

PUBLIC SPACE

**STEWARDSHIP
GUIDE**

VERSION 1

APPENDIX C FUNDING GUIDE

APPENDIX C FUNDING GUIDE

ABOUT THE FUNDING GUIDE

This Funding Guide consists of a table that lists potential sources of funds and revenues that organizations can use to manage a public space. The Funding Guide incorporates mechanisms that support the models discussed in the main section of this guide, as well as others that may be relevant for public space managers in San Francisco and around the nation.

In each section of the Guide, items that are active and/or readily available in San Francisco appear at the top, highlighted in yellow. Items that are not highlighted in yellow represent case studies that may be considered for adaptation and application in San Francisco, or may serve as inspiration for development of future programs.

There is no “silver bullet” funding mechanism to address public space management costs. Indeed, the case studies discussed in this document illustrate that most public space managers rely on a combination of revenue sources that includes a constantly shifting make-up of grants, financial and in-kind donations, sponsorships, government funding, user fees, and earned or raised revenue. Managers that get creative in combining financial resource streams - by thinking of new angles, partnerships, and ways to engage a broad base of stakeholders - are typically the most successful.

With each type of funding, public space managers must weigh pros and cons. Offering sponsorship opportunities for a plaza, for example, may bring in new funds but may also be perceived as undesirable “privatization” of public space. Grants can be very helpful, but they may not be a sustainable source of funds year after year.

In a climate with few reliable funding streams available through state or local governments, public space managers must remain flexible and creative in their efforts to secure resources. They must be entrepreneurial and must adapt to a constantly-changing funding and political landscape.

COSTS AND RESPONSIBILITIES BY PROJECT TYPE

PROJECT TYPES	Plazas	Parklets	Bicycle Corrals
COMMUNITY PARTNER RESPONSIBILITIES	<ul style="list-style-type: none"> • Furnishings • All Plant Materials • General Liability Insurance • Maintenance and Upkeep • Programmed Activities 	<ul style="list-style-type: none"> • Design Development • Materials associated with chosen Kit of Parts for Parklets • Installation • General Liability Insurance • Maintenance and Upkeep 	<ul style="list-style-type: none"> • Maintenance*
LADOT RESPONSIBILITIES	<ul style="list-style-type: none"> • Design Development • Surface Treatment • Perimeter Planters, Soil, Fill • Delineators • Identity + Wayfinding Signage 	<ul style="list-style-type: none"> • Identity + Wayfinding Signage 	<ul style="list-style-type: none"> • Corral unit • Identity + Wayfinding Signage
COMMUNITY PARTNER COSTS	Furnishings + Maintenance* (Varies) - See Kit of Parts for Plazas	~\$40,000 - \$80,000+ Maintenance* (Varies) - See Kit of Parts for Parklets	Maintenance* (Varies)
LADOT COSTS	~\$35,000 (Typical 10,000 sq. ft. Plaza) + Signage Costs	Signage Costs	\$5,000 - \$10,000 + Signage Costs

* Maintenance costs vary by project size, location, and ongoing operational budget of individual Community Partners

Figure C1: LADOT’s People St program is a public-private partnership model, discussed in a detailed case study in the Guide. The program website provides a clear table of responsibilities and costs for stewards, according to three pre-approved project types. For more information on this and other resources, please visit: peoplest.lacity.org/get-ready/

Active/Available in SF

NOTE: Items not highlighted as active or available in SF represent case studies that may be considered for adaptation and application to San Francisco

PUBLIC PROGRAMS AND LEGISLATIVE MECHANISMS							LINKS FOR MORE INFORMATION
#	NAME	LOCATION	FUNDING RANGE	FUNDS USED BY	APPLICATIONS	DESCRIPTION	
1	Hotel Tax: Grants for the Arts	San Francisco, CA	Varies	Nonprofit art organizations	Public art programming, in partnership with existing arts organizations	Established in 1961 through a combination of City and State legislation, the Grants for the Arts/San Francisco Hotel Tax Fund (GFTA) has evolved into a national model of arts funding with annual revenue derived from the hotel tax portion of San Francisco's General Fund. As a way to promote arts in the City, GFTA supports SF's arts organizations' general operating expenses. The GFTA 2014/2015 Annual Report shows that of the fund's \$12.7 budget, a small percentage of funds already support annual celebrations and parades (\$450,000) and other civic events (\$45,000). Through close partnerships with arts organizations, public space managers may be able to leverage GFTA grants for arts-related activation and programming in higher-profile public spaces.	http://www6.sfgov.org/index.aspx?page=112 http://www.sfgfta.org/ http://www.sfgfta.org/for_grantees/reimbursement_guidelines.php
2	Plastic Bag Tax	Washington, D.C.	The tax has generated \$150,000 to \$200,000 a month for river cleanup efforts	City Government Department (restricted funds)	Watershed education programs, stream restoration, trash retention projects and purchase/ distribution of reusable bags	San Francisco's current plastic checkout bag ban requires many local businesses to charge 10 cents per compliant bag issued to a customer. Currently, stores and food establishments retain the checkout bag charge in order to help offset the cost of compliant bags. As the impacts of this ban settle, it is worth exploring the possibility of leveraging a portion of this money to support maintenance of neighborhood open spaces. This idea is not unprecedented: Washington D.C.'s Anacostia River Cleanup and Protection Act ("Bag Law") requires all District businesses that sell food or alcohol to charge five cents for each disposable paper or plastic carryout bag. The business retains one cent (or two cents if it offers a rebate when customers bring their own bag), and the remaining three or four cents go to The Anacostia River Cleanup and Protection Fund.	http://sfenvironment.org/article/check-out-bag-ordinance http://green.dc.gov/bags
3	Special Zoning District, with public space improvement bonus	New York, NY	N/A	Private Developers	Significant capital projects which provide improvements to the High Line	High Line Improvement Bonus areas, within the Special West Chelsea District in NYC attempt to incentivize developer investment in the High Line. Developments adjacent to the High Line (between West 16th and 19th streets) are eligible to receive additional floor area through the provision of significant improvements to this iconic public space. Qualifying improvements include major capital projects such as new stair and elevator access on all three blocks, public restrooms and maintenance space at West 16th Street, or creation of an at-grade public plaza on 10th Avenue. This model of leveraging a "bonus area" to fund capital improvements to a public space may be worth consideration in San Francisco.	http://www.nyc.gov/html/dcp/html/westchelsea/westchelsea3c.shtml
4	Pro Parks Levy	Seattle, WA	Total of up to \$198.2 million raised over 8 year period	City Government Agency	Maintenance and Programming for new and existing public open spaces	In Washington State, a "levy" is a financing mechanism in which voters agree to raise their property taxes for public purposes. The Pro Parks 2000 Levy, approved by Seattle voters on November 7, 2000, allowed the City to increase regular property taxes for up to eight years for a total of up to \$198.2 million. The levy was designed to fund more than 100 projects to improve maintenance and enhance programming of existing parks; acquire, develop and maintain new neighborhood parks, green spaces, playfields, trails and boulevards; and add out-of-school and senior activities. The levy also funded an acquisition and development "opportunity fund." Through the local ballot measure framework in San Francisco, it may be possible to develop a similar tax-based mechanism to fund open space maintenance. The Proposition E "Sugary Drink Tax" on the November 4, 2014 election ballot provides an example. The measure would have imposed a \$0.02 per ounce tax on sugary beverages in San Francisco and was estimated to bring in a revenue of about \$31 million per year. Proceeds of the Proposition E tax would have been earmarked for "nutrition, physical activity, and health programs in public schools, parks, and elsewhere." This proposition received a majority of "yes" votes, but did not achieve the 2/3rds supermajority vote required for approval. Implementing a funding program through the local ballot measure framework requires much effort and organizing, but the financial payoffs can be significant.	http://www.seattle.gov/parks/proparks/history.htm http://ballotpedia.org/City_of_San_Francisco_Sugary_Drink_Tax,_Proposition_E_(November_2014)

