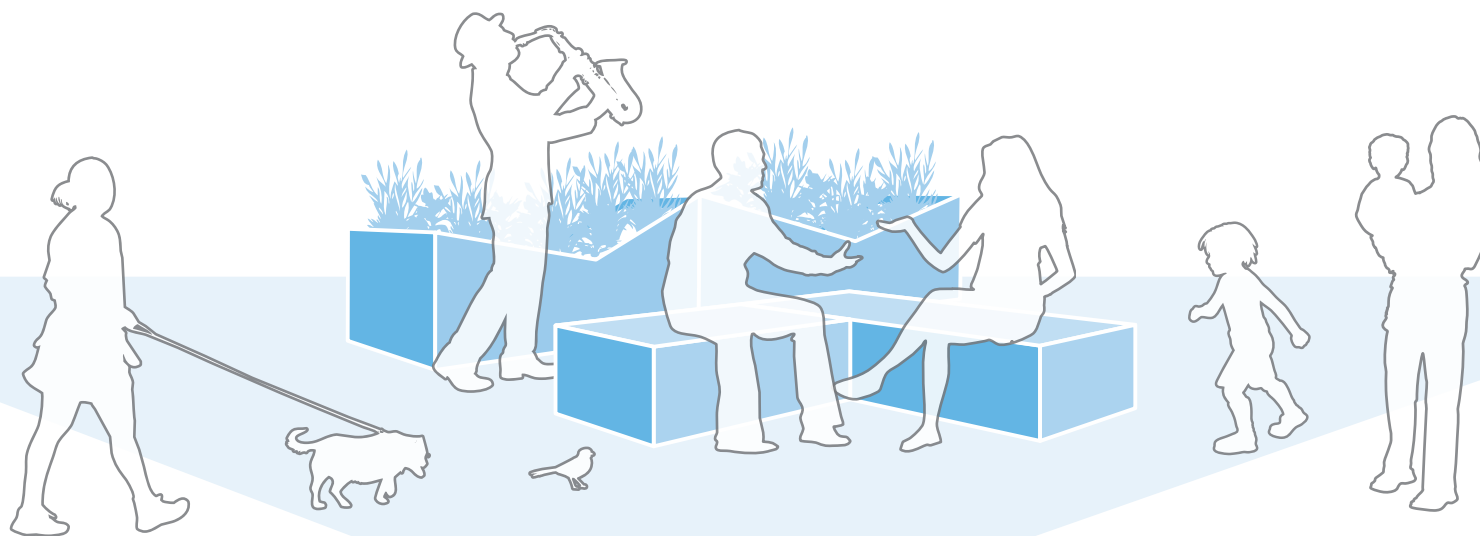


PUBLIC SPACE

STEWARDSHIP GUIDE

VERSION 1



San Francisco
Planning

A toolkit for funding,
programming and maintenance

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The San Francisco Planning Department

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Showplace Triangle plaza was created through the Planning Department's Pavement to Parks Program. (Photo by Jeremy Shaw via Flickr.)

“There is nothing more reasonable or more natural for a community than to simply allow spaces for human beings to create, flourish or fail. There is nothing Utopian about choosing to prize people and the environment first, nothing Utopian about a city that is built for living. That is what normal is, when a city is willing to get out of its own way.”

- MELISSA MARTIN

EXECUTIVE SUMMARY

Since 2008, SF Planning, SF Public Works, OEWD and the SFMTA have created dozens of new public spaces with local community groups, small businesses and neighborhood residents. With the Mayor's 2014 SF Plaza Program, San Franciscans now, more than ever, can utilize best practices and guidance from experts in making public spaces successful. This stewardship toolkit begins to fill that need. It provides community organizations and City decision makers with models, case studies and ready-to-use tools for funding, programming and maintaining a successful public space.

The toolkit presents five models for sustainable public space stewardship; Event-Based Models, Grassroots Partnerships, Public/Private Partnerships, Self-Governing Special Assessment Districts, and Maintenance/Technical Assistance Partnerships. Each chapter introduces a model in general terms, provides an illustrative case study in detail, and includes additional examples. The models provide a helpful framework for understanding each project,

but many case studies integrate more than one model. Each case study has strengths and weaknesses unique to the objectives, funding and capacity of the stewarding organization or partnership. Case studies were selected to represent a range of organizations, space types, "use levels," and budgets.

