

DRAFT

6/13/2012

OPEN Questions:

- 1) Can we identify the different “Community Organizations” functions needed to implement the plan?
- 2) In addition to a Community Land Trust (or equivalent) how many new community organizations are needed?
- 3) How will these organizations be formed?
- 4) How is their authority defined/recognized (see Q4 for key factors)?
- 5) What are the implications – pro and con – of self-organizing bodies vs city-established bodies (e.g. Brown Act constraints, credibility with City/State agencies, etc)?
- 6) Can we show the responsible parties (both government and community)? for all identified actions

COMMENT: Many of the Objectives or subsidiary objectives are actions that need to be taken, rather than a deliverable result. This will be addressed in next edits.

GOAL 1

Develop programs for securing a future for San Francisco Japantown as the historical, cultural heart of Japanese and Japanese American Community.

Comment [PHW1]: Do we need to consider some organizing principle for this section - e.g. one set of objectives and actions on real property and public realm resources; another on physical assets other than real property, a 3rd on cultural resources such as organizations, festivals, etc?

DRAFT

6/13/2012

OBJECTIVE

1.0 Establish the Japantown Social Heritage District

1.0.1 Identify and document historical resources¹

1.0.2 Identify and document cultural resources²

OBJECTIVE

1.1 Promote the Japantown history (Globally, Regionally and Locally)

1.1.1 Document and publicize the History ~~and organize~~
~~existing Archives~~

~~1.1.2~~ Catalog Identify, support, preserve and ~~publicize-promote~~
Archival resources

~~4.4.2~~ 1.1.3 Identify and document organizations historical
resources (organizational records, history, etc)

~~4.4.3~~ 1.1.4 Identify and Memorialize sites, buildings, (past and
present)

~~4.4.4~~ 1.1.5 Promote Japantown history (through
education/interpretation)

ACTIONS

¹ Historical resources include both organizations (e.g. NJAHS) as well as physical resources, such as buildings and archives.

² Cultural Resources include organizations, festivals, foods, etc. – all items that help define a culture

DRAFT

6/13/2012

- ~~Establish a formal Social Heritage district that enhances, protects, and memorializes Japantown history.~~
- Develop educational programs and materials to educate the Japantown community on the value of the various historic resources in the community – ephemera, photographic records, organizational records, etc.
- Develop educational programs and materials to reach out to Japantown civic organizations, property owners, residents and interested members of the public, on the importance of retaining properties that exemplify Japantown history, cultural heritage, and social values. These programs will include guidance to Continue community efforts advising the community of on the benefits of social heritage property recognition, and steering Japantown cultural enhancement strategies. (See also 1.3 Actions
- Develop relationships with global, national regional and local organizations to enhance efforts to recognize and preserve cultural character.
- Support and promote comprehensive archival accessibility.
- ~~Develop educational programs and materials to reach out to Japantown civic organizations, property owners, residents and interested members of the public, on the importance of retaining properties that exemplify Japantown history, cultural heritage, and social values.~~

Comment [PHW2]: Moved to beginning (1.0) as an objective of it's own.

Comment [PHW3]: Should this be moved to 1.3, which appears to focus more on real property features? Given concerns about adverse impacts of preservation on property values/property rights, should 1.3 be moved forward in the document?

Comment [PL4]: **CIRCLE BACK**

OBJECTIVE

- 3 -

DRAFT

6/13/2012

1.2 ~~Promote a sense of Japanese and the Japanese American cultures~~
Support the expression of Japanese-American and Japanese culture in relation to its setting in the San Francisco Bay Area

1.2.1 ~~Celebrations~~Festivals and events

1.2.2 Architecture (formal and vernacular) Design Standards

1.2.3 Food (classical cuisine, fast-food, fusion)

1.2.4 Institutions (Schools, community center, social services, churches, historical, arts societies)

1.2.5 ~~Arts and entertainment~~

1.2.6 Entertainment

Comment [PL5]: **CIRCLE BACK**

ACTIONS

- Develop Japantown specific Design Standards for new public and private developments
- Recognize Important Properties of Japanese and Japanese American Communities
- Pursue appropriate preservation strategies, including further research of cultural character and public outreach that promote community recognition and appreciation of cultural, historic and architecturally significant buildings within Japantown.