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5	Neighborhood Parks Alliance	New York, NY	Varies	A proposed Neighborhood Neighborhood Parks Alliance via a Neighborhood Parks Alliance Fund	Raise funds that can be distributed to City parks that have been rated as “unacceptable” in the prior two years	In June of 2012 New York State Senator Daniel Squadron proposed legislation that aimed to create a neighborhood parks alliance to ease funding disparities and build partnerships between well-funded park conservancies and parks in need of financial support. Squadron’s legislation would have required well-funded conservancies to contribute 20% of their annual budgets to “member parks” in need. The measure was defeated, in part due to concerns that donors to well-funded conservancies would be deterred by the decrease in control over the use of their contributions. Advocates for the measure asserted that it actually created a great opportunity for donors to simultaneously contribute to world-class parks and advance access to green space in needy communities. Though defeated, the model may be resurrected and proposed in a new form in New York in the future. It may be a worthy model to consider for San Francisco, or as part of state-level advocacy efforts.	http://www.nytimes.com/2013/05/25/opinion/can-a-tree-grow-in-brooklyn.html?_r=0 http://www.nysenate.gov/press-release/squadron-parks-advocates-urge-large-conservancies-join-neighborhood-parks-alliance-ens
6	Municipal Marketing Ordinance	Chicago, IL	Ordinance is estimated to bring in \$15 Million in additional revenue for Chicago, Citywide	City agencies	Activation, Maintenance, and Capital upgrades of plazas	In 2011, the Chicago City Council approved a municipal marketing ordinance that opened up new marketing opportunities, leveraging city assets to create revenue streams to fund essential city services. The ordinance opened the door for the city to generate revenue through new digital billboards, advertising on trash cans throughout downtown, and sponsorships of public spaces. The steering Committee for the effort included a number of artists and architects; the Committee was specifically charged with developing an ordinance that would preserve the city’s visual integrity and brand identity as a beautiful place. The ordinance is being leveraged for new types of revenue generation to support placemaking and public space programs, like Chicago Department of Transportation (DOT)’s Make Way for People program. Following the passage of the Ordinance, Chicago DOT issued an RFP to engage a third party entity in managing 49 public plazas across the city. This public/private partnership, discussed in more detail in the Stewardship Guide document, would engage an outside entity in activating, maintaining and, if necessary, upgrading 49 plazas throughout Chicago. To support these activities, the partner would have the opportunity to generate revenue in the plazas through vending/retail and carefully regulated advertising and sponsorship agreements.	http://www.cityofchicago.org/city/en/depts/fin/supp_info/municipal_marketing.html http://www.cityofchicago.org/content/dam/city/depts/fin/supp_info/Municipal%20Marketing/MunicipalMarketingFramework092712.pdf http://www.cityofchicago.org/content/dam/city/depts/cdot/MakeWayforPeople/CityPlazasRFP.pdf

