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## Implementation



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In order to realize the Community Goals, the Japantown Better Neighborhoods Plan calls for a wide variety of physical improvements as well as economic, cultural heritage and other programs and activities. All of these are described in detail in previous chapters. The purpose of this chapter is to outline an implementation program for these projects and activities, with the intent to create a clear path for the implementation of the Plan's identified community improvements and programs. No community plan can identify accurate costs

and funding sources for all of its proposals, which will unfold over many years; this implementation program strives to set out all known sources of funding with the expectation that community stakeholders and the city will continue to work together to ensure the Plan's vision becomes a reality. A detailed Implementation Matrix, which is the heart of this chapter, describes in detail the implementation actions for each of the Plan's recommendations, and their projected cost, potential funding sources, time frame and responsible entities.

## 9.1 Physical Improvements Program: Costs and Revenue Sources

Physical neighborhood improvements, such as open space, streets and sidewalks, signage and wayfinding form an important part of this Plan's recommendations. The impetus for these types of improvements comes both from existing need and the potential for future new development which might bring new individuals, seniors and children into the neighborhoods. The specific proposals for physical improvements discussed in this section arise from community discussions throughout the planning process, as well as analysis from professional consultants, and coordination with other city agencies to identify existing and future community needs.

Table 9.1 shows the complete program of physical infrastructure improvements, which are described in detail in the chapters of this Plan. It is important to note that the improvements are subject to further community dialogue, Board of Supervisors approval, and environmental review, as applicable. The final improvements also may change in form and design since the Interagency Plan Implementation Committee, the Planning Commission, and the Board of Supervisors can propose revisions to the list of improvements.

### *Open Space Improvements*

The Plan proposes a combination of landscaped streets, parks and public gathering areas to create a system of neighborhood open spaces that are easily accessible and located throughout the Plan Area.

To meet this need for open space and public realm improvements, the Improvement Program has identified specific goals to create new open spaces and to improve existing open space. Specifically, the Plan proposes to:

- Redesign Peace Plaza.
- Improve Buchanan Mall.
- Create a new Webster Street Linear Park.

### *Streetscape and Pedestrian Safety Improvements*

The Plan aims to provide connections between the area's existing and proposed open spaces; it aims to improve the pedestrian experience on the area's local streets through the use of street furniture, pedestrian scale lighting, and street trees, and it aims to improve the area's alleys so that they serve the dual purpose of additional open space and an alternative means of circulation for residents. Specifically, the Plan proposes to:

- Improve pedestrian comfort, safety and accessibility at key intersections.
- Reconfigure Post and Sutter Streets, to provide for more "complete" streets, supporting multiple modes of travel.
- Provide pedestrian connections to Hamilton Recreation Center, Raymond Kimball Playground, Alta Vista Park, and Rosa Parks School.
- Improve the connection between Peace Plaza and Buchanan Mall.
- Improve Post, Geary, Buchanan, Laguna, Octavia, Gough, California, and Sutter streets with special paving, lighting, corner bulb outs and street furniture.
- Improve the area's alleys with special paving, lighting, corner bulb outs, and street furniture.

### *Signage and Wayfinding*

The development and implementation of an effective Japantown Signage and Wayfinding system are essential components in upholding the neighborhood's role as the cultural heart for the Japanese and Japanese American community and a thriving commercial and retail district. The Plan proposes a new signage and wayfinding network that reflects the community's unique and diverse experience.

### *Geary Boulevard Bus Rapid Transit (BRT) Project*

The San Francisco County Transportation Authority and the San Francisco Municipal Transportation Agency are developing an enhanced bus service for Geary Boulevard. The project includes significant restructuring and landscaping of the street, to prioritize transit and pedestrian uses. In the Japantown area, the BRT project is evaluating several alternatives for this very wide portion of Geary, all of which would dramatically restructure the street and reduce the barrier between the Japantown and Fillmore neighborhoods.

### *Funding Strategy for Physical Improvements*

#### Geary BRT Funding

Funding for the Geary BRT project is slated to come from the City's Proposition B sales tax revenue as well as the Federal Transit Administration's "Small Starts" program and other federal and local sources.

#### Japantown Community Benefit District

A Community Benefit District (CBD) is similar to what other cities often call a Business Improvement District (BID). Property owners vote to impose a small assessment on themselves in order to fund ongoing maintenance, security, cleaning and physical improvements. Discussions about establishing a CBD for Japantown have been ongoing for several years. The revenue from a CBD would be a significant source of funding for many of the improvements and programs recommended in this Plan. Preliminary revenue projections estimate that a CBD could produce revenue of approximately \$13 million over a 15-year period.

#### Property Tax Revenue

As the Plan Area increases in development density, there will be a corresponding increase in revenue from property taxes. The City's discretionary property tax proceeds are deposited into the General Fund, and are available for appropriation to any public purpose. New property tax revenue covers ongoing service and maintenance expenses for the City; and it can also be set aside for specified purposes, such as the Parks Recreation and Open Space Fund, the Children's Fund and the Library Preservation Fund. Theoretically, new property tax revenue should cover maintenance and services of facilities and infrastructure as they support the tax base; however given San Francisco's historic under-expenditure on facilities maintenance and Proposition 13's impact on local revenue generation, it is likely that the tax rates on the new development will be directed to area wide maintenance and services, thereby thinning the revenue's direct impact on the physical improvements called out in the Plan.

#### Japantown Impact Fee

A development impact fee, adopted through zoning requirements, can provide a source of funding for the construction or expansion of facilities needed to serve new development. Development impact fees are one time charges applied to new developments to mitigate their impacts on public infrastructure. They are subject to state law AB 1600, the Mitigation Fee Act, which requires that they only be used to fund capital infrastructure needs created by new residents. Infrastructure that services existing residents or non-capital needs must be funded through other sources. Fees could be assessed on all residential development and on all nonresidential development that results in new gross square footage.

