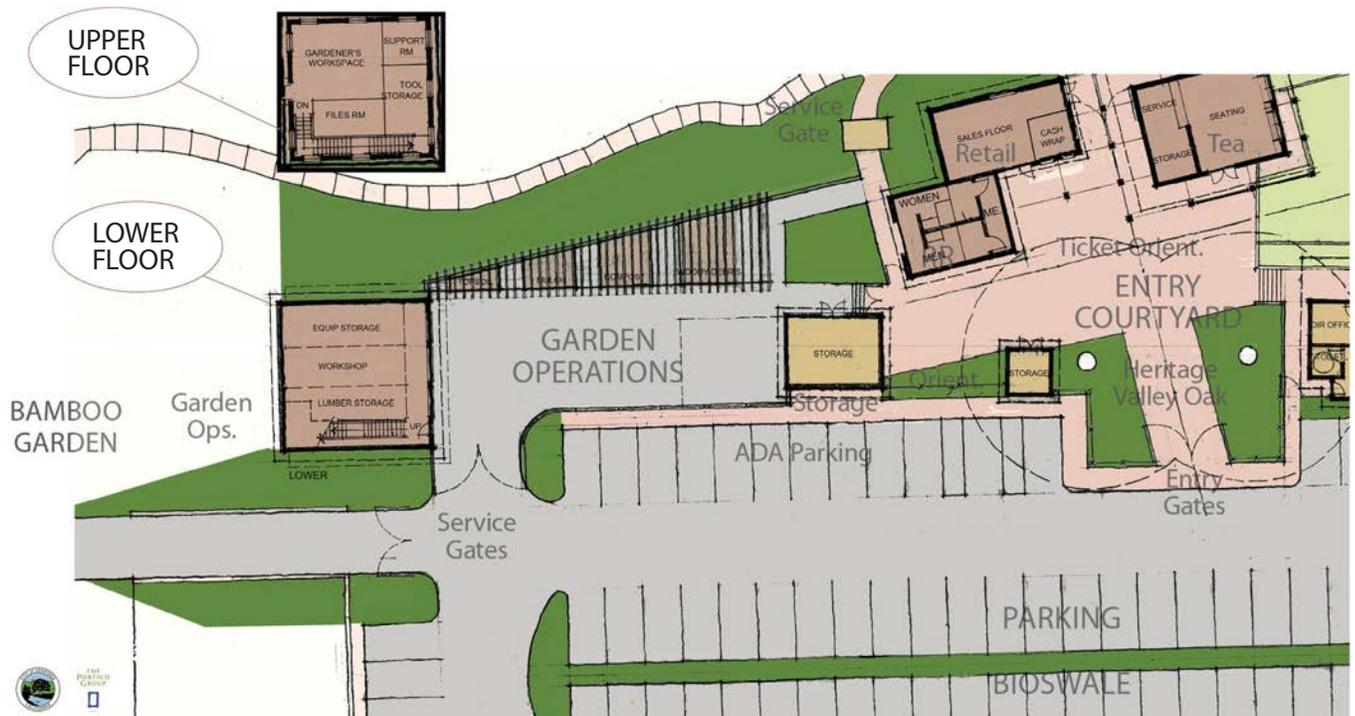
A vehicle service yard combines the Garden Operations building with materials bins holding woody debris, soil, and compost and wood chips. The bins are roofed to prevent water and soil runoff.

As a Master Plan option, the upper floor of the Garden Operations building could be designed for a Caretaker's Residence.