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SELF-GOVERNING ASSESSMENT DISTRICTS							LINKS FOR MORE INFORMATION
#	NAME	LOCATION	FUNDING RANGE	FUNDS USED BY	APPLICATIONS	DESCRIPTION	LINKS FOR MORE INFORMATION
7	Community Benefit District	San Francisco, CA	Varies	Nonprofit CBD	Services which provide special benefits to real property owners within district and do not duplicate general, baseline services City agencies already provide	<p>"An overview of the CBD legal framework and formation process is provided within the text of the Guide document. San Francisco's CBD program is operated through the OEWD. The program aims to improve quality of life in commercial districts and mixed-use neighborhoods through partnerships between the City and local communities. In communities that have voted to establish a CBD, local property owners pay a special assessment fee to fund improvements to their neighborhood, typically focused on landscaping, safety, improvements and maintenance in public realm areas, as well as neighborhood marketing and programming.</p> <p>San Francisco is currently home to 10 CBDs. Case Studies for the Yerba Buena CBD and Fisherman's Wharf CBD are provided in the Guide. In San Francisco, CBDs' functions are interchangeable with those of BIDs. The major difference can be seen in the formation process. For example, a CBD requires 30% of weighted property owners to sign the district formation petition, and a BID requires 50% + 1."</p>	<p>http://visitfishermanswharf.com/</p> <p>http://www.ybcbd.org/</p> <p>http://www.noevalleyassociation.org/what-we-do/</p> <p>http://www.castrocbd.org/</p> <p>http://www.oewd.org/index.aspx?page=42</p>
8	Green Benefits District	San Francisco, CA	Varies. The GBD described in the Guide would raise an estimated \$440,000 a year total.	Nonprofit corporation	Maintenance and improvements of parks, playgrounds, plazas, sidewalks, and other public spaces (must not duplicate existing city services under RPD or other Departments)	<p>A Green Benefit District (GBD) is a new type of special assessment district designed to facilitate community investment in green infrastructure, such as tree-lined streets, parks, and gardens. GBDs are similar to CBDs, and they are authorized under the same state and local legal frameworks. GBDs are specifically geared towards residential rather than commercial districts, and they are focused on the management and upkeep of neighborhood open spaces. As with a CBD, the GBD cannot duplicate services already provided by the city - the district must provide a "special benefit" to all parcels within its boundaries. As such, GBDs typically focus on new open spaces not already maintained by the San Francisco RPD. The non-profit organization Build Public is currently working with stakeholders in the city's Dogpatch and Potrero Hill neighborhoods to launch California's first-ever GBD. This model is described further in the Guide document.</p>	<p>http://phd-gbd.org/</p> <p>http://dnwph-gbd.org/</p> <p>http://www.sfgate.com/bayarea/article/In-S-F-s-Dogpatch-innovative-plan-to-pay-for-5201493.php#photo-5820123</p> <p>http://www.dogpatchartsplaza.org/about/</p> <p>http://dnwphgbd-v2.squarespace.com/overview</p>
9	Parking Benefit District	Multiple cities in California (San Jose and Pasadena are examples)	Varies	Typically property-based BIDs or CBDs	Capital improvement, supplemental maintenance, and activation of the public realm	<p>"Parking benefit districts are a surcharge on local parking meter rates, agreed to by the community, of which half go to Muni and other citywide programs, and the other half stays in the community for local pedestrian, bicycle, streetscape, and maintenance programs. PBDs can be formed under the Business and Parking Improvement District Act of 1989 and are renewed on an annual basis through legislative means. Property-based Business Improvement Districts (BIDs/CBDs) often manage the collected assessments and services for PBDs. SFCTA and SF Planning are currently engaged in a study of PBDs as a possibility in San Francisco. These districts could provide valuable funds for public space maintenance.</p> <p>Ex1: The Downtown San Jose Association manages funds collected via a PBD (parking and business assessment) and a BID (property assessment). Funds collected via the PBD are primarily used for advocacy, marketing, and events. Funds collected via the BID are primarily used to provide cleaning and safety services, however some BID funds are also used for marketing and advocacy. The boundaries for each district are slightly different.</p> <p>Ex 2: The Old Pasadena Parking Improvement District was formed in 1993 to fund improvements to Downtown Pasadena's streetscape. The City worked with the existing BID to establish the boundaries of a PBD, and also created a PBD Advisory Board, consisting of business and property owners. The City utilized the PBD to bond from future parking revenues to fund \$5 million in streetscape and alleyway improvements. The funds paid for street furniture, street trees, tree grates, and restoration of historic lighting fixtures in downtown. The PBD also funds daily sidewalk sweeping, trash collection, steam cleaning, and graffiti removal."</p>	<p>http://livablecity.org/livable-neighborhoods/parking-reform-for-a-livable-city/</p> <p>http://sjdowntown.com/sjda/</p> <p>http://www.uctc.net/access/23/Access%2023%20-%2002%20-%20Small%20Change%20into%20Big%20Change.pdf</p>