As part of the Plan's adoption process, the Japantown Better Neighborhoods Plan may propose an impact fee. Previous area plans, including those for Rincon Hill, Market and Octavia, Eastern Neighborhoods, and the Balboa Park Station Area, all proposed impact fees ranging from \$10-\$25 per gross square foot. Assuming this range, based on development projections in the Japantown Plan Area, impact fees could generate up to \$30 million in revenue to help fund the physical improvements referenced in Table 9.1 of this chapter. In addition to a new impact fee, new development in the area will be subject to Citywide fees and exactions such as the School Impact Fee and the recently approved PUC capacity and hookup fees.

Any identified impacts addressed through the impact fee may be alternately mitigated through provision of in-kind improvements, meaning that the developer provides the actual improvement, rather than paying the fee. Finally, conditions of approval may provide a mechanism for achieving improvements. Certain investments that support streetscape improvements in the Plan Area, such as streetscape enhancements, may be secured upon the development permit approval as part of the administrative function of the Planning Department.

#### Parking Benefit Districts

Parking Benefit Districts may serve as a potential future funding source for streetscape and other physical improvements. The SFMTA is currently studying, through its *SFPark* program, a variety of means to better manage on-street parking in both commercial and residential areas. In the future, the SFMTA may

consider increasing parking revenues at selected hours of the day and in selected locations. Parking meter revenues currently support Muni service. If revenue streams from parking meters are increased in the future, SFMTA may consider allocating some of this revenue for improvements in neighborhoods where meter rates have been increased. Similarly, residential parking permit programs in residential portions of the Plan Area may offer another revenue opportunity to realize some of the goals of the Plan (see Chapter 7:Transportation and Circulation).

**Cost Estimates**

The Planning Department developed cost estimates for the full range of planned neighborhood physical improvements. The known capital costs of projects vary greatly; some estimates are based on specific plan concepts, while others require further studies. Yet, these cost projections serve as reasonable estimates for the overall costs expected to be required to cover essential community infrastructure in the Plan Area. All costs are projected in current dollars as the specific timing of projects is unknown and in most cases related to the rate of growth/new development. Table 9.1 estimates projected costs for the Plan’s improvements to equal approximately \$40 million. As mentioned previously, the Japantown impact fee would generate approximately up to \$30 million, leaving a funding gap of at least \$10 million. The additional above referenced revenue sources could help bridge this gap.

**Table 9.1**  
**Physical Infrastructure Improvements**

	<i>Projected Costs</i>
<b>I. OPEN SPACE</b>	
Redesign Peace Plaza	\$5,032,000
Improve Buchanan Mall	\$2,484,000
Design and Construct Webster Linear Park	\$6,902,078
<b>Sub Total</b>	<b>\$14,418,078</b>
<b>II. STREET AND PEDESTRIAN SAFETY IMPROVEMENTS</b>	
Pedestrian connection to Hamilton Recreation Center, Raymond Kimball Playground, Alta Plaza park”	\$3,101,616
Improve connection between Peace Plaza & Buchanan Mall	\$216,000
Reconnect the Buchanan ROW to Rosa Parks School	\$229,716
Improve Post Street	\$4,124,671
Sutter Street Redesign, Lighting and Furnishings	\$3,470,738
Improve Geary Street	\$2,450,304
Improve Buchanan Street	\$689,148
Improve the O’Farrell/Fillmore insection	\$426,240
Laguna Street Lighting and Furnishings	\$1,431,600
Octavia Street Lighting and Furnishings	\$657,720
Gough Street Lighting and Furnishings	\$1,023,120
California Street Lighting and Furnishings	\$1,753,920
Improve Hemlock Street	\$374,580
Improve Wilmot Street	\$1,288,152
Improve Orben Place	\$791,712
Improve Avery Street	\$561,240
<b>Sub Total</b>	<b>\$22,620,478</b>
<b>III. SIGNAGE &amp; WAYFINDING</b>	
Wayfinding Network	\$4,304,000
<b>Sub Total</b>	<b>\$4,304,000</b>
<b>Total</b>	<b>\$41,342,556</b>

## 9.2 Economic Development and Cultural Heritage Programs and Activities

*(These programs and recommendations are described in detail in Chapter 2: Community Heritage and Chapter 3: Community and Economic Development)*

Programs of a non-physical nature, including economic development activities and programs to preserve and protect cultural heritage, are an important part of the Plan. Unlike physical improvements, costs for these programmatic activities are more difficult to estimate and will probably not be known in detail until the implementation phase of the Plan.

Physical improvements to streets, sidewalks, open space and transit are by nature the responsibility of the City and other public entities. By contrast, the types of recommendations described in the Community Heritage and Community and Economic Development sections of the Plan are a shared responsibility of the City and the community, through community stakeholder groups and nonprofit organizations. Many of these recommendations will not be possible to implement without concerted and organized efforts from the community itself.



### *Implementation Organization*

One of the key recommendations of the Plan is the establishment of an Implementation Organization to take on responsibility for implementation of many of the recommendations in the Plan (particularly those related to economic development and cultural heritage) with help from the City. The Implementation Organization should be run by professional staff with relevant expertise. Its Board of Directors should be composed of representatives of community stakeholders and other individuals with relevant expertise and fundraising backgrounds. One of the key activities of the Implementation Organization will be to begin seeking funding, first for the staffing and operations of the group itself. Some potential funding sources for these programs are described in Chapter 3 and in the Implementation Matrix, but others will need to be identified through the efforts of the Implementation Organization.

## 9.3 Land Use and Housing

Recommended changes to land use controls are generally implemented through legislative changes to the Planning Code, initiated by the Planning Department or a member of the Board of Supervisors. Funding required for these activities is limited to staff costs and costs related to environmental review.

### *Direct Provision through Zoning Requirements*

Planning Code requirements are integral to the delivery of public benefits. Future changes to the Planning Code through the Plan's adoption process will also contribute to the direct provision of public benefits as development occurs. After completion of analysis of potential environmental impacts, the Plan can be adopted and following key code provisions that implement public benefits can be enacted into law:

- Plant street trees.
- Eliminate parking requirements.
- Separate parking costs from housing costs.
- Minimum ground floor commercial ceiling heights.
- Provide private and common open space.
- Allow ground floor provision of community or cultural facilities.
- Require neighborhood serving businesses on the ground floor of select streets.