DRAFT

6/13/2012

- Develop a comprehensive list of historic properties and [cultural activities](#) ~~that~~ contribute to the social, cultural, aesthetic and architectural heritage of the Japantown area. ~~Conduct~~ ~~Further~~ ~~further~~ inventories and analysis ~~should to~~ comprehensively research the potential significance of the many ~~past~~ community heritage features that are found in Japantown. Seek assistance in these efforts, including grants and expertise from local preservation organizations, such as San Francisco Architectural Heritage, and others nationwide.
- **CIRCLE BACK – For food, celebrations and arts (venues)**

Comment [PHW6]: Not sure what this means – are we talking about sites where the historic features is no longer present?

OBJECTIVE

1.3 Protect historical and cultural landmarks

- 1.3.1 Identify (through district, structure, open space historical and cultural designation)
- 1.3.2 Formally recognize
- 1.3.3 Develop enhancement, protection programs

ACTIONS

- [Investigate the ability of a Community Land Trust \(or equivalent entity\) to protect historic structural and public realm resources](#)
- ~~Apply to the greatest extent possible~~ [Maximize use of](#) the California Historic Building Code (CHBC) [to support preservation of historic and character defining properties.](#)

The CHBC allows owners of properties that are more than 50 years old (or that are designated historic properties) alternatives to the standard building code that allow for greater preservation of historic character. This allows older buildings to be improved in

DRAFT

6/13/2012

order to meet code requirements without dramatic changes that might otherwise be required. For example, properties can be granted allowances in regards to egress and accessibility requirements that assist with preservation of historic entrances, stairways, and facades. Application of the CHBC can result in preservation of historic building materials rather than total replacement. Alternative means of meeting performance standards of the code can also save property owners from making expensive alterations. However, the use of CHBC does not alleviate property owners from the requirements of the life safety code.

Comment [PHW7]: Move to footnote?

- o Encourage the Use of California Historic Building Code
- o Solicit assistance of the Chief Building Official to use the California Historic Building Code to review proposed improvements for qualifying properties in Japantown.
- [WHO???](#) Coordinate Japantown organizations and institutions, to provide property owners and other stakeholders with materials that educate, identify and facilitate the use of economic incentives for the preservation of cultural assets and historic properties.
- Build on Japantown Unique Public Realm to Secure Japantown Character
 - Improving existing neighborhood community heritage assets, including important public properties, and by providing better access to them within the public realm can help to retain and enhance Japantown cultural character. Promoting Japantown plazas, libraries, community facilities, public art, and open spaces (including Buchanan Mall, Peace Plaza, and Western Addition Library will help to maintain and enhance Japantown cultural character by raising community

Comment [PHW8]: Who owns this? Everyone agrees that it is needed (I think); I am pretty sure there is no consensus on who or what body will do this.

DRAFT

6/13/2012

awareness and interest. Specifically, improved way-finding to the neighborhoods' many existing community resources, and improvements to the neighborhood's plazas and open spaces, so that they are more suitable for community events and activities, can enhance the experience of Japantown for the community as well as for visitors. Public realm improvements can also serve to reconnect the physical and social fabrics of the Japantown and Fillmore neighborhoods.

Comment [PHW9]: We oscillate between what appear to be fairly simple statements of actions and long justifications or explanations. IS this the best organizational strategy? Maybe have 2 subsets here: 1) Why action is identified 2) How action will be implemented

OBJECTIVE

1.4 Strengthen community serving organizations

- 1.4.1 Identify
- 1.4.2 Document mission and needs
- 1.4.3 Support organizational capacity building
- 1.4.4 Identify audiences and associated service areas

ACTIONS

- Establish a community-based organization to coordinate Japantown cultural enhancement opportunities

The aspects of the cultural and historic features in Japantown that make them important can be threatened if careful consideration is not given to their preservation and maintenance. Particular attention should be placed on implementing strategies that will preserve Japantown cultural and historic character.