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OTHER ASSESSMENT DISTRICTS							
#	NAME	LOCATION	FUNDING RANGE	FUNDS USED BY	APPLICATIONS	DESCRIPTION	LINKS FOR MORE INFORMATION
10	Community Facilities Districts (aka Mello-Roos)	San Francisco, CA	Varies	Funds can be used by cities, counties, and special districts (such as school districts)	Public infrastructure improvements, services, and facilities	<p>"The Community Facilities Act (more commonly known as Mello-Roos) was a law enacted by the California State Legislature in 1982. The Act allows any county, city, special district, school district or joint powers authority to establish a Mello-Roos Community Facilities District (CFD). CFDs create a framework for financing public improvements to streets, sewer systems and other basic infrastructure, police protection, fire protection, ambulance services, schools, parks, libraries, museums and other cultural facilities. CFDs are common tools in undeveloped areas and can be used to build roads and install water and sewer systems so that new homes or commercial space can be built. CFDs are also used in developed areas to finance capital improvements to public infrastructure.</p> <p>In populated areas, CFD formation requires a two-thirds majority vote of residents living within the proposed boundaries. Once approved, a Special Tax Lien is placed against each property in the CFD. Property owners then pay a Special Tax each year to help fund the designated public improvements. If the project cost is high, municipal bonds will be sold by the CFD to provide the large amount of money initially needed to build the improvements or fund the services. CFDs have been used to fund park maintenance in San Francisco. A recent example is the leveraging of a Mello Roos tax to maintain parks in Mission Bay."</p>	<p>http://www.spur.org/publications/article/2005-08-01/railyard-neighborhood-rise-mission-bay</p> <p>http://www.co.imperial.ca.us/TaxCollectorTreasurer/Treasurer/PdfDoc/Mello-Roos.pdf</p>
11	Landscape Maintenance District	Varied - Cities and Counties in CA	Varies	Public Departments or Advisory Board representing business/property owners	Installation, construction, and maintenance of landscaping, sidewalks, lighting, and public space ornamental features	<p>"Enabled under California's Landscape and Lighting Act of 1972, Landscape Maintenance Districts (LMD) are a type of special assessment district used to fund the installation, construction, and maintenance of landscaping, sidewalks, lighting, and public space ornamental features. Cities and Counties can utilize this tool to provide services beyond the baseline level of service provided to other areas of the City. These Districts are often managed and administered by public departments; however, some are self-managed by an Advisory Board representing business and property owners.</p> <p>The City of Santa Clarita administers 34 LMDs encompassing over 700 acres of landscape and hardscape features. LMD funds in these areas are used for maintenance of landscaping (mowing, weeding, trimming, etc.), utility costs, capital upgrades from pedestrian tunnels to decorative lighting and children's play equipment. San Diego has over 2 dozen such districts (called Maintenance Assessment Districts) and many are managed by the City's Park and Recreation Department. The City of Vallejo operates over 2 dozen LMDs through its Public Works Department. Vallejo's LMD funds are used for improvements such as parks, playgrounds, landscapes, sidewalks, and tree upkeep."</p>	<p>http://www.sandiego.gov/park-and-recreation/pdf/madformationhandout.pdf</p> <p>http://www.sandiego.gov/park-and-recreation/pdf/madmap.pdf</p> <p>http://www.californiataxdata.com/pdf/1972LLact.pdf</p> <p>http://www.santa-clarita.com/city-hall/departments/administrative-services/special-districts/landscape-maintenance-districts</p> <p>http://www.ci.vallejo.ca.us/city_hall/departments__divisions/public_works/engineering_division/landscape_maintenance_districts__lmds/</p>
PUBLIC-PRIVATE PARTNERSHIPS							
#	NAME	LOCATION	FUNDING RANGE	FUNDS USED BY	APPLICATIONS	DESCRIPTION	LINKS FOR MORE INFORMATION
12	Ongoing Maintenance Grant	San Francisco, CA	\$33,000/year	BID	Maintenance and repair of promenade	As described in the case study in the Guide, the Powell Street Promenade is a public space operated by the Union Square Business Improvement District, in partnership with Audi USA and the City of San Francisco. In addition to donating the funds to construct the Promenade, Audi of America also included a yearly maintenance grant for the 5-year lifespan of the installation. Audi donates approximately \$33,000 annually to pay for the maintenance, plant replacement, and repair of the promenade in partnership with the Union Square BID.	http://pavementtoparks.org/prototyping/completed-prototypes/powell-street-promenade/

Active/Available in SF

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13	Brooklyn Bridge Park Conservancy (BBP)	Brooklyn, NY	\$42 million	Nonprofit parks conservancy	Events, programming, and maintenance	<p>“BBP is responsible for the planning, construction, maintenance and operation of Brooklyn Bridge Park, an 85-acre sustainable waterfront park stretching along Brooklyn’s shoreline. BBP was incorporated as a nonprofit in June 2010. In July 2010, BBP acquired control of, and responsibility for, the Park via a 99-year master ground lease from Brooklyn Bridge Park Development Corporation (“BBPDC”), a subsidiary of the Empire State Development Corporation. BBP is governed by a 17-member board of directors appointed by the Mayor of New York City, the Governor of New York State and local elected officials.</p> <p>Brooklyn Bridge Park operates under a mandate to be financially self sustaining, according to the MOU that created Brooklyn Bridge Park in 2002 . While a small fraction of the required operations and maintenance funds for the Park are collected from concessions, the majority of the funds come from a limited number of revenue-generating development sites within the project’s footprint. One of the most successful Conservancy’s in New York, BBP’s 2014 financial statements show that the organization’s operating revenues reached approximately \$42 million. Beyond maintenance and operations leadership, the Conservancy provides free or low-cost events to hundreds of thousands of visitors each year. BBP’s work could be a valuable source of inspiration and best practices for San Francisco’s public spaces. ”</p>	http://www.brooklynbridgepark.org/pages/aboutbbpc
14	Concessions Revenue-Sharing	“Central Park Conservancy New York, NY”	The Central Park Conservancy is entitled to 50% of concession revenue in excess of \$6,000	Nonprofit parks conservancy	Maintenance, rehabilitation, repairs and public programming	<p>In May 2013, the Conservancy renewed its management contract with the City of New York and the Department of Parks and Recreation, to provide services in and around Central Park for a ten year period beginning July 1, 2013. In order to be entitled to payments from the Department, the Conservancy must raise and expend annually a minimum of \$5,000 for maintenance and repairs, public programs, landscaping and rehabilitation, or repair of existing facilities, subject to certain exclusions. In exchange for meeting those requirements, the Department of Parks and Recreation will pay the Conservancy a minimum of \$1,000, which is required by contract to be expended for specific services. This minimum payment can be increased by formula, based on the amount by which the Conservancy exceeds its \$5,000 threshold. Under this contract, the Conservancy is entitled to a payment equal to a portion of concession revenue earned in Central Park. The Conservancy received an amount equal to 50% of concession revenue.</p>	http://www.centralparknyc.org/assets/pdfs/audited-financials/finstatementfy14.pdf