## 9.4 Japan Center

Many implementation steps related to the Japan Center recommendations will be the responsibility of the developer. The City's primary responsibilities involve ensuring City participation in any future redesign of the Japan Center, given the City's ownership of the parking garage and Peace Plaza. The City will also be responsible for design input to the redesign, ensuring that the redesign accomplishes the community's goals and vision as established in this Plan.



## 9.5 Early-Start Implementation Measures

*Of all the recommendations set forth in the Plan, this section identifies a series of “early-start” implementation measures, which can and should be undertaken as soon as possible. These measures, in general, would not require large amounts of funding or complex environmental clearance, and they would allow progress to begin on key community objectives.*

- Work toward establishing a Community Benefits District (CBD)
- Establish and fund the Implementation Organization
- Seek recognition for Japantown as a National Heritage Area
- Establish a community body (as a sub-committee of the Implementation Organization) to guide continuing preservation efforts
- Promote the district as a regional destination
- Increase business retention efforts to address ongoing pressures on existing small businesses
- Recruit new culturally appropriate businesses
- Improve access to space for community activities
- Explore pedestrian safety improvements at key intersections
- Explore improvements to pedestrian connections to Hamilton and Raymond Kimball recreation centers

# Japantown Better Neighborhood Plan Implementation Matrix

## Chapter 2. Community Heritage

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
<b>2.2.1</b>	<b>STRATEGY: Establish a Community-Based Body to Guide Preservation Efforts</b>					
<b>2.2.1.1</b>	Form a sub-committee of the Implementation Organization dedicated to advising the community of the benefits and financial incentives of historic property recognition, and to steering Japantown's historic and cultural preservation strategies.	Implementation Organization	Planning and Historic Preservation Staff	Short	16 hrs	N/A
<b>2.2.1.2</b>	Seek advice from local, state, regional and national organizations to learn from their efforts to recognize and preserve cultural character. Formulate steps to incorporate best examples into Japantown efforts.	Implementation Organization	Planning and Historic Preservation Staff	Short	32 hrs	N/A
<b>2.2.1.3</b>	Develop educational programs and materials to reach out to Japantown's civic organizations, property owners, residents and interested members of the public, on the importance of retaining properties that exemplify Japantown's history, cultural heritage, and social values.	Implementation Organization	Planning and Historic Preservation Staff	Short	80 hrs	Historic Preservation Fund Committee
<b>2.2.1.4</b>	Develop relationships with preservation and educational organizations locally, in California, and nationwide, to expand awareness of the significance of Japantown's community heritage.	Implementation Organization	Planning and Historic Preservation Staff	Ongoing	Ongoing	N/A
<b>2.2.2</b>	<b>STRATEGY: Recognize Important Properties of Japanese &amp; Japanese American Communities</b>					
<b>2.2.2.1</b>	The heritage sub-committee should 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.	Implementation Organization	Planning and Historic Preservation Staff	Short	40 hrs	N/A
<b>2.2.2.2</b>	The heritage sub-committee should develop a comprehensive list of historic properties and contribute to the social, cultural, aesthetic and architectural heritage of the Japantown area. Further inventories and analysis should comprehensively research the potential significance of the many past community heritage features that are found in Japantown. The heritage sub-committee should seek assistance in these efforts, including grants and expertise from local preservation organizations, such as San Francisco Architectural Heritage, and others nationwide.	Implementation Organization	Planning and Historic Preservation Staff	Short	80 hrs	N/A
<b>2.2.2.3</b>	In cooperation with other Japantown organizations and institutions, the heritage sub-committee should provide property owners and other stakeholders with materials that identify and facilitate the use of economic incentives for the preservation of cultural assets and historic properties.	Implementation Organization	Planning and Historic Preservation Staff	Ongoing	80 hrs	N/A
<b>2.2.2.4</b>	Based on the analysis and insight from community groups, as well as input from parties who can advise, the heritage sub-committee should determine which preservation strategies are appropriate to pursue as effective and feasible measures to preserve the cultural character of Japantown (as noted in sub-section the "Preservation Strategies to be Considered Pending Further Study").	Implementation Organization	Planning and Historic Preservation Staff	Ongoing	Ongoing	N/A