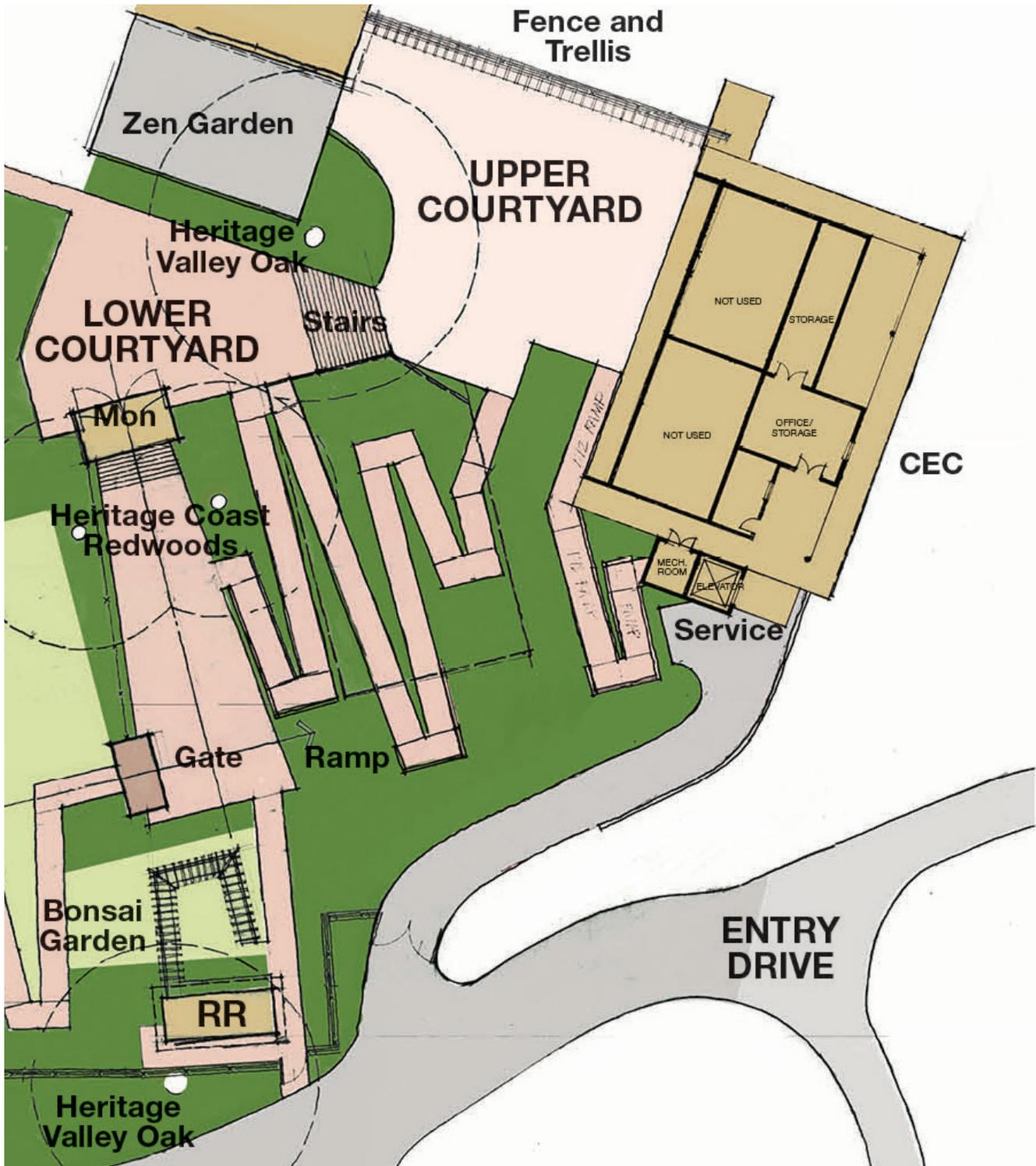
Existing Buildings

The existing **Barn** is listed as a non-contributing building and allows the Foundation to change the use of the building and its internal spaces while maintaining the historic exterior, including the existing windows and doors. The building interior and its wall and roof assembly are renovated to a maintenance storage use.

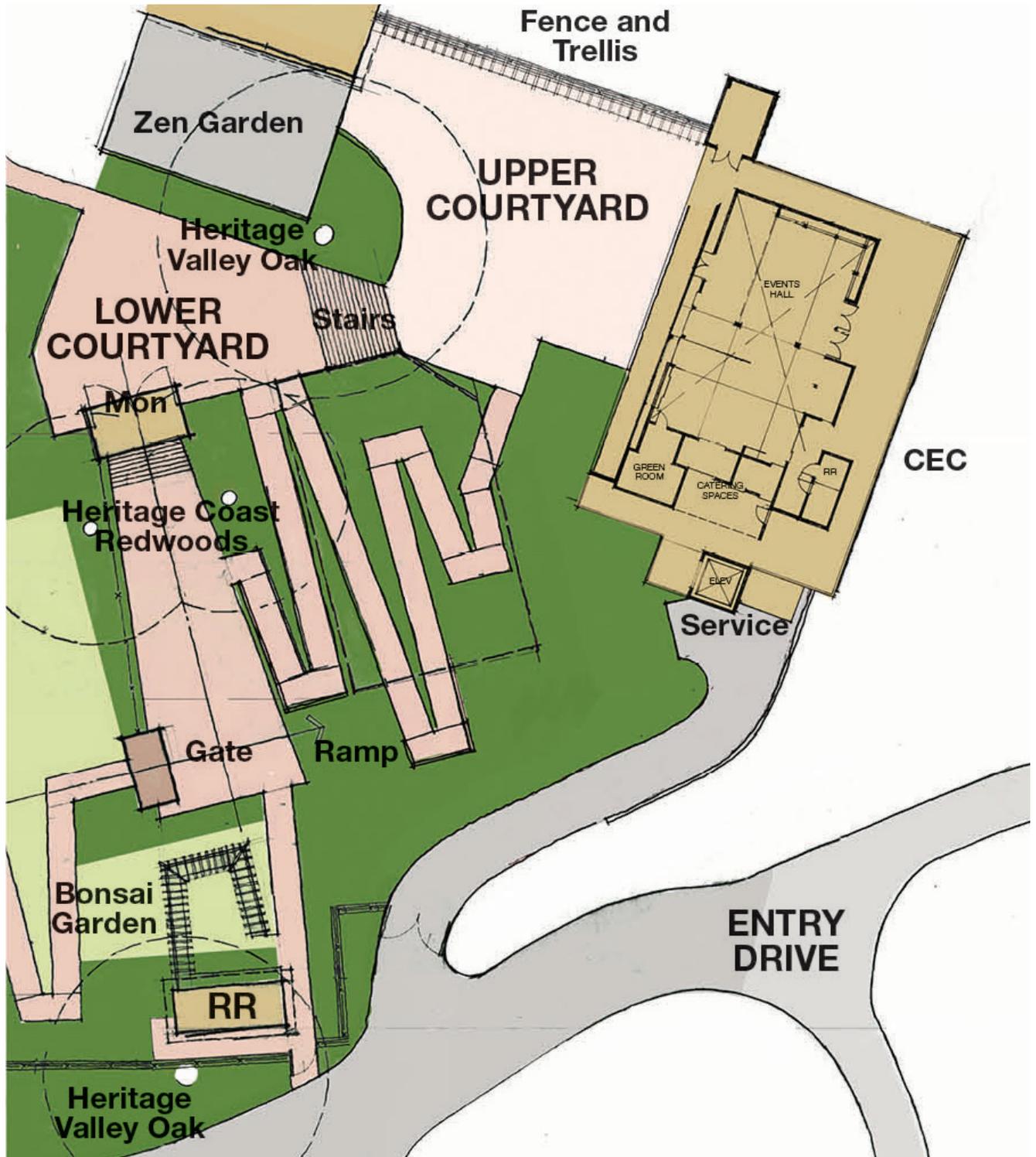
The existing **Gift Shop and Garage** is listed as a non-contributing building. Its interior wall assembly, roof assembly and interior finishes are renovated to an operations and storage use.