GRANTS (NEED BASED)							
#	NAME	LOCATION	FUNDING RANGE	FUNDS USED BY	APPLICATIONS	DESCRIPTION	LINKS FOR MORE INFORMATION
15	The Foundation Center	San Francisco, CA	Varies	Nonprofits	Fundraising	<p>Established in 1956, Foundation Center is the leading source of information about philanthropy worldwide. Foundation Center maintains the most comprehensive database on U.S. and, increasingly, global grantmakers and their grants. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level. The Foundation Center provides free funding information through more than 470 Funding Information Network locations (formerly called Cooperating Collections) — libraries, community foundations, and other nonprofit resource centers located across the U.S. and several countries. Foundation Center has a strong San Francisco presence, with an office on Sutter Street and network of resources available through public libraries around the Bay Area.</p>	<p>http://foundationcenter.org/about/</p> <p>http://foundationcenter.org/sanfrancisco/?_ga=1.99354398.1043843220.1419891141</p>

Active/Available in SF

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16	San Francisco Parks Alliance Action Grants	San Francisco, CA	\$3,000	Nonprofit organizations and community groups	Volunteer programming, Educational programming, Activation, Physical improvements to public space, purchasing supplies/equipment	SFPA Action Grants fund volunteer engagement and community actions to improve and encourage use of San Francisco parks, recreation centers, and open spaces. These grants are intended to support actions that will involve neighbors and be consistent with the SFPA mission. In 2014, SFPA awarded 8 Action Grants of \$3,000 each from the 30 applications received. SFPA also awarded \$5,000 to a 2014 Volunteer of the Year. SFPA's areas of interest for this grant include: Supporting events and campaigns to recruit and involve volunteers in stewardship projects; Supporting educational programming in public outdoor spaces, including youth, nature, and environmental education programming; Activating public spaces to build community, and awareness of community needs; Making physical improvements to parks, recreation centers, and public open spaces; Purchasing supplies and equipment needed for recreational programming.	http://www.sfparksalliance.org/our-work/philanthropy/sfpa-action-grants
17	Wells Fargo Foundation	Gives in Bay Area	Varies	Nonprofit organizations	Workforce development partnerships, general neighborhood improvement through civic projects	Wells Fargo supports nonprofit organizations all over the country with a focus on strengthening communities. The Wells Fargo Foundation aims to advance projects that "keep communities strong, diverse, and vibrant". Foundation grants focus on three primary areas: Community Development, Education, and Human Services. Specific applications include programs that: provide job training and workforce development; revitalize and stabilize communities; or enhance a community's quality of life through art, cultural, or civic projects. In addition to programs offering financial support, Wells Fargo promotes volunteerism among staff members. Corporate volunteer teams may be engaged at a local level. In 2014, Wells Fargo stepped up to support SF's Market Street Prototyping Festival (described further in the Guide).	https://www.wellsfargo.com/about/charitable/ca_guidelines
18	UnionBank	Gives in Bay Area	Varies	Nonprofit organizations	Public space maintenance, workforce development	In 2013, UnionBank gave over \$3,000,000 in charitable donations within the Bay Area. The UnionBank Foundation's vision is to build a charitable contributions program that helps to create and sustain healthy communities. The Union Bank Foundation's definition of a healthy community includes safe public places (parks, libraries and other recreational facilities), high levels of civic engagement, and neighborhood amenities. The Foundation may be a good fit for grants related to public space maintenance, especially in partnership with workforce development programs.	https://www.unionbank.com/Images/Theory_of_Change_20150925.pdf https://www.unionbank.com/global/about/corporate-social-responsibility/foundation/foundation-grants.jsp
19	Natural Resources Agency, Department of Parks and Recreation: Land and Water Conservation Fund Grants	State of CA	Max. award 50% of project cost (match required)	California Cities and Counties, non-state agency recreation and park districts, and special districts with authority to manage public recreation areas	City-wide initiatives to support public space management	These grants can be awarded to California Cities and Counties, as well as non-state agency recreation and park districts and special districts with authority to acquire, operate, and maintain public park and recreation areas. The grants would not be appropriate for partners managing individual neighborhood spaces, but they may be applicable for future city-wide efforts to enhance public space management across neighborhoods. Award priorities are dictated by the Statewide Comprehensive Outdoor Recreation Plan (CORP in California), which is updated every five years to evaluate demand, supply, and priorities to protect existing and create new public outdoor recreation resources. Grantee projects must meet at least one CORP priority, and projects that address more than one will be more competitive. Urban public space management (including maintenance, enhancement, and programming) does align with a number of current CORP priorities. A citywide program to address public space management issues could fit well within this program's priorities.	http://www.parks.ca.gov/?page_id=21360

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20	Community Challenge Grant	City and County of San Francisco	Varies	Nonprofit organizations and community groups	Pilot program for neighborhood public spaces in the Market Octavia and Eastern Neighborhoods area	The Community Challenge Grant Program (CCG) is a collaboration between the City and County of San Francisco, the San Francisco Public Utilities Commission and, as of 2014, the San Francisco Planning Department. For the past 5 years, the program has awarded matching grant funding to neighborhood groups and community based organizations facilitating beautification projects, with the goal of creating healthier, more vibrant neighborhoods. In past years, funding has been used for projects such as the transformation of Linden Alley into a green, living alley space in Hayes Valley (see case study in the Guide). The 2014 grant cycle represented a new partnership with the Planning Department to create a new grant opportunity geographically focused on projects that directly engage local residents and businesses in creating green spaces, gathering places, gardens, mini-parks, public art, and other neighborhood amenities that enhance recreation and open space needs. The 2014 pilot focused on two specific areas, Market Octavia (MO) and the Eastern Neighborhoods (EN). This focus is the basis of the program name: the Market Octavia Eastern Neighborhoods Area Plans Grant Program (MOEN). The program may prove to be an important tool for enabling communities to take the lead in conducting small-scale, physical improvements.	http://sfgsa.org/index.aspx?page=4264 http://sfgsa.org/index.aspx?page=4272 http://www.sfgate.com/entertainment/article/Linden-Alley-planners-in-S-F-went-extra-mile-3248697.php
21	Neighborhood Political Partners	New York, NY + San Francisco, CA	Varies	Nonprofit organizations and community groups	Varies	Local politicians, such as City Council Members, are often critical champions in the management of new public spaces. Many of the successful plazas developed through NYC DOT's Plaza Program in New York benefited from financial support of local politicians. Examples include Corona Plaza in Queens (supported by City Council Member Julissa Ferreras), and the 78th Street Play Street (supported by City Council Member Daniel Dromm). The links at the right provide more details. Numerous examples exist in San Francisco: (1) In 2013, SF District 1 Supervisor Eric Mar set up a \$5,000 'parklet completion grant' program for up to three parklets in the district. The program is administered by the Planning Dept. (2) In 2014 through a new Participatory Budgeting Process, District 7 Supervisor Normal Yee was able to provide some funding to the parklet at Greenhouse Cafe in West Portal	http://www.streetsblog.org/2013/11/26/800000-from-chase-to-help-maintain-up-to-20-plazas-over-two-years/ http://queens.brownstoner.com/2013/11/800000-grant-and-a-david-byrne-visit-for-corona-plaza/ http://www.queensmuseum.org/corona-plaza/ https://www.dnainfo.com/new-york/20140716/corona/massive-street-cleaning-project-coming-corona-jackson-heights http://pavementtoparks.org/wp-content/uploads/2015/10/Opportunity_Mapping_Report_Stroman_2014.o8.pdf