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
<b>2.2.3</b>	<b>STRATEGY: Seek Recognition as a National Heritage Area</b>					
<b>2.2.3.1</b>	Seek advice from designated National Heritage Areas throughout the nation to learn from their efforts in order to develop a National Heritage Area that includes San Francisco's Japantown.	Implementation Organization	Planning and Historic Preservation Staff	Short	8 hrs	N/A
<b>2.2.3.2</b>	Determine eligibility of a National Heritage Area. Prepare preliminary documentation for review by the State Historic Preservation Office (SHPO) and determine which alternative(s) should be pursued.	Implementation Organization	Planning and Historic Preservation Staff	Short	40 hrs	N/A
<b>2.2.3.3</b>	Obtain support from the Japantown community and officials and organizations at local, state and national levels for designation, and identify an effective "champion" for the designation who is willing to promote the cause to decision-makers and influential parties.	Implementation Organization	Planning and Historic Preservation Staff	Short	80 hrs	N/A
<b>2.2.3.4</b>	Based upon advice and support of the SHPO, submit formal application and supporting documentation to the National Park Service for review.	Implementation Organization	Planning and Historic Preservation Staff	Medium	40 hrs	N/A
<b>2.2.4</b>	<b>STRATEGY: Encourage the Use of California Historic Building Code</b>					
<b>2.2.4.1</b>	Solicit assistance of the Chief Building Official to use the California Historic Building Code to review proposed improvements for qualifying properties in Japantown.	Implementation Organization	Planning and Historic Preservation Staff	Medium	8 hrs	N/A
<b>2.2.4.2</b>	Advise local property owners, business owners, contractors and architects to request use of the California Historic Building code to review proposed improvements for qualifying properties.	Implementation Organization	Planning and Historic Preservation Staff	Ongoing	Ongoing	N/A
<b>2.2.5</b>	<b>STRATEGY: Develop Façade Easement Program</b>					
<b>2.2.5.1</b>	Seek assistance from preservation organizations that implement local façade easement programs to understand program requirements and how they can relate to Japantown properties.	Implementation Organization	Planning and Historic Preservation Staff	Short	32 hrs	N/A
<b>2.2.5.2</b>	Identify properties listed on or eligible for listing on the National Register of Historic Places as priority candidates for façade easements.	Implementation Organization	Planning and Historic Preservation Staff	Ongoing	8 hrs	N/A
<b>2.2.5.3</b>	Contact property owners and provide information on opportunities to obtain financial incentives through conveyance of façade easements.	Implementation Organization	Planning and Historic Preservation Staff	Ongoing	40 hrs	Private funding
<b>2.2.6</b>	<b>STRATEGY: Develop Japantown Community Land Trust (JCLT)</b>					
<b>2.2.6.1</b>	Determine the financial feasibility of investing in the protection of resources through purchase and leasing of properties under a JCLT program.	Implementation Organization	Planning and Historic Preservation Staff	Short	40 hrs	N/A
<b>2.2.6.2</b>	Rally private investment interests to endow funds for the purpose of implementing a JCLT program.	Implementation Organization	Planning and Historic Preservation Staff	Ongoing	Ongoing	Private funding
<b>2.2.6.3</b>	Form a new entity whose mission is to preserve properties of cultural, historic, artistic and or architectural merit, through the purchase of properties to place covenants and easements upon those properties and offer them for resale.	Implementation Organization	Planning and Historic Preservation Staff	Ongoing	Ongoing	

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
<b>2.2.7</b>	<b>STRATEGY: Build on Japantown's Unique Public Realm to Secure Japantown's Character</b>					
<b>2.2.7.1</b>	Establish a community sub-committee of the Implementation Organization with assistance from professional experts (including public realm planners, public and cultural arts advocates, and landscape architects) to identify appropriate guidelines for public realm improvements (including materials, plantings, etc.) that will enhance the cultural identity and expression of Japantown.	Implementation Organization	Planning Staff	Medium	80 hrs; \$25000	Impact Fees
<b>2.2.7.2</b>	Using the guidelines established, hire a wayfinding consultant to work with the Implementation Organization to develop the wayfinding and signage program for Japantown.	Implementation Organization	Planning Staff	Medium	80 hrs; \$30,000-\$40,000	Community Challenge Grant; Impact Fees
<b>2.2.7.3</b>	Using the guidelines established, ensure that community open spaces and pedestrian plazas are improved, especially as part of major development projects. Ensure that improvements to open spaces and pedestrian plazas preserve and enhance the community character, as well as meet the needs of the community for all neighborhood activities.	Implementation Organization	Planning Staff	Ongoing	Ongoing	N/A
<b>2.2.7.4</b>	Provide for the continued use of the public right of way for community events by streamlining procedures for obtaining necessary permits and authorizations in order to minimize effort and cost on the part of the community.	Implementation Organization	Planning Staff	Ongoing	Ongoing	N/A

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years

## Chapter 3. Community and Economic Development

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
<b>3.2.1.</b>	<b>STRATEGY: Establish an organization with a dedicated funding source to oversee implementation of the Better Neighborhood Plan</b>					
<b>3.2.1.1</b>	Create an “Implementation Organization” for the Better Neighborhood Plan. The Implementation Organization should build on the capabilities of an existing organization dedicated to the preservation and revitalization of Japantown.	Better Neighborhood Plan Steering Committee	Japantown Task Force; Japantown Merchant’s Association; Japantown Community Organizations and Businesses; Planning; OEWD	Short	\$10,000	Fundraising (historic sources included grants from OEWD, MOCI, and SFRA; funding may also be available from other government agencies, Japanese/Japanese American/U.S. businesses, business groups, philanthropists, and foundations)
<b>3.2.1.2</b>	Expand the Implementation Organization’s Board of Directors to fully represent Japantown’s stakeholders, including community organizations, businesses, and residents.	Implementation Organization	Planning; OEWD; Japantown Merchant’s Association; Japantown Community Organizations and Businesses	Short	Unknown	See above
<b>3.2.1.3</b>	Develop a strategic plan for the Implementation Organization.	Implementation Organization	See above	Short	\$15,000-\$25,000	See above
<b>3.2.1.4</b>	Establish committees of board members and volunteers to oversee specific aspects of plan implementation, such as: <ul style="list-style-type: none"> <li>-- Administration &amp; Operations</li> <li>-- Fundraising</li> <li>-- Marketing and Promotions/District Identity and Streetscape Improvements</li> <li>-- Maintenance, Beautification, and Safety</li> <li>-- Business Retention and Attraction</li> <li>-- Community Organization Support</li> <li>-- Heritage and Historic Preservation</li> </ul>	Implementation Organization	See above	Short	Unknown	See above
<b>3.2.1.5</b>	Conduct fundraising campaign to fund Implementation Organization’s operating costs and activities. <ul style="list-style-type: none"> <li>-- Implement CBD formation campaign.</li> <li>-- Apply for grants from foundations and public agencies; work with private corporations and business groups.</li> </ul>	Implementation Organization	See above	Short-Medium	\$75,000+	See above
<b>3.2.1.6</b>	As funding becomes available, hire Implementation Organization staff members according to the staffing strategies laid out in the strategic plan.	Implementation Organization		Short		See above