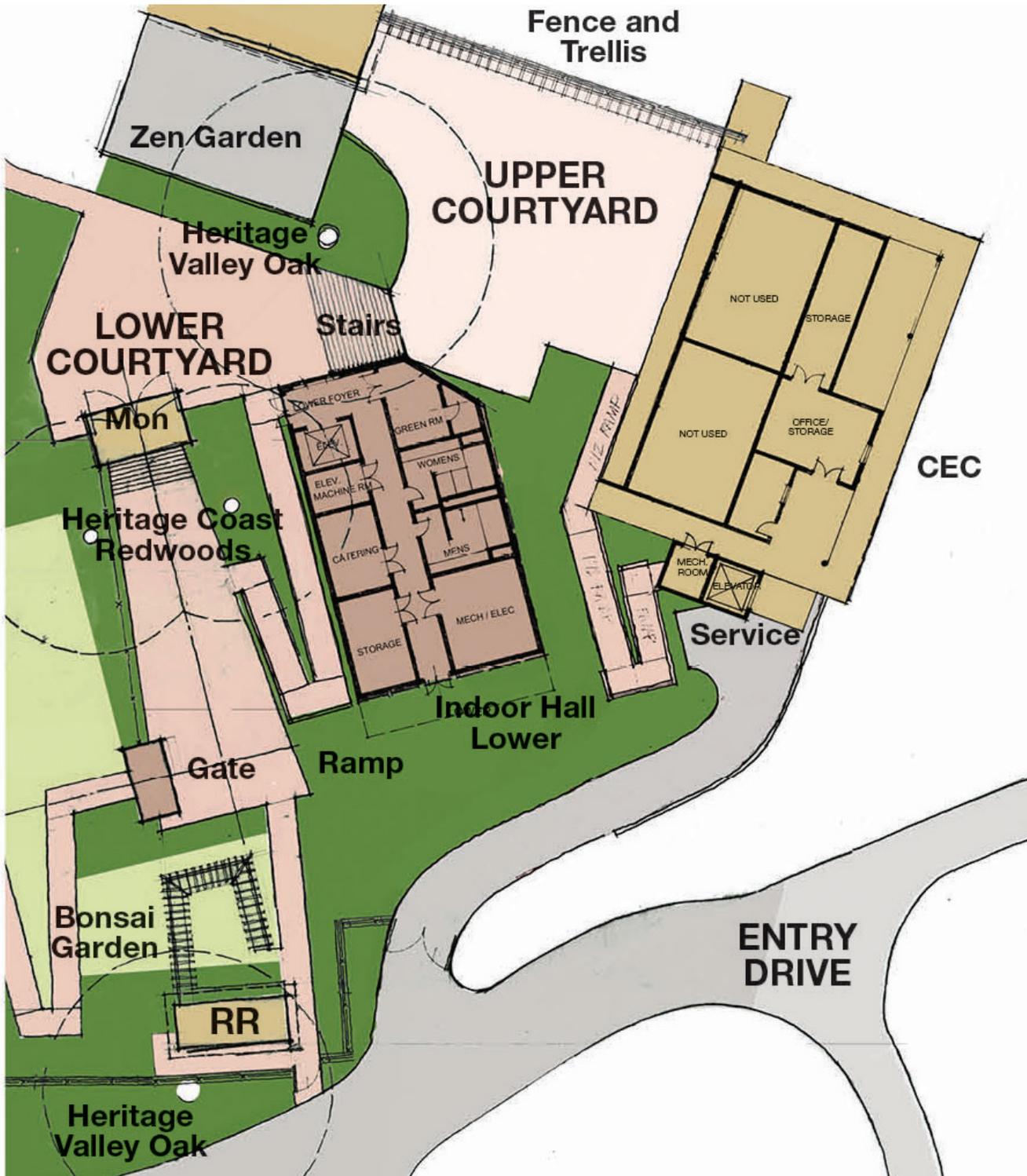
Garden Core Building Plans-M & O Yard



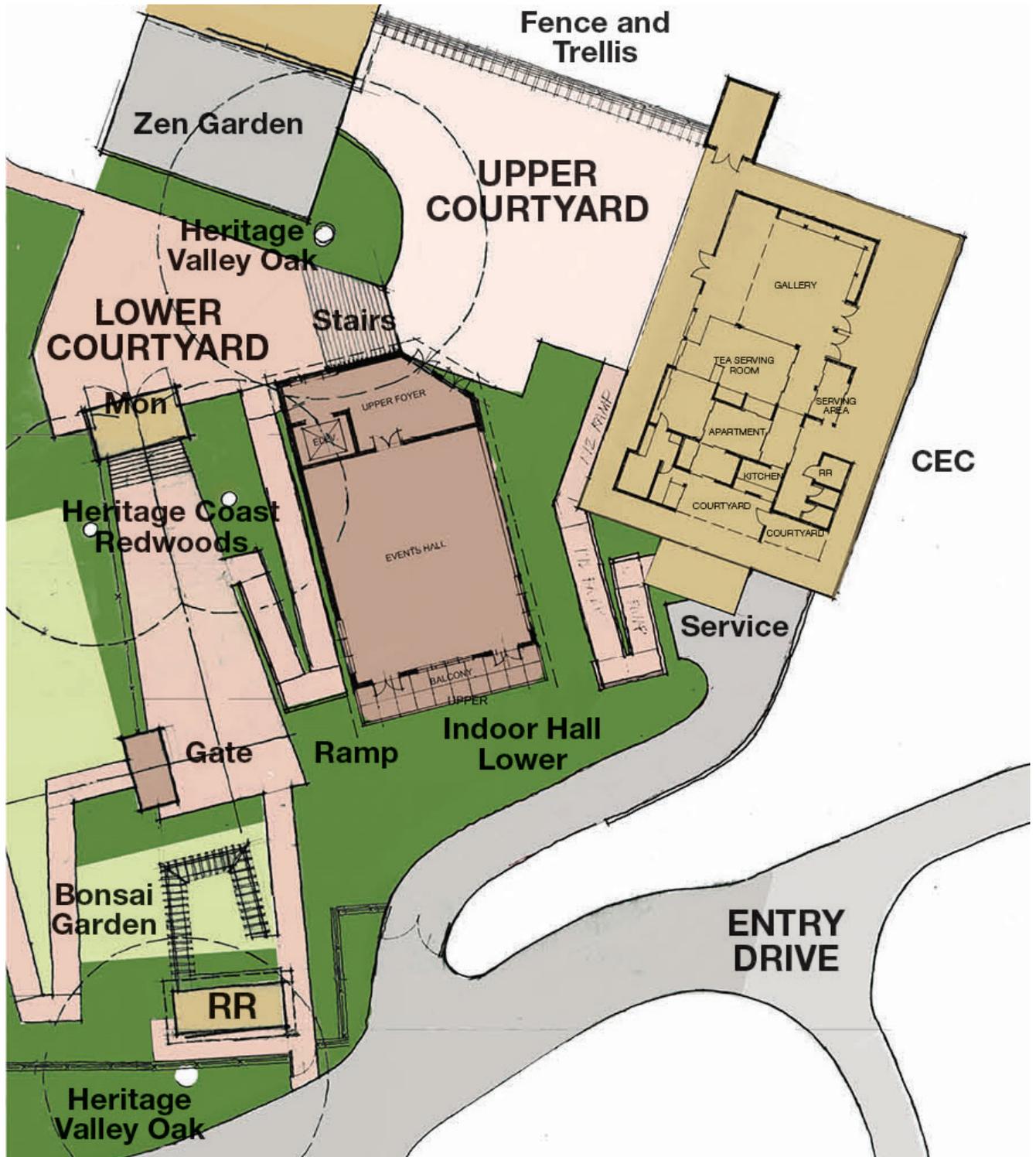
CEC Building Plan—Lower Floor



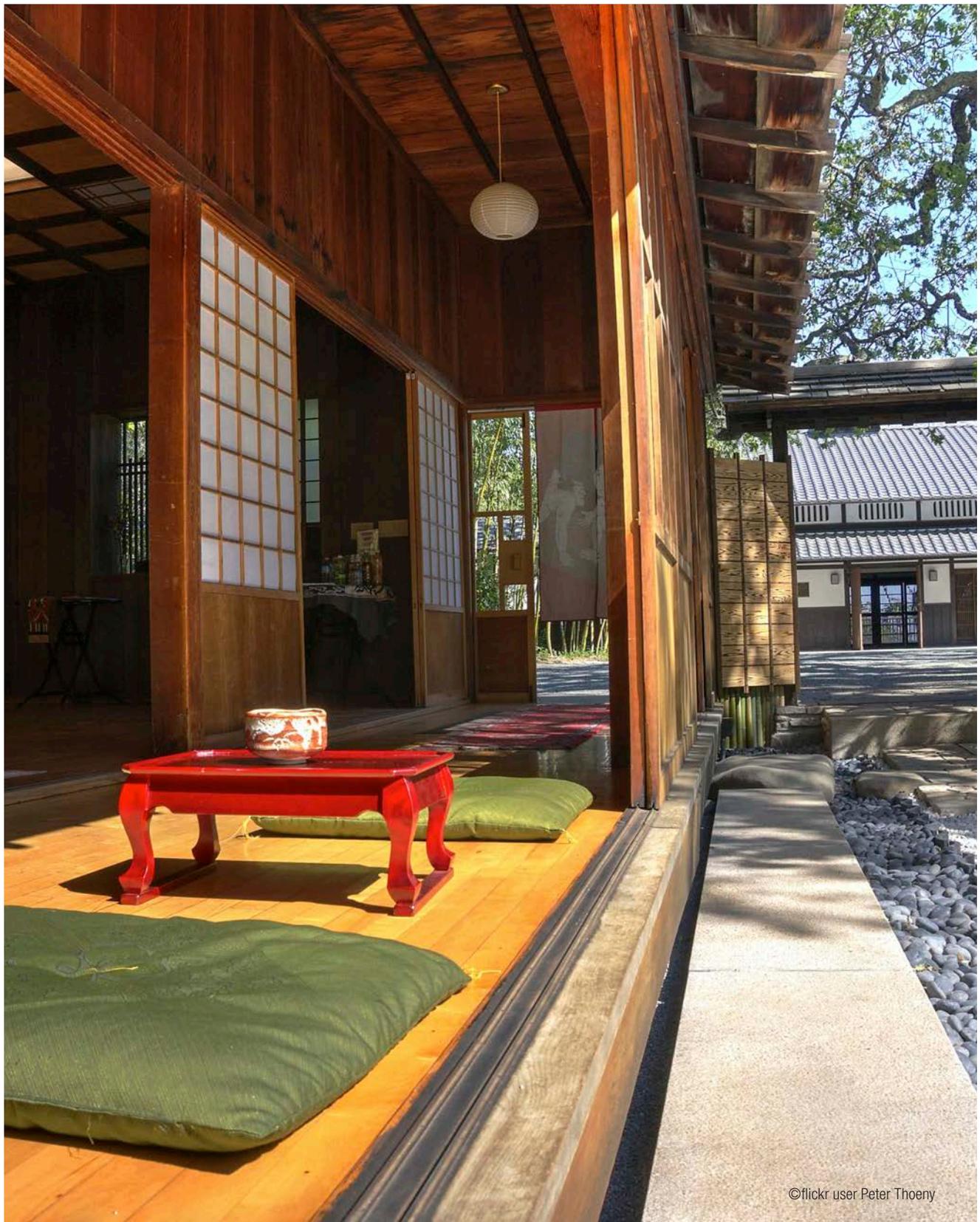
CEC Building Plan—Upper Floor



Hall Building Plan—Lower Floor



Hall Building Plan—Upper Floor



©flickr user Peter Thoery

Zen Garden House

SECTION SIX

Design & Material Choices

SECTION SIX

Design & Material Choices

7.1 Forms and Materials

The new buildings and structures will:

- Blend in subtly with the existing gardens and their natural surroundings
- Activate new courtyards and gardens
- Reference and compliment the historic structures and gardens
- Respond to contemporary needs, functions and new ways of living

The new architecture draws on traditional Japanese architecture that created exterior and interior space through the use of fences, gates, lattices, screens, columns, overhangs, and roofs. The new structures and spaces become an ensemble of shared forms and materials.

An important aspect of forms and materials is the actual walking surface. As visitors journey from the village to the garden to the natural landscape, the paving changes from orthogonal cut stone to irregular stone to crushed stone. As the paving surface changes, so too visitor's experience changes – foot strike sounds, under-foot textures, and reflective light all contributes to revealing the character of the courtyard and gardens. This change in paving accentuates the conceptual journey from village to mountain shrine.

7.2 Koi Pond Life Support Systems

The Hakone Foundation and City of Saratoga staff requested that the Master Plan evaluate the current condition of the Koi Pond in terms of the functionality of the water filtration systems, water quality, koi health, and feeding schedule. The field assessment identified the following findings.

1. The pond requires a high level of fill water (estimated 11,000 gal/month) that comes from the potable water system, suggesting that the pond has significant leakage.
2. The water quality varies primarily due to garden surface water runoff, and overfeeding fish that results in an accumulation of organics and bacteria that are not processed by the water system.
3. The current filtration equipment is partially operating; existing pumps, pipe system and vacuuming system is inadequate; and the UV disinfection system is not working.
4. Currently, the koi have health problems and mortalities likely caused by water temperature fluctuations, and high levels of ammonia, nitrate and bacteria.