Comment [PHW10]: Need details of how such a body would be configured – Issues of membership, governance, authority level, etc). Or is there an existing organization that has the skills/resources to do this?

OBJECTIVE

- 7 -

DRAFT

6/13/2012

1.5 Diversify programs for a wider audience (youth, families, young adults)

1.5.1 Widely publicize regular events

1.5.2 Promote special events

1.5.3 Develop high-end skills for media publicity

ACTIONS

- Provide Diverse Educational Opportunities

Comment [PHW11]: Who is responsible for this?

While much information regarding the historic and cultural character of Japantown was gathered as part of producing this Plan, more research can be undertaken in order to build upon the Plan findings and to implement preservation strategies.

OBJECTIVE

1.6 Serve as a hub for the regional Japanese and Japanese American community

1.6.1 Share resources (create better communication)

1.6.2 Regional outreach in all areas (business/cultural)

1.6.3 Interactive gatherings

Comment [PHW12]: Great vision and advice , but getting actions is very difficult.

ACTIONS

- (What coordinating body – composition, etc)
- (what responsibility of participating organizations – funding or services in lieu if funding, etc)

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DRAFT

6/13/2012

COMMERCIAL VITALITY CHAPTER

GOAL 2

Develop programs for securing a future for San Francisco Japantown as a thriving commercial and retail district.

OBJECTIVE

- 2.1 Retain the Japan Center character and its roles as a community gathering place, showcase for Japanese American culture, and home for culturally appropriate businesses.
 - 2.1.1 Determine the financial feasibility of investing in the protection of resources through purchase and leasing of strategic community and commercial properties under a Japantown Community Land Trust program.
 - 2.1.2 Rally private and public investment interests to endow funds for the purpose of implementing a Japantown Community Land Trust program.
 - 2.1.3 Ensure that the Japan Center retail strategy compliments the district-wide retail strategy.

OBJECTIVE

- 2.2 Create a comprehensive Neighborhood Economic Development Organization that builds on the capabilities of an existing organization dedicated to the preservation and revitalization of Japantown.

Comment [PHW13]: See intro questions; the sub-objectives look more like actions for the NEDO body

DRAFT

6/13/2012

- 2.2.1 Develop a comprehensive retail strategy for the entire district that identifies successful neighborhood retail sectors and existing and emerging customer bases, and defines a desired business mix that builds on these strengths.
- 2.2.2 Work in cooperation with owners of the Japan Center and SFMTA as owners of the Japan Center Garage to ensure that the plans for the district and the mall are complementary.
- 2.2.3 Recruit new, culturally appropriate businesses to fill vacancies as they arise and achieve desired retail mix.

ACTIONS

- Based on feasibility, establish a Japantown Community Land Trust.
- Create a comprehensive Neighborhood Economic Development Organization.
- Revise, as appropriate, the existing Neighborhood Commercial District use and zoning controls.

OBJECTIVE

- 2.3 Recruit new, culturally appropriate businesses to fill vacancies as they arise and achieve desired retail mix.

Comment [PHW14]: Same as 2.2.3?

- 2.3.1 Encourage businesses and activities that cater to youth, families, and young adults.

DRAFT

6/13/2012

- 2.3.2 Promote the district as a regional trade destination through enhanced marketing and support for community events.

ACTIONS

- Build on and coordinate existing marketing and promotions strategies for Japantown.
- Continue efforts (legislatively if necessary) to secure a proportional neighborhood reinvestment share of the Hotel Bed Taxes generated in Japantown.
- Enhance opportunities for increased visitor information, Japanese Consulate public information and VISA programs, cultural exhibitions, and performing arts in Japan Center.

OBJECTIVE

- 2.4 Continue to encourage commercial and residential development in Japantown that proportionally serves regional needs and future expectations.
 - 2.4.1 Analyze and identify existing build-out opportunities in Japantown.
 - 2.4.2 Encourage new development regulations that further the role of Japantown as responsible participant in anticipated regional development needs.