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
<b>3.2.2</b>	<b>STRATEGY: Promote the district as a regional destination through enhanced marketing and support for community events</b>					
<b>3.2.2.1</b>	Build on and coordinate existing marketing and promotions strategies for Japantown.	Implementation Organization	San Francisco Convention and Visitors Bureau; Japantown Merchant's Association	Short	\$20,000-\$80,000	CBD assessment funds; SFRA grant; Fundraising (Japanese/Japanese American/U.S. businesses, business groups)
<b>3.2.2.2</b>	Support new and existing community events.	Implementation Organization	Japantown Merchant's Association; Japantown Community Organizations and Businesses	Short-Medium	\$40,000-\$100,000	CBD assessment funds/ Fundraising (Grants for the Arts/San Francisco Hotel Tax Fund, Japanese/ Japanese American/U.S. businesses, business groups, philanthropists, foundations; government grants)
<b>3.2.3</b>	<b>STRATEGY: Provide increased maintenance, beautification, and security services</b>					
<b>3.2.3.1</b>	Hire maintenance and security contractors to provide cleaning, landscaping, and security services.	Implementation Organization	OEWD	Short	\$300,000-\$400,000/year	CBD assessment funds; SFRA grant
<b>3.2.4</b>	<b>STRATEGY: Increase business retention efforts to address ongoing pressures on existing small businesses</b>					
<b>3.2.4.1</b>	Provide materials about business assistance programs already available in San Francisco, including technical assistance, façade and tenant improvement grants, and small business loans.	Implementation Organization	OEWD, Japantown Merchant's Association	Short	100 hours/year	CBD assessment funds; CDBG*
<b>3.2.4.2</b>	Hire staff, a consultant, or other specialist to assess the strength of businesses currently located in Japantown and determine what types of support are needed (e.g. business training, loan packaging, ownership transitions for family-owned businesses).	Implementation Organization	OEWD, Japantown Merchant's Association	Short-Medium		CBD assessment funds; CDBG*; Fundraising (Japanese/Japanese American/U.S. businesses, business groups, philanthropists, foundations; government grants)
<b>3.2.4.3</b>	As needed, hire staff, a consultant, or other specialist to provide additional business assistance targeted to Japantown's needs.	Implementation Organization	OEWD, Japantown Merchant's Association	Short-Medium		CBD assessment funds; CDBG*; Fundraising; Potentially SFRA A2 Revolving Loan Fund
<b>3.2.4.4</b>	Explore working with assistance programs with particular expertise in dealing with ownership transitions.	Implementation Organization	OEWD, Japantown Merchant's Association	Short-Medium	100-200 hours/year	CBD assessment funds/ Fundraising (Japanese/Japanese American/U.S. businesses, business groups, philanthropists, foundations; government grants). Potentially SFRA A-2 Revolving Loan Fund

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years

\* Community Development Block Grants from OEWD

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
<b>3.2.5</b>	<b>STRATEGY: Recruit new, culturally appropriate businesses to fill vacancies as they arise and achieve desired retail mix</b>					
<b>3.2.5.1</b>	Develop a comprehensive retail strategy for the entire district that identifies Japantown's successful retail sectors and existing and emerging customer bases, and defines a desired business mix that builds on these strengths. As needed, the retail strategy could also examine approaches for mitigating the challenges facing existing small businesses, such as rising rents (3.2.4). Work in cooperation with owners of the Japan Center to ensure that the plans for the district and the mall are complementary.	Implementation Organization	OEWD; Japantown Merchant's Association; Japan Center Owners/Managers	Short-Medium	\$30,000-\$60,000	CBD assessment funds/ Fundraising (Japanese/Japanese American/U.S. businesses, business groups, philanthropists, foundations; government grants)
<b>3.2.5.2</b>	Hire a specialist, such as a broker, to manage 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.	Implementation Organization	OEWD; Japantown Merchant's Association	Short-Medium	\$50,000	see above
<b>3.2.6</b>	<b>STRATEGY: Improve access to space for community activities</b>					
<b>3.2.6.1</b>	Work with management at the Sundance Kabuki Theater, Rosa Parks Elementary School, Hotel Kabuki, Hotel Tomo, the JPop Center, and other privately or publicly owned buildings to facilitate the use of existing theaters, meeting rooms, and other space by community groups.	Implementation Organization	Community Organizations	Short-Medium	100-300 hours/year	Fundraising (Japanese/Japanese American/U.S. businesses, business groups, philanthropists, foundations; government grants)
<b>3.2.6.2</b>	Conduct an inventory of space utilization in buildings owned and/or occupied by community organizations. Specifically, inventory should assess the match between the organizations' space requirements and the availability of dedicated rehearsal performance and practice space; displays; inter-generational activities, classes and meeting space; informal youth recreation space; non-profit office space and childcare space.	Implementation Organization	Community Organizations	Short-Medium	600-300 hours	See above
<b>3.2.6.3</b>	Assess inventory findings and propose specific opportunities for existing organizations to share space.	Implementation Organization	Community Organizations	Short-Medium	100-300 hours/year	See above
<b>3.2.6.4</b>	If inventory results in the determination that renovations or new space are required for specific community uses or organizations, coordinate efforts among community organizations and assist with drafting strategic plans and conducting capital campaigns.	Community Organizations	Implementation Organization	Long	500-750 hours/year	See above
<b>3.2.7</b>	<b>STRATEGY: Strengthen community organizations' administrative capacity</b>					
<b>3.2.7.1</b>	Conduct an inventory of administrative services needed by community organizations.	Implementation Organization	Community Organizations	Short-Medium	600-800 hours	Contributions from participating community organizations/ Fundraising (Japanese/Japanese American/U.S. businesses, business groups, philanthropists, foundations; government grants)