Recommended Short Term Improvements

- Double the flow of water through the pond.
- Re-operate the pressure sand filter / UV system.

- Rigorous vacuuming with positive displacement pump rigid vacuuming procedures.
- Review feeding procedures
- Monitor temperature, ammonia and nitrates.
- Determine the exact cause of poor Koi health.

Recommended Long Term Improvements

- Replace the entire filter system with a bead filter/UV system and double the water flow.
- Rebuild entire pool and evenly distribute supply and return pipes.
- Deepen pool in at least one area to give fish a sanctuary from predators.
- Move LSS equipment away from public observation and access.
- Develop a full wastewater recycling system to allow complete utilization of backwash for soil amendment.
- Consider installing temperature controls (heat/chill) to reduce stress on fish.
- Monitor and flush pond nitrates to control buildup in system

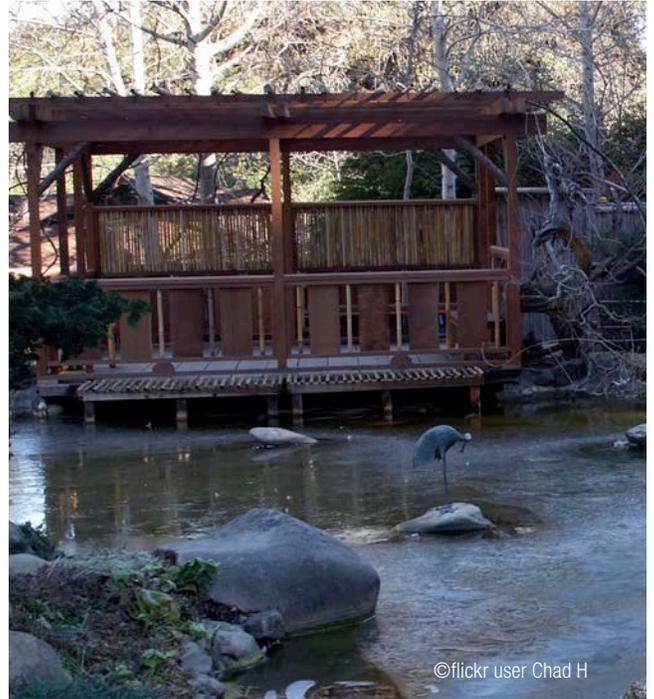
7.3 Proposals for Stormwater

The State Construction General Permit will require development and implementation of a Storm Water Pollution Prevention Plan (SWPPP). With some overlap in measures, the Municipal Regional Stormwater Permit (MRP) will require source control, site design, and treatment. To responsibly manage stormwater at Hakone the following strategies are recommended:

1. Account for stormwater flowing through and from the site to reduce maintenance and to responsibly protect the larger Saratoga Creek and San Francisco Bay Watersheds.
2. Establish erosion and sediment control and monitoring during and after construction.
3. Implement site design measures, including:
 - a. Minimize land disturbed
 - b. Minimize impervious surfaces
 - c. Minimum-impact parking lot design
 - d. Cluster structures and pavement
 - e. Disconnect downspouts
 - f. Utilize pervious pavement
 - g. Incorporate green roofs
 - h. Direct runoff from impervious cover to pervious areas
 - i. Harvest and use rainwater
4. Implement source control measures, including:
 - a. Alternative (non-toxic/leaching) building materials
 - b. Cover wash areas, dumpsters, material storage and maintenance areas and drain to sanitary sewer
 - c. Provide proper maintenance (pavement sweeping, catch basin cleaning, etc.)
 - d. Incorporate beneficial planting – minimize irrigation, runoff, pesticides & fertilizers; use landscape areas for treatment and infiltration
5. Provide integrated stormwater treatment systems
 - a. Rainwater/stormwater harvesting and reuse
 - b. Infiltration/bio-infiltration (basin, trench, or other)
 - c. Bio-treatment/bio-retention
 - d. Retrofit of existing vegetated detention basin between the entry roads
 - e. Stabilize erosion occurring at the swale flowing under Highway 9 to Saratoga Creek



Koi Pond



Wisteria Pavilion along east edge of Koi Pond



Existing filtration system at Koi Pond



©flickr user Kei Noguchi

Wisteria Pavilion



SECTION SEVEN

Improvements and Phasing Plan

SECTION SEVEN

Improvements and Phasing Plan

The Improvements and Phasing Plan clusters similar improvements together into four phasing zones that have a strong integrity, linkage and complementary quality among parts. The definition and boundaries of each phase was identified to be efficient with the construction monies, minimize construction periods and potential impact on existing garden operations and visitor use. Each zone is defined to maximize fundraising value by combining high visibility improvements with infrastructure improvements.

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 & Pond Garden—to revitalize the core garden and to give the visitor an authentic experience of Japanese gardens.

The main changes to be made are:

- Reconstruct the Koi Pond
- Rebuild existing wisteria pavilion
- Koi pond water systems building
- Site work to create an accessible grade around the pond
- Utilities

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).

The main changes to be made in this phase are:

- Renovate existing Upper Moon Viewing House
- Renovate existing Lower Zen House
- Renovate the Cultural Exchange Center
- Renovate Tea Waiting Pavilion
- Renovate Wisteria Upper Pavilion
- Interpretive renovations

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, amenities for visitors and staff that support an extended stay-time at the garden and more versatile use of all of Hakone are added. Finally it creates an accessible path from the Lower Courtyard to the Upper Courtyard.