The appendices in the document provide ready-to-use tools, including a recommended outline for a public space management plan, maintenance plan templates, and a guide to funding sources which references additional case studies.

This document is just a starting point. The practical information which follows is based on success stories in San Francisco and throughout the country, but is by no means complete. As public realm planning evolves, we hope that community organizations and cities worldwide contribute public space success stories to the online version of this guide, at publicspacestewardship.org.

QUICK REFERENCE GUIDE

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MANAGEMENT PLANNING TOOL KIT

Outline: Description of Management Plan Components	Appendix A
Creating the Plan: Ready-to-use tools for budgeting, maintenance, and more	Appendix B
Funding Guide	Appendix C



The Market Street Prototyping Festival in April 2015 engaged residents, designers, and community organizations in coming up with great ideas for Market Street in downtown San Francisco. (Photo by SF Planning.)



The Heart of the City Farmers' Market activates United Nations Plaza in downtown San Francisco every Wednesday and Sunday. (Photo by SF Planning.)

San Francisco's Landscape of Parklets & Plazas

PARKLETS

55 ● Installed Parklets

27 ○ Proposed Parklets

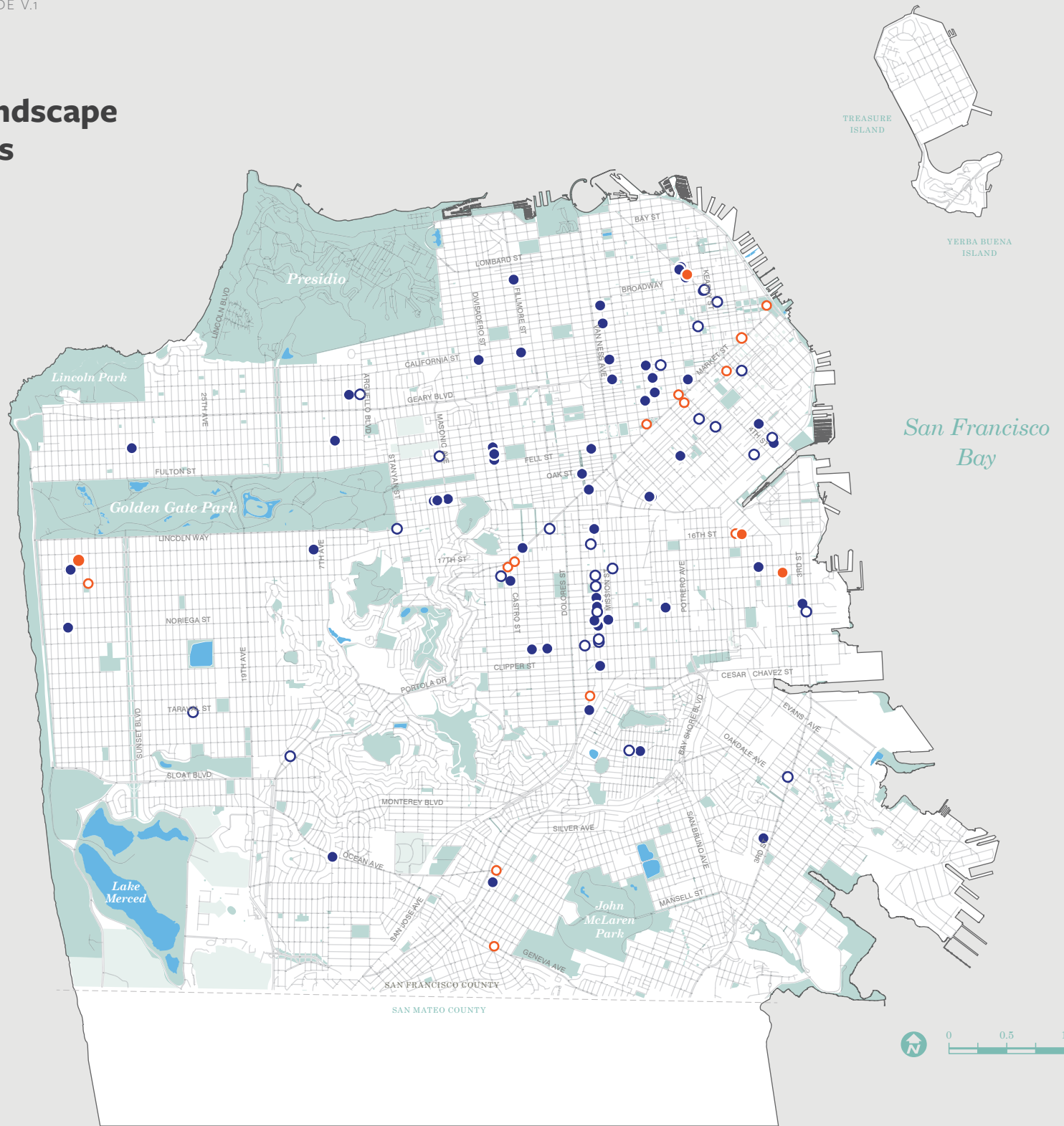
PLAZAS

13 ● Existing Plazas

4 ○ Proposed Plazas

Source: Based on "Plazas and Parklets in San Francisco" from Opportunity Mapping San Francisco Parklets and Plazas (by Gene Stroman, GIS Researcher, Pavement to Parks, 2014.) Other plaza spaces have also been added.