GRANTS (MISSION BASED)

#	NAME	LOCATION	FUNDING RANGE	FUNDS USED BY	APPLICATIONS	DESCRIPTION	LINKS FOR MORE INFORMATION
22	Fleishacker Foundation Small Arts Grants	San Francisco, CA	\$1,000 to \$10,000	Nonprofit organizations	Public Art	The majority of the Foundation's arts grantmaking takes place through this program. Organizations residing and offering programming in the greater San Francisco Bay Area, with annual budgets between \$100,000 and \$750,000, are eligible. Grants support a range of artistic efforts within the following disciplines: dance, film and media arts, interdisciplinary arts, music, theater, and visual arts. Grants are typically for: artists' fees for creative time, production costs performances, exhibition/installation costs for visual, media, or interdisciplinary arts, post production costs for films, and projects which aid an arts organization's overall artistic development.	http://www.fleishackerfoundation.org/grants/small-arts-grants/
23	Walter and Elise Haas Foundation	San Francisco, CA	Varies	Nonprofit organizations	Funds support community engagement initiatives that support and improve SF's parks and open space	In addition to its four program areas (Arts, Economic Security, Jewish Life, and Education), the Fund is also engaged in Legacy and Mission-related Special Grantmaking. Within this special category, the fund allocates a small percentage of the its grantmaking budget to exceptional community engagement initiatives that support and improve San Francisco's parks and open space because of Walter and Elise Haas's strong interest in this area. Unsolicited letters of inquiry are accepted in this grantmaking category.	http://haassr.wpengine.com/grant-programs/other-grantmaking-interests/

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24	Hewlett Foundation	San Francisco, CA	Varies	Nonprofit organization	Varies	The Hewlett Foundation’s Environmental Program is primarily focused on making grants to conserve the North American West, expand clean energy, and address climate change. The Program’s “Serving Bay Area Communities” initiative may be a resource to neighborhood public space manager. The program recognizes that low-income communities and neighborhoods frequently have fewer parks, lack equipment to take advantage of outdoor recreation, and are in need of more environmentally-friendly public transportation. To address these issues, the Environment Program makes a small number of multi-year grants to support regional organizations that partner with residents of these communities to improve and expand urban parks and support outdoor recreation programs for youth.	http://www.hewlett.org/programs/environment
25	Citi Foundation	Gives in Bay Area	Varies	Nonprofit organizations, schools, universities, or government entities	Foundation supports economic progress and/or environmental sustainability of low-income individuals and communities	The Citi Foundation supports urban transformation initiatives that build vibrant cities and offer economic opportunities for low-income residents. It supports partnerships among local governments, community-based organizations, the private sector, and research institutions that are tackling the challenges faced by cities to improve municipal effectiveness and infrastructure, create affordable housing, promote environmental sustainability, and offer more economic opportunities and better services to low-income residents. The Foundation’s goal in this realm is to support urban-focused initiatives that contribute to the economic progress and/or environmental sustainability of low-income individuals and communities.	http://www.citigroup.com/citi/foundation/phil-anthropic-focus/urban-transformation.htm
26	Mechanics Bank	Gives in Bay Area	Varies	Nonprofit organizations	General management, including programming	In 2013, Mechanics Bank gave over \$600,000 in charitable donations within the Bay Area. The company’s philanthropic giving priorities include arts/culture and civic and community life. Programming and other management elements for urban public spaces may be relevant for Mechanics Bank charitable giving.	https://www.mechanicsbank.com/mechbank/MBwebsite.nsf/about/communitysupport
27	Hearst Foundation Grants	San Francisco, CA	Varies. Many between the \$25,000 - \$100,000 range	Nonprofit organizations	“Social Services: Workforce Development, Job Training, etc. Culture: Arts Education Programming”	The Hearst Foundations support well-established nonprofit organizations that address significant issues within their major areas of interests – culture, education, health and social service – and that primarily serve large demographic and/or geographic constituencies.	http://www.hearstfdn.org/funding-priorities/