The main changes to be made in this phase are:

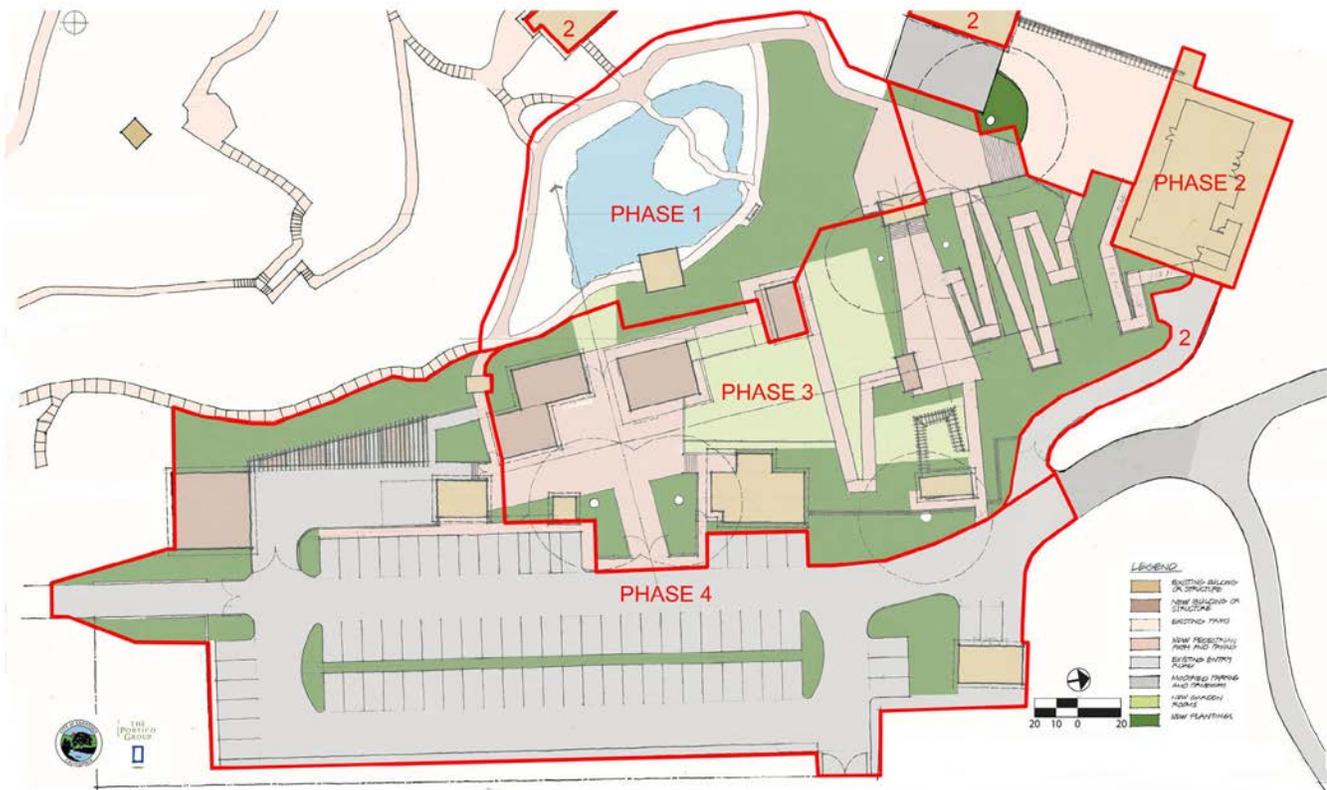
- New gate at Forecourt Entry
- Retail & Restroom Building
- Tea Room
- Renovate existing Pump House for interpretation
- Renovate existing Caretaker's House for administration
- Renovate existing Restrooms
- Renovate Mon Gate

- New entry garden and bonsai garden
- Site work and utilities

The main changes to be made in this phase are:

- Re-grade and re-pave parking lot
- New Garden Operation buildings and yard
- Renovate existing barn for garden storage
- Renovate existing retail building for garden storage
- Renovate Pine Moon (Shogetsu-en)
- Complete the Shogetsu Machai
- Site work and utilities

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.



Phasing Plan

SECTION EIGHT

Business Plan Summary

SECTION EIGHT

Business Plan Summary

Market Considerations

Hakone Estate & Gardens is easily accessible from a very large and prosperous market of over 4.2 million people.

The bulk of the primary market for Hakone Estate & Gardens lies outside the City of Saratoga. Reaching the entire South Bay area through networking, partnership development and marketing should be an organizational goal.

- There should be good potential for above average fees for admissions, event rentals and education programming, as well as for donations
- Access for those with lower incomes should also be an important consideration, particularly children
- The number of young people within the market area will grow only modestly, whereas boomers (45-64) and retired (65+) will grow substantially
- There should be substantial opportunities to encourage donations as family wealth increases and retirement approaches; there will also be a growing opportunity for building the volunteer pool
- Area tourists are an excellent market for Hakone Estate & Gardens; these visitors look for a unique, authentic, good quality experience and are willing to pay relatively high fees