DRAFT

6/13/2012

ACTIONS

- Identify under utilized commercial and residential development capacity of Japantown.
- Update neighborhood retail sale data.
- As necessary and where appropriate allow for incremental increases in neighborhood development capacity within the existing character defining height and bulk envelope. Do not use existing exceptions (e.g. Sequoias, Hotel Kabuki, Hotel Tomo) to justify increased height/bulk.

OBJECTIVE

- 2.5 Increase business retention efforts to address ongoing pressures on existing businesses.
- 2.5.1 Continue to enhance existing business promotion and marketing.
- 2.5.2 Identify and develop appropriate business assistance programs for start-up, capitalizing and operational funding needs.
- 2.5.3 Coordinate and integrate local merchants into local merchandising opportunities of integrated festival planning.
- 2.5.4 Assure adequate Japan Center parking for local merchants needs.

ACTIONS

- Establish the Japantown Neighborhood Commercial District ~~Provide clear and simplified Neighborhood Commercial District Zoning controls~~ by combining the existing NC-2 and NC-3 Zoning Districts, and establish Japantown NCD zoning controls ~~into a Japantown Neighborhood~~

DRAFT

6/13/2012

~~Commercial District to address the needs for~~ to encourage an appropriate mix of commercial uses in Japantown.

- Increase local ownership and control of local commercial resources through the use of either a Community Land Trust or Community Development Corporation.
- Seek funding opportunities to provide comprehensive community economic development programs.
- Provide business assistance programs materials already available in San Francisco, including technical assistance, façade and tenant improvement grants, and small business loans.
- Continue financial support for specialists providing business assistance targeted to existing and future Japantown business needs.
- Provide space for visitor information, cultural exhibitions, and performing arts in Japan Center.
- Secure management services that list of vacant spaces and work with property owners and potential tenants to fill vacancies with businesses that meet the goals of the retail strategy.

DRAFT

6/13/2012

RESIDENTIAL AND INSTITUTIONAL USES CHAPTER

GOAL 3

SECURE JAPANTOWN'S FUTURE AS A HOME TO RESIDENTS AND COMMUNITY-BASED INSTITUTIONS

OBJECTIVE

- 3.1 Provide more mixed-income housing, especially for families, youth and seniors.
 - 3.1.1 Increase affordability opportunities (such as from creation of new Community Benefit Impact Fees on new neighborhood developments)
 - 3.1.2 Require a mix of unit type and sizes in new developments
 - 3.1.3 Continue to encourage and enhance housing affordability in new neighborhood developments

ACTIONS

- Increase residential development opportunities in the Neighborhood Commercial Districts through modest allowable density increases.
- Assure an appropriate mix of new residential development unit sizes to meet needs of families, seniors and young adults.

DRAFT

6/13/2012

OBJECTIVE

3.2 Provide economic support for community-based, non-profit organizations.

3.2.2 Develop resource sharing programs.

ACTIONS

- Coordinate opportunities for resource sharing through the activities of comprehensive programs of a neighborhood economic development organization.
- Pursue legislation for dedicated support for qualified Japantown community based activities such as the San Francisco Hotel Bed Tax administered through Visitors and Convention Bureau.

OBJECTIVE

3.3 Improve and increase the amount of available publically accessible open spaces, parks and cultural performance facilities.

3.3.1 Work with the Recreation and Parks Department to provide a sliding scale for Peace Plaza reservation and rental fees for Japantown non-profit organizations providing culturally appropriate programs and events.

3.3.2 Explore opportunities for rooftop development of open space and a cultural program venue on the East Mall of Japan Center.

DRAFT

6/13/2012

- 3.3.3 Though possible new development and/or acquisitions, seek to provide appropriate facilities for community targeted cultural and arts related needs.

ACTIONS

- Create a list of priority projects that support the greater community cultural facilities needs through a Community Benefit Impact Program and the required analysis in a Nexus Study.