SPONSORSHIPS

#	NAME	LOCATION	FUNDING RANGE	FUNDS USED BY	APPLICATIONS	DESCRIPTION	LINKS FOR MORE INFORMATION
28	Bank of America Charitable Foundation	National	Varies	Nonprofit organizations or community groups	Programming	Through regional U.S. sponsorships, BofA supports economic, social and cultural programming. BofA provides an extensive program of arts and sports sponsorships to help maintain vibrant, healthy communities. This includes underwriting art exhibitions, events and performances that require private funding to make them a reality.	http://about.bankofamerica.com/en-us/global-impact/find-grants-sponsorships.html#fbid=nTX1_i-z9fJ
29	Applied Materials	National	Varies	Nonprofit organizations or community groups	Programming	Applied Materials was a top corporate giving entity in 2013, making gifts of over \$5,000,000 in the Bay Area. The company has a number of philanthropic focus areas, one of which is Arts & Culture. Applied Materials gives to programs and partnerships that recognize the essential role the arts play in the community and in education. In this interest area, Applied Materials supports efforts that bring artistic expression to the greater community, from visual and performing arts to community events and workshops. Applied Materials and the Foundation review grant requests semi-annually, with the deadlines of January 15 and June 15.	http://www.appliedmaterials.com/company/corporate-responsibility/community

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30	Commemorative Benches/ Plaques	New York, NY	\$10,000	Nonprofit parks conservancy	Maintenance of benches or other permanent public space elements (applicable to planters, trees, etc.)	The Central Park Conservancy's Adopt-A-Bench program was established in 1986 as a permanent fund to maintain and endow the care of Central Park's more than 9,000 benches and their surrounding landscapes. To date, more than 3,900 benches have been adopted. In recognition of contributions to the fund, Central Park Conservancy installs a personalized plaque on a park bench of the donor's choosing. Most benches may be adopted for a one-time gift of \$10,000. This program is quite well-established, but the model could be applied to elements of new public spaces in San Francisco. The SFPA at one time administered a similar Commemorative Bench program, linked to the right. The third link to the right provides an example from a similar program run by the City of Annapolis. This tactic of "individual sponsorship" of plaza elements has also been applied in Philadelphia (see link to the right).	http://www.centralparknyc.org/about/about-cpc/womens-committee/adopt-a-bench.html http://www.sfparksalliance.org/our-work/philanthropy/commemorative-benches http://www.annapolis.gov/government/city-departments/recreation-and-parks/parks-and-trails/memorial-tree-and-bench-program http://www.streetsblog.net/2014/06/04/how-to-get-a-pedestrian-plaza-in-your-neighborhood-lessons-from-philly/
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CROWD-FUNDING/RESOURCING

#	NAME	LOCATION	AWARD RANGE	BENEFICIARIES	APPLICATIONS	DESCRIPTION	LINKS FOR MORE INFORMATION
31	ioby	National	Varies	Citizen/grass-roots groups spearheading neighborhood projects	Allows group or individual to raise funds for neighborhood improvement projects	ioby is a crowd-resourcing platform for citizen-led neighbor-funded projects. ioby's mission is to strengthen neighborhoods by supporting the leaders in them who want to make positive change, engaging their neighbors, one block at a time. ioby also offers fiscal sponsorships to projects that have raised funds via the platform.	https://www.ioby.org/fiscal-sponsorship
32	Crowd funding campaign with matching grant component	State of Michigan	Matching grant of up to \$100,000 available	Nonprofit economic development corporation	Intended to support projects that focus on activation of public spaces such as an outdoor plaza or park enhancements	The Michigan Economic Development Corporation (MEDC) launched a crowdfunding and matching grant initiative to help drive public space projects in Michigan communities. Public Spaces Community Places, a collaborative effort of MEDC, the Michigan Municipal League, and Michigan-based crowdfunding platform Patronicity, is the first program of its kind in the country where local residents can be part of the development of transformational projects in their communities and be backed with a matching grant from MEDC. Existing matching grant frameworks, such as the Community Challenge Grant program, have been successful in San Francisco. This model provides an example of how a crowdfunding campaign can be formally paired with a matching grant component to fund public space activation projects.	http://www.michiganbusiness.org/press-releases/groundbreaking-crowdfunding-matching-grant-initiative-to-help-michigan-communities-create-vibrant-public-spaces/

MATERIALS AND IN-KIND SUPPORT

#	NAME	LOCATION	AWARD RANGE	BENEFICIARIES	APPLICATIONS	DESCRIPTION	LINKS
33	Taproot Foundation	San Francisco, CA	N/A	Nonprofit organizations	Professional Services	The Taproot Foundation started in San Francisco in 2001 with the goal of supporting Bay Area nonprofits through professional services in the areas of marketing, design, technology, management, and strategic planning resources they need to deliver on their missions. After over a decade, the Bay Area office has partnered with over 2,500 professionals to deliver pro bono services to over 500 nonprofits. Nonprofit public space stewards may be eligible to receive technical assistance and free consulting services for public space management projects through Taproot grants.	https://www.taprootfoundation.org/about-probono/taproot-offices/pro-bono-san-francisco-bay-area