Note: Some parklet and temporary plaza projects have been de-installed to make way for sidewalk widenings, the construction of permanent plazas, and other capital improvements.



Pacific Ocean



BACKGROUND

EVOLVING & EMERGING PUBLIC SPACES

In a city, public space is everywhere. San Francisco's streets and public rights-of-way make up 25% of the city's land area; more space than all the public parks combined.* Public space is where we gather and find amusement, as well as rest, learn, and express ourselves. Our basic public space archetypes – streets, plazas, and parks – are found throughout time and exist in all cities and cultures. But, public spaces are not static. They evolve and respond to the dynamism of city life. We must therefore design them to adapt to and support the communities they serve.

San Francisco is a leader in the development of unique public spaces. In the past decade, new methods and policies for creating the city's "outdoor living rooms" have begun to flourish. We see this in the range of community partnerships and public spaces emerging across the city. The following are just four public space programs the City of San Francisco and its community partners have created and implemented since 2008.

* Source: Pavement to Parks website: <http://pavementtoparks.sfplanning.org>

Left: In the 1970s, artist and landscape architect Bonnie Ora Sherk worked with Howard Levine to install a series of pop-up parks in San Francisco. (Portable Parks I-III, Bonnie Ora Sherk)

Right: Today, parklets like this one (on Haight Street) can be found in many neighborhoods around San Francisco. (Photo by Jeremy Shaw.)