OBJECTIVE

- 3.4 Maintain a livable neighborhood that reflects San Francisco diversity.
- 3.4.1 Utilize the San Francisco Healthy Development Measurement Tool (DPH) in the consideration of existing baseline conditions and all significant new development projects in Japantown.
- 3.4.2 Continue the future considerations of sustainable rooftop design and features for Japan Center.

ACTIONS

- Strive to ensure that greatest possible levels of practice and implementation of sustainability for new development in Japantown.

DRAFT

6/13/2012

PHYSICAL FEATURES CHAPTER

GOAL 4

SECURE JAPANTOWN'S FUTURE AS A PHYSICALLY ATTRACTIVE AND VIBRANT ENVIRONMENT

OBJECTIVE

- 4.1 Enhance the Japanese character.
 - 4.1.1 Develop and apply Japantown Design Standards to ensure that the neighborhood special character is enhanced over time.
 - 4.1.2 Retain the current height limits and respect the natural topography as is consistent with Japanese design principles.
 - 4.1.3 Maintain existing view corridors.
 - 4.1.4 Harmonize the various types and styles of Japanese architecture to link the façade treatments and culture based neighborhood design goals.

OBJECTIVE

- 4.2 Increase the sense of safety.
 - 4.2.1 Ensure adequate light and air.
 - 4.2.2 Minimize wind and shadow impacts.
 - 4.2.3 Place utility vaults and access panels in driveway curb cuts to prevent blank building frontages and insure that sidewalk planting opportunities are not limited.

- 17 -

DRAFT

6/13/2012

- 4.2.4 Prohibit new curb cuts on all commercial properties.
- 4.2.5 Provide consistent sidewalk and public space maintenance.
- 4.2.6 Promote public realm enhancements.

ACTION

- Adopt culturally appropriate comprehensive Design Standards.

OBJECTIVE

- 4.3 Improve the appearance and cleanliness.
 - 4.3.1 Develop a comprehensive public realm landscape plan
 - 4.3.2 Increase commercial use ground-floor heights.
 - 4.3.3 Use required building set backs to maximize solar access to pedestrian environments.
 - 4.3.4 Consider implementing public arts programs and periodically evaluate art that can be considered appropriately labeled for culturally relevant purposes.

ACTION

- Require setbacks above 35 feet of new allowable building heights in all Japantown alleys.

OBJECTIVE

- 4.4 Reestablish pedestrian connections, social interaction and commerce between Japantown, other San Francisco neighborhoods and the region.

DRAFT

6/13/2012

- 4.4.1 Japantown serves as a regional cultural hub and one for which accommodation of automobile use is necessary. Shopping, institutional and cultural uses are not adequately served by public transit or modes other than regional automobile use.

ACTION

- Ensure that future parking standards in Japantown are designed appropriately to meet the needs of a regional serving destination for the greater Bay Area Japanese American population and visitor trade.

OBJECTIVE

- 4.5 Provide quality recreational spaces and opportunities.

- 4.5.1 Discourage new shadow impact on outdoor recreation areas.

ACTION

- Ensure that new publically accessible open spaces meet a broad spectrum on neighborhood needs.

OBJECTIVE

- 4.6 Provide spaces that cater to youth and families.

- 4.6.1 Retain the Japan Center Character and its uses as a community gathering place, showcase for Japanese American culture and home for culturally appropriate businesses.

- 4.6.2 Improve public space and parks

DRAFT

6/13/2012

OBJECTIVE

4.7 Strive to utilize sustainable technology and materials.

4.7.1 Promote sustainable technology opportunities

4.7.2 Require ~~Green Building Codes~~ all construction in the Japantown district exemplify best practices in green building, with focus on energy efficiency, water efficiency and indoor air quality.

4.7.3 Integrate preservation and sustainable technology partnerships

Comment [PHW15]: Being better than code is an objective, meeting code is a given and should not be called out. Maybe under actions call out xceeding Title 24 by some percentage? Zero Net Energy, etc are not rocket science, or even that expensive, especially in a total cost framework.

ACTION

- Ensure that new neighborhood developments meet a broad spectrum of the latest and newly developed sustainability building and neighborhood development techniques.