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34	Clean Streets Volunteer Corps. (led by digital payments company Square)	San Francisco, CA	N/A	City Government Agency	Trash pick-up	Square is a digital payment company whose company philosophy is focused on helping small businesses grow, and in turn improving communities. When the company began looking for ways to give back to the San Francisco community, Square CEO Jack Dorsey and others felt that picking up trash near the company's downtown offices could be a simple and natural extension of the corporate philosophy. Every Friday since January 2013, dozens of Square employees and a few outsiders have been gathering around 11 am in a lot outside the Square office. They take gloves, brooms, tongs and other equipment (much of which has been provided by SF Public Works) to pick up trash in their area. This work from Square staffers is an excellent case study for the possibilities of leveraging corporate volunteers. While volunteer cleanup efforts are not a replacement for a complete maintenance plan, they can certainly be an important partner in filling in gaps. Volunteer partnerships have the added benefit of building a sense of ownership of neighborhood public space in the business community in San Francisco - a company dedicated enough to pick up trash in a plaza may well be a willing partner for community programming, events, etc.	http://handbook.neighborland.com/clean-streets/ http://qz.com/100997/payments-company-square-jack-dorsey-clean-up-trash/
35	PG&E	San Francisco, CA	N/A	Nonprofit organizations	"Vehicles Meeting facilities"	PG&E will consider in-kind contributions, such as the donation of company vehicles or meeting facilities, to certified 501(c)3 nonprofit organizations.	http://www.pge.com/en/about/community/grants/index.page
36	Autodesk	San Francisco, CA	Quantity Varies	Nonprofit organizations	Software, Board Participation, Volunteers	Autodesk focuses the company's philanthropic giving around projects and initiatives that employees recommend, focusing on the areas of environment, education, children, and health. The company may be an appropriate partner to approach for funding through a partnership with a current employee. In addition, Autodesk has a number of in-kind donation programs that may be useful to public space managers. The company makes design software accessible to nonprofits that are using design to make a better world. Qualifying nonprofits can also apply for volunteer support and/or board participation from Autodesk employees. Volunteer activities include community clean-up. Autodesk is a key supporter of the Market Street Prototyping Festival in San Francisco.	http://www.autodesk.org/community-support
37	Maintenance Endowment	Seattle, WA	Varies	Art museum	Varies	Seattle Art Museum led a large fundraising campaign to build the Olympic Sculpture Park. One of the major donors (Mary and Jon Shirley) gave \$30 million — including a \$20 million endowment that ensures long-term maintenance of the park — in addition to their gifts of art. In return, they were offered naming rights, but they settled on "Olympic Sculpture Park" to honor the region's topography.	http://www.seattletimes.com/special-reports/stunning-sculpture-park-could-redefine-water-front/
38	Conservation Corps	Seattle, WA	N/A	City Residents and Government Agency	Maintenance	The Seattle Conservation Corps, established in 1986, is a unique Parks and Recreation program that gives back in two ways: it trains formerly troubled people for viable, living-wage jobs, and the Corps collectively do great work in Seattle parks and for other agencies and employers on a contract basis. It provides homeless adults opportunities to train and work in a structured program that provides them with job skills and carries out projects that benefit our citizens and our environment. It's a year-round employment program with an annual budget of about \$4 million. Rather than relying primarily on public funding, the Corps covers 75 percent of its costs by doing work for City departments and others, and seeking grant funding for support services, training, and educational opportunities. Recently, SF Public Works funded a new partnership leveraging local Conservation Corp resources for the Pavement to Parks program. This model should be monitored for further use in San Francisco.	http://www.seattle.gov/parks/scc/

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EVENTS							
#	NAME	LOCATION	FUNDING RANGE	FUNDS USED BY	APPLICATIONS	DESCRIPTION	LINKS
39	Fee-for-attendance "signature" events	New York, NY	Varies	Nonprofit organization	Programming	Central Park's Summer Stage programming is a well-established institution in cultural programming in New York. Founded in 1986, the SummerStage Festival features eclectic performances at the outdoor Central Park SummerStage venue, located at Rumsey Playfield. The festival runs during the months of June, July, and August, and offers approximately 30-35 free-of-charge performing events. Most of the concerts throughout the summer are privately funded and may be enjoyed by the general public at no cost with the exception of some of the bigger shows on the Mainstage in the park. These larger "fee-for-attendance" signature events help fund free programming. A similar model might be adopted in new public spaces in San Francisco to increase revenues for free public programming.	http://www.centralpark.com/guide/attractions/summerstage.html
40	Fundraising & Advocacy Events	Philadelphia, PA	Varies	Community Group	Fundraising and Community Support	Philadelphia's SOSNA has leveraged public events to (PlazaPaloozas) to raise funds and increase community support of a number of neighborhood public spaces known as Grays Ferry Triangles. Events have included raffles to engage individuals in donating in support of the project.	http://southofsouth.org/events/plazapalooza-celebration-spring-grays-ferry-triangles http://southofsouth.org/initiatives/graysferrytriangles
FISCAL SPONSORSHIP							
#	NAME	LOCATION	AWARD RANGE	BENEFICIARIES	APPLICATIONS	DESCRIPTION	LINKS
41	San Francisco Parks Alliance Park Partners Program	San Francisco, CA	N/A	Nonprofit community groups	Community group stewardship activities	Fiscal sponsorship is an arrangement in which one entity agrees to accept and manage funds for another. Park Partners is a fiscal sponsorship program that combines fundraising, community mobilizing, and parks expertise with financial services, insurance, and administrative support for community projects. Through this program, SFPA supports neighborhoods in establishing community groups for ongoing stewardship of public space. Park Partners activities include: providing environmental education and outdoor activities to underserved youth; producing healthy food in urban farms and gardens; replacing concrete with plants and permeable surfaces; and activating parks with festivals, concerts, and events. Public space stewards may wish to work with SFPA to establish a group of community partners who can assist with various aspects of management.	http://www.sfparksalliance.org/our-work/park-partners/about-park-partners http://www.sfparksalliance.org/our-work/park-partners/services-provided
42	SF Beautiful	San Francisco, CA	N/A	Project leads without 501(C)3 non-profit status (grassroots groups, etc.)	Neighborhood improvement projects, including Community Challenge Grant applications (see item #20)	SF Beautiful is a non-profit organization that was established in 1947 to create and protect the unique beauty and livability of San Francisco. SF Beautiful operates many programs, including a fiscal sponsorship program to support neighborhood groups in their efforts to spearhead improvement projects. To receive fiscal sponsorship from SF Beautiful, a project must align with and advance the organization's mission to create, enhance, and protect the unique beauty and livability of San Francisco.	http://sfbeautiful.org/fiscal-faq/
43	ioby	National	N/A	Project leads without 501(C)3 non-profit status (grassroots community groups, etc.)	Allows group or individual to receive tax-exempt contributions for community projects	The neighborhood project crowd funding platform "ioby" offers fiscal sponsorships to projects that have raised funds via the platform.	https://www.ioby.org/fiscal-sponsorship