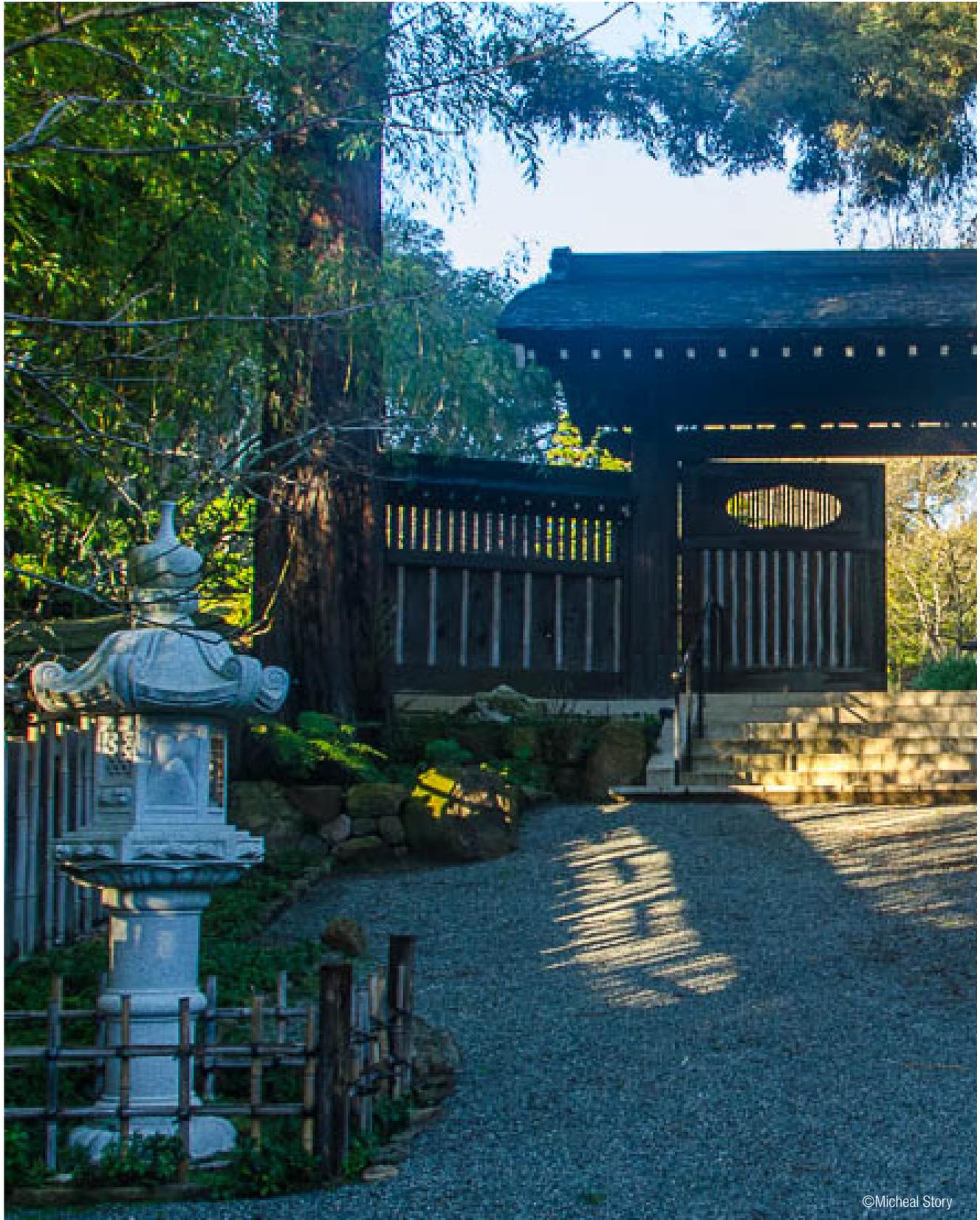
Projections and Recommendations

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.

Hakone Estate & Gardens has a 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 total attendance is projected to increase from the current 35,000 per year to 75,000 per year by Phase 4; membership and event activity are projected to increase as well
- Facility rentals for weddings and other events provide a substantial portion of the Garden's revenue
- While event revenue should be enhanced as the Master Plan is implemented, other sources, such as memberships, gate revenue, retail, donations and grants should be bolstered as well
- The Garden should pursue corporate and foundation grants to fund a more substantial educational program, focusing in particular on school-age children
- Budget projections corresponding to the three phases are provided, each showing projected increases in revenue, staff and other operating expenses
- The Garden should build an endowment to assist with operating expenses; this could be augmented with a sinking fund to assist with facility maintenance and renovation



©Micheal Story

Mon Gate

SECTION NINE

Construction Cost Opinion
Summary

SECTION NINE

Construction Cost Opinion Summary

The project budget (dated 27 August 2015) is based on the Master Plan conceptual site plan produced by The Portico Group from workshop three in July 2015, and as updated through the last week of August 2015. The budget includes the costs as defined on the project summary sheet including construction costs, soft costs and other project costs.

Construction costs in the budget include costs incurred by the contractor(s) in performance of the work. These include the general contractor’s costs and overhead / site management as well as the costs of the subcontractors.

The construction costs for the project are broken into four phases that are essentially the Hill & Pond Garden as phase one, Historic Building renovation phase 2, the Entry Courtyard, Buildings and new garden as phase 3 and the parking lot and Garden Operations as phase 4.

Soft costs include the non-construction costs. These include design fees, project management and administrative fees; permitting costs and agency fees (planning, utility, etc.); entitlement costs, including required consultants and legal support; an allowance for other fees and service which include non design consultants such as geotechnical, surveys; fixtures, furniture and equipment which are presumed to be purchased and installed by the owner directly.

The budget includes three separate contingencies: a design contingency included in the construction cost

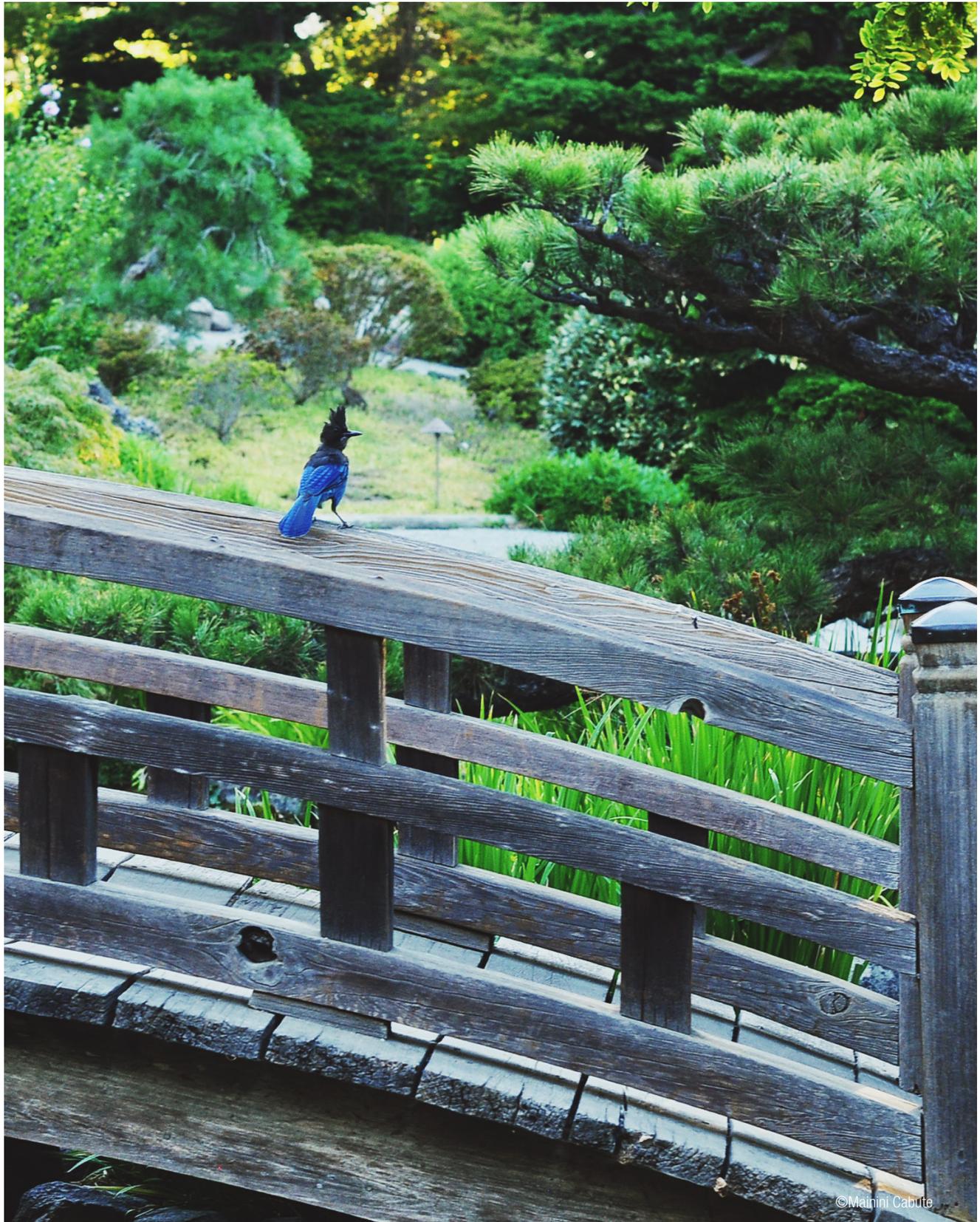
which is intended to cover changes during the design phases (i.e. before construction begins) brought on by conditions which are currently unknown; a construction contingency included in the soft costs which is intended to cover changes in cost after the construction contract is executed. The third contingency is a soft cost contingency, which is intended to cover any increases in the soft costs throughout the project duration.