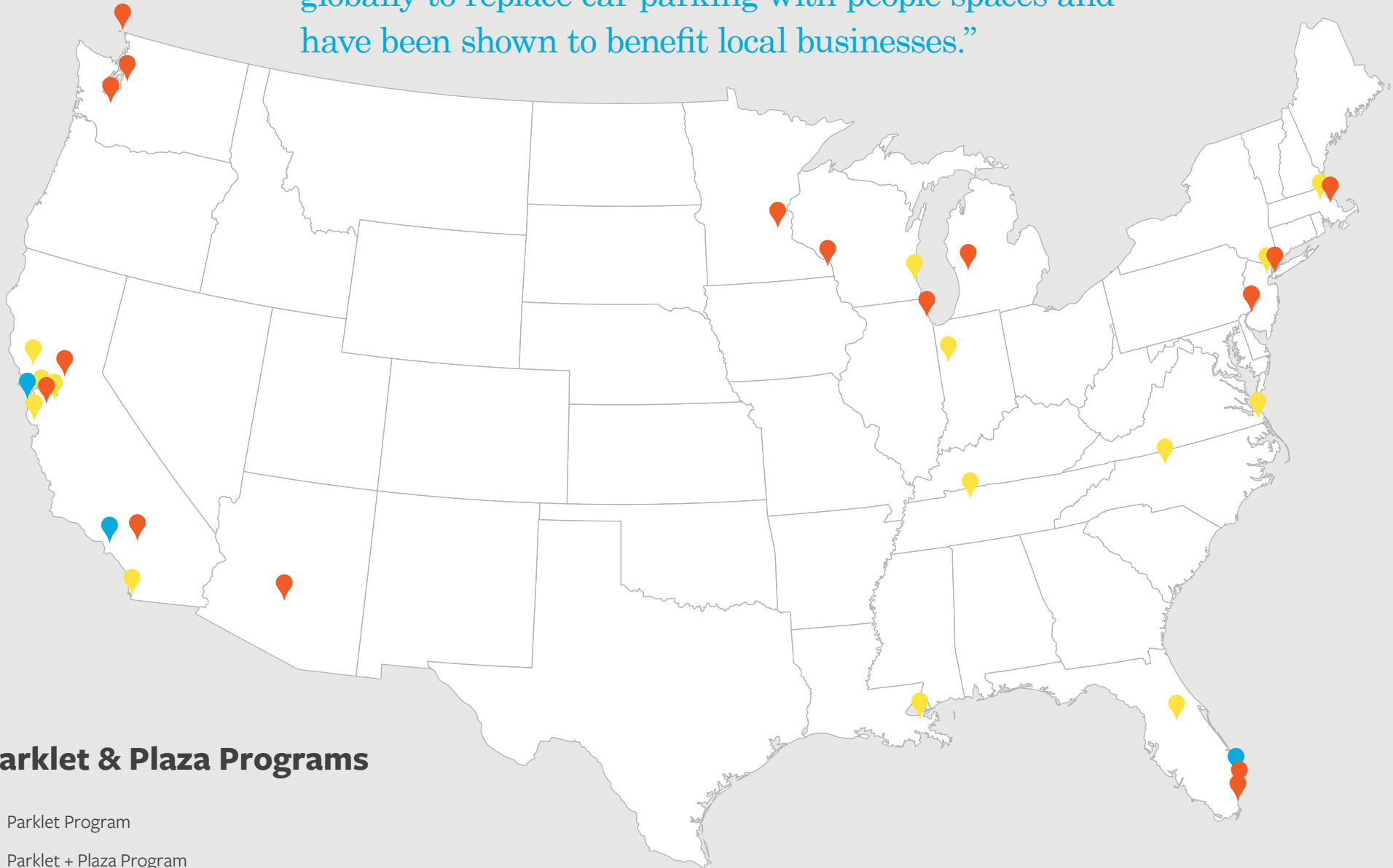


PARKLETS




As a result of more interest in pedestrian safety, pedestrian and bicycle access, and public life, San Francisco has had opportunities to rethink how streets – the majority of the city's public space – function. One response can be seen in the city's parklets - small public spaces designed in the parking zone adjacent to sidewalks with high volumes of pedestrian traffic. Parklets were inspired by the San Francisco-based art and design collective Rebar in 2005. In their initial installation, Rebar put coins in a downtown parking meter not to park a car, but to create a temporary, miniature park from sod, a tree, and a bench. Today, more than 55 parklets have been installed throughout San Francisco's neighborhoods through the Pavement to Parks program. Typically sponsored by local businesses or Community Benefit Districts (CBDs), parklets re-purpose one to three parking spots, creating new public spaces for people to rest, eat, and enjoy the city's social life (see map on previous page). San Francisco's parklets have inspired dozens of cities globally to replace car parking with people spaces and have been shown to benefit local businesses.



“San Francisco’s parklets have inspired dozens of cities globally to replace car parking with people spaces and have been shown to benefit local businesses.”



Parklet & Plaza Programs

-  Parklet Program
-  Parklet + Plaza Program
-  Program in Formation

Source: “Map of Projects Around the World”
Pavement to Parks website (<http://pavementtoparks.sfplanning.org>)

PLAZAS

In a dense city like San Francisco, opportunities for new public space can seem limited. However, many opportunity sites are hidden in plain view. Both the San Francisco Pavement to Parks program and the Mayor’s SF Plaza Program are breathing new life into San Francisco’s streets, plazas and public spaces.

Since 2008, the San Francisco Pavement to Parks (P2P) program has created temporary, pilot plazas out of “excess asphalt,” dead-end streets, over-designed intersections, and other unused right-of-way. P2P provides a framework to re-imagine excess rights-of-way through pilot plazas, such as Jane

Warner Plaza, Annie Street Plaza, and San Jose-Guerrero Plaza. Through the P2P framework, plazas typically begin with an experimental phase using week-long and low-cost “demonstration” closures in unused portions of the street. Successful experiments are then temporarily closed for a year or more. Based on community feedback throughout the pilot phase, a number of plazas are now transitioning to permanent status and capital upgrades. New plaza locations are also being discussed for the future.