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
3.2.7.2	Assess inventory findings and propose specific opportunities for existing organizations to share administrative services.	Implementation Organization	Community Organizations	Short-Medium	100-300 hours/year	Fundraising (Japanese/Japanese American/U.S. businesses, business groups, philanthropists, foundations; government grants)
3.2.7.3	Coordinate fundraising efforts among individual community organizations/events, as desired.	Implementation Organization	Community Organizations	Short-Medium	250-500 hours/year	Fundraising (foundation and government grant programs such as Grants for the Arts/San Francisco Hotel Tax Fund, San Francisco Arts Commission, Federal Institute of Museum and Library Sciences, California Civil Liberties Public Education Program, California Council for the Humanities, California Arts Council, Irvine Foundation)
<b>3.2.3</b>	<b>Mitigate the impact of future Japan Center construction.</b> ( Contingent on the scale and phasing of reconstruction, and on negotiations with the property owner/developer )					
3.2.3.1	Work with the developer to create a plan for managing construction impacts such as loss of parking, noise, pollution, and traffic, and for mitigating the effect on businesses, festivals, and community organizations.	Planning; Japan Center Owners/ Developers	Implementation Organization	Long		TBD depending on outcome of negotiations
3.2.3.2	Create "Open for Business" signage and promotional materials.	Planning; Japan Center Owners/ Developers	Implementation Organization	Long		TBD depending on outcome of negotiations
3.2.3.3	Identify and implement replacement parking strategies, such as:  -- Providing valet parking in Nihonmachi Parking Corporation surface lots and the parking lot under Sundance Kabuki Theater.  -- Negotiating with Sequoias to allow valet use of parking garage as needed.  -- Other parking options, such as St. Mary's Cathedral, using Webster for parking, converting parallel to diagonal parking on some streets.	Planning; Japan Center Owners/ Developers	Implementation Organization	Long		TBD depending on outcome of negotiations
<b>3.2.9</b>	<b>Explore strategies for temporarily relocating Japan Center businesses during renovation.</b> ( Contingent on the scale and phasing of reconstruction, and on negotiations with the property owner/developer )					
3.2.9.1	Hire staff, a consultant, or other specialist to assess the strength of businesses located in Japan Center prior to reconstruction, and determine what types of temporary space and support businesses will need to survive the Japan Center reconstruction (could potentially be combined with Action 3.2.4.2).	Planning; Japan Center Owners/ Developers	Implementation Organization	Long		TBD depending on outcome of negotiations

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
3.2.9.2	Based on business assessment, define criteria for businesses to receive assistance and estimate how much and what kind of space will be needed within Japantown to relocate businesses.	Planning; Japan Center Owners/ Developers	Implementation Organization	Long		TBD depending on outcome of negotiations
3.2.9.3	Conduct inventory of vacancies in Japantown to assess the match between available vacancies and space needed for relocated businesses.	Planning; Japan Center Owners/ Developers	Implementation Organization	Long		TBD depending on outcome of negotiations
3.2.9.4	Based on the results of the business assessment and vacancy inventory and the scale and phasing of the reconstruction project, identify a mix of appropriate options for temporary business relocation, such as: <ul style="list-style-type: none"> <li>-- Relocate displaced businesses within Japan Center if project phasing allows.</li> <li>-- Relocate businesses to vacant storefronts within Japantown.</li> <li>-- Construct temporary structure on Weber Street or the Buchanan Mall, potentially modeled after Santa Cruz's Phoenix Pavilions.</li> <li>-- Organize weekend markets on Weber Street or Buchanan.</li> <li>-- Depending on project phasing and the outcome of negotiations with the property owner/developer, explore the possibility of providing subsidized rents to businesses that are able to move within the Japan Center during reconstruction.</li> </ul>	Planning; Japan Center Owners/ Developers	Implementation Organization	Long		TBD depending on outcome of negotiations
3.2.10	<b>Retain the Japan Center's character and its roles as a community gathering place, showcase for Japanese American culture, and home for culturally appropriate businesses.</b> ( Contingent on the scale and phasing of reconstruction, and on negotiations with the property owner/developer )					
3.2.10.1	Ensure that the Japan Center's retail strategy compliments the district-wide retail strategy developed by the Implementation Organization (see Action 3.2.5.1).	Implementation Organization; Japan Center Owners/ Managers		Short-Medium		CBD assessment funds/ Fundraising (Japanese/Japanese American/U.S. businesses, business groups, philanthropists, foundations; government grants)
3.2.10.2	Provide additional space for visitor information, cultural exhibitions, and performing arts in the rebuilt Japan Center.	Planning; Japan Center Owners/ Developers	Implementation Organization	Long		TBD depending on outcome of negotiations
3.2.10.3	During negotiations, explore the potential impact of providing below-market rents in the rebuilt Japan Center for businesses meeting certain criteria.	Planning; Japan Center Owners/ Developers	Implementation Organization	Long		TBD depending on outcome of negotiations

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years

## Chapter 4. Land Use

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
<b>4.2.1</b>	<b>STRATEGY: Update Zoning Controls South of Bush Street</b>					
<b>4.2.1.1</b>	Update zoning to provide increased flexibility for and around certain existing land uses, including community-serving institutions, business and professional services, and group homes.	Planning		Medium	N/A	N/A
<b>4.2.2</b>	<b>STRATEGY: Activate Ground-Floor Spaces</b>					
<b>4.2.2.1</b>	Improve streets frontages and streets with required ground floor commercial uses	Planning		Medium	N/A	N/A
<b>4.2.2.2</b>	Protect pedestrian- and transit-oriented street frontages	Planning	DPW	Medium	N/A	N/A
<b>4.2.2.3</b>	Promote street life with outdoor activity areas	Planning	Rec and Park	Medium	N/A	N/A

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years

## Chapter 5. Built Form

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
<b>5.2.1</b>	<b>STRATEGY: Update building heights</b>	Planning		Medium	N/A	N/A
<b>5.2.2</b>	<b>STRATEGY: Update controls for large parcel development</b>	Planning		Medium	N/A	N/A
<b>5.2.2.1</b>	Update tower controls, including ground-floor treatment, silhouettes, spacing and floorplate maximums.	Planning		Medium	N/A	N/A
<b>5.2.2.2</b>	Require mid-block pedestrian connections.	Planning	DPW	Medium	N/A	N/A
<b>5.2.3</b>	<b>STRATEGY: Enforce Japantown-specific design guidelines</b>	Planning	Implementation Organization	Short	N/A	N/A
<b>5.2.3.1</b>	Review and confirm boundary for the application of Japantown-specific design guidelines with preservation sub-committee.	Planning	Implementation Organization	Short	8 hrs	N/A
<b>5.2.3.2</b>	Review projects within the boundary and/or meet the criteria to determine they adhere to the guidelines.	Planning	Implementation Organization	Ongoing	Ongoing (no more than 32 hrs per project)	N/A
<b>5.2.4</b>	<b>STRATEGY: Enforce Citywide design guidelines</b>	Planning		Ongoing	N/A	N/A