The budget also includes a category of other project costs. These costs are institutional costs, not directly part of the construction project but necessary for its success. The budget includes allowances for fundraising, maintenance endowment, and for other owner costs. Escalation has not been included in the budget.

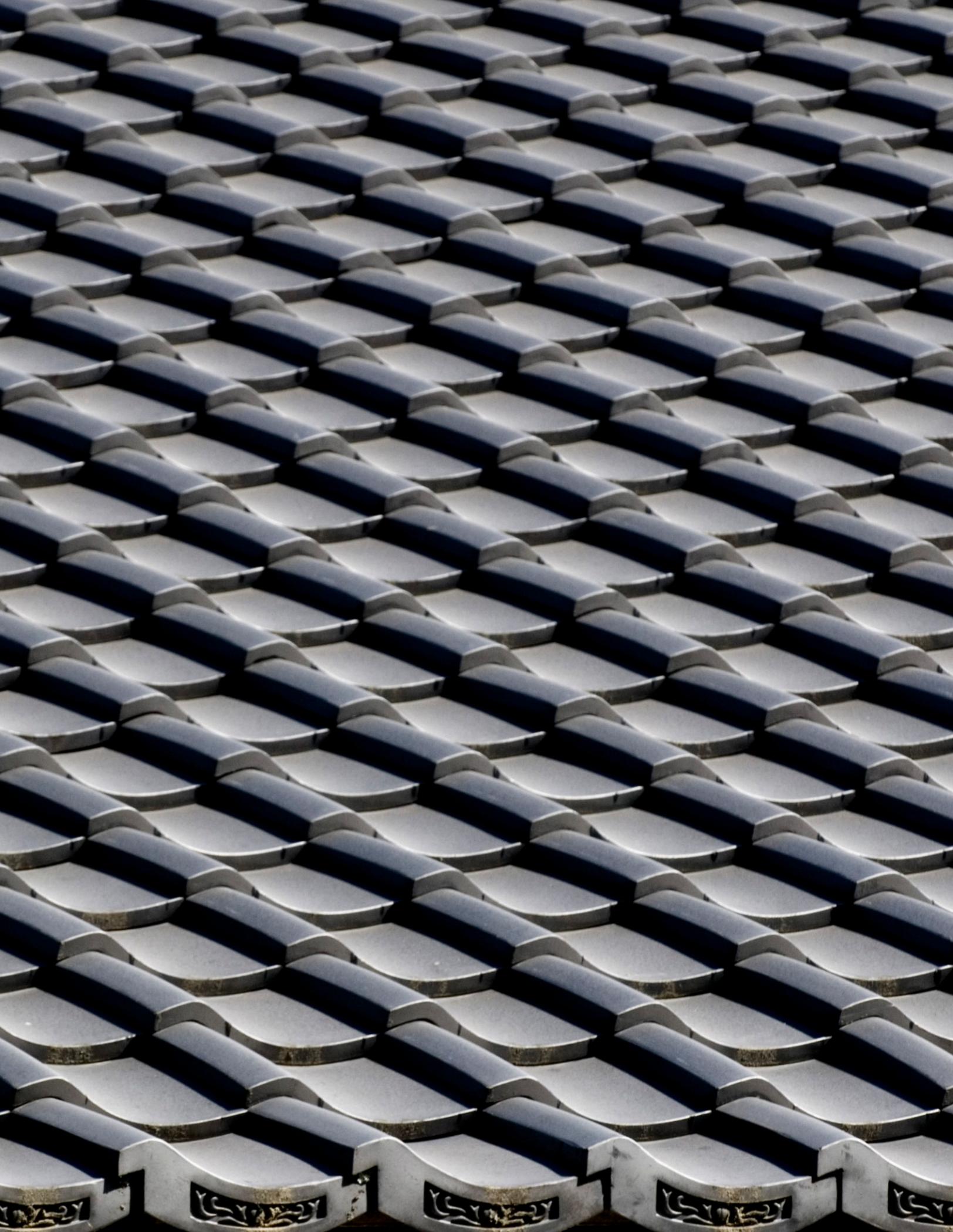
Total Project Cost inclusive of hard and soft costs in 2015 dollars totals \$26,870,000. By phase the subtotals are:

- Phase 1 Project Cost \$4,925,000
- Phase 2 Project Cost \$5,250,000
- Phase 3 Project Cost \$9,750,000
- Phase 4 Project Cost \$7,800,000

See the Preliminary Budget Estimate in the Appendix for additional detail.



Moon Bridge



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