In 2014, the Mayor’s SF Plaza program created a streamlined process for community members to activate public spaces – not just in the street right-of-way, but also in aging plazas and brand new public

spaces. The Office of Economic and Workforce Development (OEWD) partnered with the Real Estate Department, SF Planning, and Public Works to launch the program. Under the new program, community groups can more easily create, maintain and activate community spaces with art and music events, farmers’ markets, movie nights, local food and more. The Mayor’s SF Plaza Program provides a long-term “home” for successful pilot plazas and other projects created through Pavement to Parks, Invest in Neighborhoods, and development projects. By supporting community stewardship of neighborhood open space, the program leverages grassroots and community ties to create more innovative, sustainable and livable plazas.

Both the Jane Warner Plaza in Castro (left) and the San Jose-Guerrero Plaza (right) began as pilots through San Francisco’s Pavement to Parks Program. (Photos by SF Planning.)



The Market Street Prototyping Festival is the most recent development in San Francisco's public space revolution.



LIVING INNOVATION ZONES

In the fall of 2013, the Mayor's Office of Civic Innovation, the San Francisco Arts Commission, and the San Francisco Planning Department partnered to create The Living Innovation Zone (LIZ) Program. The program seeks to invigorate San Francisco's streets by creating "Living Innovation Zones" - venues for innovation, connection and play in public outdoor places.

The LIZ program streamlines innovation, art and design in San Francisco public spaces. The program provides real-world settings for inventors and artists to test new ideas, evaluate next generation technologies, and engage the public about urban challenges. In doing so, LIZ aims to steer San Francisco's

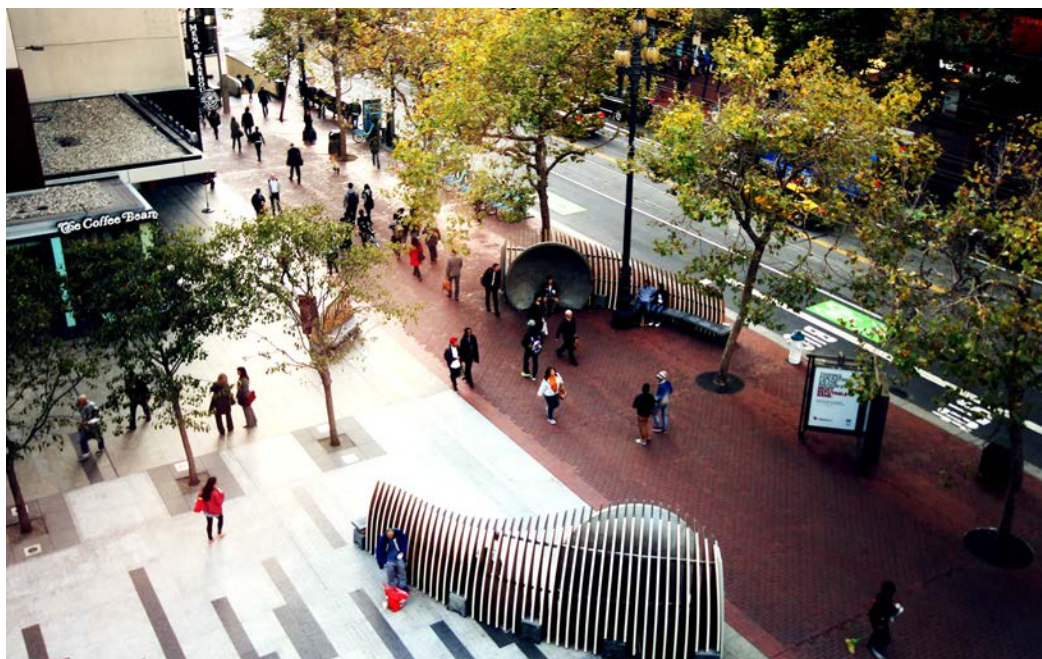
tech and creative communities toward sustainable community development, efficient government and a better quality of life for all San Franciscans.