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years

## Chapter 6. Public Realm

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
<b>6.2.1</b>	<b>STRATEGY: Improve connections between existing open spaces and facilities through design and maintenance</b>					
<b>6.2.1.1</b>	Improve and expand the existing network of open spaces to create a neighborhood-wide open space system which meet the community's needs and complements city and regional parks.	Rec & Park	Planning; Implementation Organization	Ongoing	\$4,160,772	CBD
<b>6.2.1.2</b>	Improve connections from Peace Plaza to Buchanan Mall across Post Street, including a raised crosswalk or other significant crosswalk treatment, and pedestrian signage.	DPW	Rec & Park; Planning; Implementation Org.; Japan Center Owner	Short	\$351,360	Japan Center Owner
<b>6.2.1.3</b>	Encourage landowners to make private open space open to the public to serve as pedestrian pathways and pocket parks for passive recreation.	Planning	Implementation Organization	Ongoing	N/A	N/A
<b>6.2.1.4</b>	Ensure that new development proposals conduct wind studies and make efforts to mitigate wind impacts.	Planning		Ongoing	N/A	N/A
<b>6.2.1.5</b>	Establish a Community Benefit District (CBD) to help fund improved maintenance.	Implementation Organization	Rec & Park	Short	Unknown	MOEWD; SFRA
<b>6.2.2</b>	<b>STRATEGY: Encourage crime prevention through design and maintenance of open spaces.</b>					
<b>6.2.2.1</b>	The (re)design of spaces should promote more activity and visibility from adjacent properties.	Planning		Ongoing	N/A	N/A
<b>6.2.2.2</b>	To address concerns about graffiti and vandalism, ensure that open spaces are activated and well-maintained.	Implementation Organization	DPW; Rec & Park	Ongoing	Unknown	CBD
<b>6.2.2.3</b>	Use innovative lighting technology (solar, LEDs, etc.) to brighten dark areas that feel unsafe.	Rec & Park	DPW	Short	Unknown	Unknown
<b>6.2.3</b>	<b>STRATEGY: Activate and "green" existing open space.</b>					
<b>6.2.3.1</b>	Redesign Peace Plaza to be more people-friendly.	Rec & Park	Japan Center Owner; Implementation Organization; Planning	Medium	\$5,032,000	Japan Center Owner
<b>6.2.3.2</b>	Improve Buchanan Mall.	DPW	Implementation Organization; Planning	Short	\$2,484,000	Impact Fees
<b>6.2.3.3</b>	Encourage property and business owners to plant in spaces between buildings and in planters along sidewalks.	Planning	Implementation Organization	Short	N/A	N/A
<b>6.2.3.4</b>	Encourage business owners to provide outdoor dining where space permits.	Planning	Implementation Organization	Ongoing	Unknown	N/A
<b>6.2.3.5</b>	Make efforts to program and activate these open spaces with more users and events.	Implementation Organization	Merchants Association	Ongoing	Unknown	CBD

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
<b>6.2.4</b>	<b>Design and construct Webster Street Linear Park to complement the existing open space network and provide additional usable open space in the heart of the neighborhood.</b>					
<b>6.2.4.1</b>	Use the excess travel lanes to create a neighborhood-serving open space, including plazas, lawns and landscaped areas, a traditional Japanese garden and children's play structure between Geary Boulevard and Bush Street.	SFMTA	DPW; Rec & Park; Planning; Implementation Organization	Medium	\$6,888,960	Impact Fees
<b>6.2.5</b>	<b>STRATEGY: Improve Japantown's streetscape to make it a more comfortable environment for visitors and residents.</b>					
<b>6.2.5.1</b>	Prioritize Post Street for special planting, lighting, paving, street furnishings, public art and interpretive signage.	DPW	Implementation Organization; Planning	Medium	\$1,225,152	Impact Fees
<b>6.2.5.2</b>	Improve lighting, tree-planting and neighborhood amenities on residential streets.	DPW	Implementation Organization; Planning	Medium	\$7,339,428	Impact Fees
<b>6.2.5.3</b>	Improvements to signage, lighting and other pedestrian conditions along routes leading to the major parks on the periphery of Japantown.	DPW	Implementation Organization; Planning	Short	Unknown	Impact Fees
<b>6.2.5.4</b>	Transform the Geary Corridor into a neighborhood-serving boulevard.	SFCTA	DPW; Planning; Implementation Organization	Medium	\$2,450,304	SFCTA
<b>6.2.5.4</b>	Connect east-west streets to the proposed Webster Street Linear Park.	DPW	Implementation Organization; Planning	Medium	Part of Post, Sutter and Bush Street Improvements.	Impact Fees
<b>6.2.5.5</b>	Connect Japantown to Fillmore Street.	DPW	Implementation Organization; Planning	Medium	Part of signage cost	Impact Fees
<b>6.2.5.6</b>	Make alleys more livable.	DPW	Implementation Organization; Planning	Medium	\$3,015,684	Impact Fees
<b>6.2.6</b>	<b>STRATEGY: Develop an effective Japantown Signage and Wayfinding system.</b>					
<b>6.2.6.1</b>	Create Japantown signage and wayfinding improvements that fit into a clearly organized sign hierarchy.	DPW	Implementation Organization; Planning	Short	\$4,304,000	Impact Fees