The first LIZ, a temporary installation on Market Street, is composed of two elements: (1) a pair of large parabolic "whispering dishes" which amplify a person's voice, making it audible to the person sitting in the opposite dish 50 feet away, and (2) a "singing bench" that plays music when people complete a circuit by touching the bench's armrests. The LIZ program website states that over 20,000 pedestrians pass by the installation every day. Initial anecdotal reports from nearby businesses (such as the MOMA Store, The Coffee Bean and Bluestem Brasserie) indicate that the installation has become

an important neighborhood "icon" and has increased foot traffic in the area.

URBAN PROTOTYPING

The Market Street Prototyping Festival could be considered the most recent development in San Francisco's public space revolution. The Festival engaged residents, designers, and community organizations in coming up with great ideas for Market Street to inform long range plans as part of the Better Market Street capital improvements project. For three days in April 2015, Market Street was transformed into a platform for 50 design teams to showcase exceptional ideas for improving San Francisco's main thoroughfare.



San Francisco's first Living Innovation Zone is located on Market Street, San Francisco's cultural, civic and economic spine. (Photo via the Living Innovation Zone Website: liz.innovatesf.com.)



The Market Street Prototyping Festival in April 2015 engaged 50 design teams in creating short-term installations representing their ideas for making a better Market Street. (Photos by SF Planning.)

GLOSSARY OF TERMS & ACRONYMS

Baseline Services	Existing services provided by another entity, such as the City of San Francisco.	Green Infrastructure	The use of vegetation and landscaping to restore natural processes. May be used to manage storm water or clean air of particulate matter.
BID	Business Improvement District	Hardscape	Impermeable materials, such as sidewalks, pavers, pavement, and concrete.
Bulb out	An extension of the sidewalk into the roadway, typically at a street corner to increase pedestrian visibility and reduce crossing distances.	Inspect	Assess functionality and use of an amenity in the public realm in order to determine any shortcomings or defaults.
Capital Improvements	A permanent improvement or restoration of some aspect of property that will enhance the property's usability or value.	LIZ	Living Innovation Zone - an area designated as a target for innovation, connection and play in the public realm.
Capital Maintenance	Facility upgrades, or repair and replacement of materials (fixtures, etc.) for upkeep of public spaces.	Management of public space	Operations, maintenance, and activation.
CBD	Refers to a Community Benefit District. Under San Francisco's CBD program, communities may voted to establish a special district, in which local property owners are levied a special assessment to fund improvements to their neighborhood. The funds are administered by a non-profit organization established by the neighborhood.	MOU	Memorandum of Understanding; an agreement that details the roles and responsibilities between two or more parties.
Daily Maintenance	Activities performed throughout a daily or weekly cycle for upkeep of a public space. Examples include cleaning, tending to plants, washing, graffiti abatement, litter pickup, etc.	OEWD	San Francisco's Office of Economic and Workforce Development
GBD	Refers to a Green Benefit District. A 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 legal frameworks. GBDs are specifically geared towards residential rather than commercial districts, and they are focused on the management of neighborhood open spaces.	Operations	Dealing with the coordination and resources needed to perform the services required to maintain public spaces.
		Public Realm	Any publicly-owned, permanently-accessible property, including streets, pathways, rights-of-way, parks, parklets, playgrounds, and open spaces.
		Parklet	A temporary installation to repurpose part of the roadway into a pedestrian amenity.
		Plaza	A public open space. May be a trial, demonstration space created from the temporary closure of ROW (through Pavement to Parks); or permanently and legally designated open space that is not within RPD lands.

Pocket Park	A small park, generally occupying an irregular piece of land or an otherwise previously unimproved public realm area.
Programming & Activation	The events, activities, and recreation that occurs within public spaces.
POPOS	Privately-owned public open spaces. Publicly accessible spaces in forms of plazas, terraces, atriums, small parks etc. that are provided and maintained by private developers.
Public Works	San Francisco Public Works
Repair	Fix or mend an amenity to restore functionality and safety.
Replace	To take the place of an amenity that is broken or damaged beyond repair.
ROW	Right-of-Way, or the public space between buildings that includes roadway and sidewalks.
RPD	San Francisco's Recreation and Parks Department
Service Frequencies	A determination of inspection intervals needed to keep public space amenities in functional and safe condition.
Softscape	Permeable surfaces including landscaping elements (plants, trees, grass, other greenery, porous concrete, wood chips, etc.)
Special and General Benefits	“Special benefit” is a particular and distinct benefit over and above what is currently provided by the City of San Francisco. “General benefit” accrues to the public at large.