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years

## Chapter 7. Transportation And Circulation

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
<b>7.2.1</b>	<b>STRATEGY: Provide safety improvements to better accommodate pedestrians and also encourage walking as a key transportation mode in the neighborhood.</b>					
<b>7.2.1.1</b>	Implement safety improvements measures at the priority locations mentioned in Chapter 7, including Post, Sutter, Fillmore and Webster Street.	DPW/ SFMTA	SFCTA; Planning	Short	Unknown	Impact Fees
<b>7.2.1.2</b>	Redesign Webster Street to improve pedestrian and bicycle safety, reduce vehicle speeds, and provide opportunities for additional open space or parking.	DPW/ SFMTA	SFCTA; Planning	Medium	See 6.2.4	Impact Fees
<b>7.2.1.3</b>	Reconfigure Post and Sutter Streets.	DPW/ SFMTA	SFCTA; Planning	Medium	Unknown	Impact Fees
<b>7.2.2</b>	<b>STRATEGY: Establish education and enforcement programs to improve pedestrian safety.</b>					
<b>7.2.2.1</b>	Consider enhancing signage placement at problem intersections.	DPW/ SFMTA	SFCTA; Planning; Implementation Organization	Short	Unknown	Impact Fees
<b>7.2.2.2</b>	Consider locating speed enforcement cameras at key locations.	DPW/ SFMTA	SFCTA; Planning; Implementation Organization	Short	Unknown	Impact Fees
<b>7.2.2.3</b>	Locate speed meters that alert drivers of their speed.	DPW/ SFMTA	SFCTA; Planning; Implementation Organization	Short	Unknown	Impact Fees
<b>7.2.3</b>	<b>STRATEGY: Improve transit access to the neighborhood from other locations throughout the region.</b>					
<b>7.2.3.1</b>	Improve the area's existing conventional bus service through Muni's TEP and re-routing the 1BX-California Express.	MUNI/ SFMTA	SFCTA	Short	Unknown	SFMTA Sources
<b>7.2.3.2</b>	Provide an enhanced bus rapid transit service along Geary Boulevard.	SFCTA	MUNI/ SFMTA	Medium	Unknown	SFCTA Sources
<b>7.2.4</b>	<b>STRATEGY: Better manage the supply of parking in the plan area.</b>					
<b>7.2.4.1</b>	Coordinate with Sfpark Pilot Program in Japantown.	SFMTA	Implementation Organization	Short	N/A	SFMTA
<b>7.2.4.2</b>	Increase on-street parking meter rates.	SFMTA	Implementation Organization	Short	N/A	SFMTA
<b>7.2.4.3</b>	Determine feasibility of a parking benefit district to capture increased meter revenue.	SFMTA	Implementation Organization	Short	N/A	N/A
<b>7.2.4.4</b>	Improve supply management.	SFMTA	Implementation Organization	Short	N/A	N/A
<b>7.2.4.5</b>	Encourage and maximize mixed-use development to incorporate structured parking with new commercial and housing development.	SFMTA	Implementation Organization	Ongoing	N/A	N/A
<b>7.2.4.6</b>	Consider the opportunity to increase the City's revenue by providing new structured parking under Geary Boulevard.	SFCTA	SFMTA; Planning	Medium	Unknown	Unknown
<b>7.2.4.7</b>	Set new requirements for new residential development.	Planning		Short	N/A	N/A
<b>7.2.4.8</b>	Provide CarShare and secure bicycle parking in off-street parking areas.	SFMTA	Implementation Organization	Short	Unknown	Unknown

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years

## Chapter 8. Japan Center

	STRATEGY AND ASSOCIATED IMPLEMENTATION ACTIONS	LEAD ENTITY	SUPPORTING ENTITIES	TIME FRAME	ESTIMATED COST / IMP. ORG. STAFF TIME (APPROXIMATE)	FUNDING SOURCE(S)
8.2.1	<b>STRATEGY:</b> Complete interior upgrades and minor exterior improvements to Japan Center in the short term.	Property Owner	Implementation Organization; Merchants Assoc.	Short	Unknown	Owner
8.2.2	<b>STRATEGY:</b> Ensure that Japanese-oriented retail is the centerpiece of any new development on this site, but be strategic and realistic about the amount of retail space in any new development.	Property Owner	Planning	Medium	Unknown	Owner
8.2.3	<b>STRATEGY:</b> Allow for residential development of sufficient height and density in a new development on this site to ensure that it is financially feasible.	Property Owner	Planning	Medium	Unknown	Owner
8.2.4	<b>STRATEGY:</b> The City should participate actively in the planning and development of any new development project on the Japan Center site.	Property Owner	Planning; MOH	Medium	Unknown	Owner
8.2.5	<b>STRATEGY:</b> Ensure that the City participates in the funding of a reconstructed parking garage, which includes sufficient spaces for retail shoppers and other visitors to Japantown.	SFMTA	Property Owner; Planning; MOH	Medium	\$45M	City/Owner
8.2.6	<b>STRATEGY:</b> Include sufficient parking to serve new residential development, balanced with a “transit oriented” approach, recognizing the upcoming bus rapid transit along Geary Boulevard.	Property Owner	Planning; SFMTA	Medium	See above	See above
8.2.7	<b>STRATEGY:</b> Include existing businesses in the retail mix for a new retail center.	Property Owner	OEWD; Implementation Organization	Medium	Unknown	Owner
8.2.8	<b>STRATEGY:</b> Ensure that any new development opens up to the neighborhood.	Property Owner	Planning	Medium	N/A	Owner
8.2.9	<b>STRATEGY:</b> Integrate and enhance Peace Plaza as a central community gathering space in the redesign.	Property Owner	Planning; Rec and Park	Medium	Unknown	Owner
8.2.10	<b>STRATEGY:</b> Integrate Japanese-influenced design aesthetic in the redesign.	Property Owner	Planning; Implementation Organization	Medium	Unknown	Owner
8.2.11	<b>STRATEGY:</b> Work with the Developer to encourage provision of affordable housing in the neighborhood.	MOH	Planning	Medium	N/A	Owner
8.2.12	<b>STRATEGY:</b> Work with all parties to create a fair and balanced public benefits package.	Planning	Property Owner; MOH	Medium	Unknown	Owner

Time Frame: Short = 0 - 3 years; Medium = 3+ - 7 years; Long = 7+ - 10 years