Streetscape Standards	Design standards adopted by Public Works.
Unaccepted Streets	Designated publicly accessible rights-of-way that do not meet the City's standards for street design and construction. Unaccepted streets and their amenities, fixtures, and capital improvements are not maintained by Public Works, but by a variety of private entities.

USE LEVEL DEFINITIONS

Note that use levels for hardscape and softscape may not be the same. For example, your public space may have heavy use in hardscape areas, but light use for softscape!

HEAVY USE

HARDSCAPE

Hardscape features are considered to be in “heavy use” if they require:

- » Daily cleaning and inspection, including sweeping, tidying, and removing pavement stains.
- » Inspection of fixtures, furniture, and equipment daily, weekly, monthly, or semi-annually (frequency depends on amenity type)

SOFTSCAPE

Softscape features are considered to be in “heavy use” if they require consistent services throughout the week, or full service softscape management, including:

- » Turf care: mowing, trimming, fertilizing, weed control
- » Small tree, shrub, and ground care: pruning, edging, pest and weed control
- » Irrigation systems management and repair
- » Material procurement and delivery
- » Trash removal

MODERATE USE

HARDSCAPE

Hardscape features are considered to be in “moderate use” if they require:

- » Cleaning five days per week, including sweeping, tidying, and removing pavement stains.
- » Inspection of fixtures, furniture, and equipment twice weekly, weekly, monthly, or semi-annually (frequency depends on amenity type)

SOFTSCAPE

Softscape features are considered to be in “moderate use” if they require twice weekly to monthly services, including:

- » Turf care: mowing, trimming, fertilizing, weed control
- » Small tree, shrub, and ground care: pruning, edging, pest and weed control
- » Irrigation systems management and repair
- » Material procurement and delivery
- » Basic softscape maintenance: tidying, light pruning, planting
- » Horticultural consultation

LIGHT USE

HARDSCAPE

Hardscape features are considered to be in “light use” if they require:

- » Twice weekly cleaning services, including sweeping, tidying, and removing pavement stains.
- » Inspection of fixtures, furniture, and equipment weekly, monthly, semi-annually, or annually (frequency depends on amenity type)

SOFTSCAPE

Softscape features are considered to be in “light use” if they require weekly, monthly, or annual services, including:

- » Irrigation systems management and repair
- » Material procurement and delivery
- » Basic softscape maintenance: tidying, light pruning, planting
- » Horticultural consultation
- » Pest control
- » Weeding

SUMMARY OF MODELS AND RECOMMENDATIONS FOR SAN FRANCISCO

Event-Based Models

Models that activate public spaces or make them conducive to social gathering for a defined period of time - an evening, a full day, a season, etc.

STRENGTHS:

- » Help create social interaction and entice people to linger.
- » Can foster support for public space investment through positive experiences.
- » Can generate revenue.
- » The process of organizing events can catalyze partnerships.
- » Small community organizations can initiate and lead.

WEAKNESSES:

- » Activation is, by nature, temporary and tied to planned events.
- » Event production can be time intensive and challenging.
- » Events can contribute to wear and tear on public space.

RECOMMENDATIONS:

- » Create a “bundled” or “blanket” permit structure to allow community groups to host a series of small-scale community events in one public space site, similar to Seattle’s Festival Street initiative (p. 19).

Grassroots Partnership Models

Models in which small, primarily volunteer-led organizations play a leadership role in public space management, improvement, and stewardship.

STRENGTHS:

- » Grassroots groups can be strong partners for activation/programming, light maintenance, and even fundraising.
- » Small size typically allows groups to be nimble and flexible in responding to community needs.
- » Can have a big impact while keeping costs low.
- » With a broad base of stakeholders, they achieve a foundation of community ownership over a public space.
- » Build capacity and strengthen social infrastructure.

WEAKNESSES:

- » Lack of sophisticated organizational systems can be a limiting factor. Groups typically rely on established institutional partners for the “heavy lifting” aspects of public space maintenance.

- » Consistency is difficult to sustain. Productivity depends on people’s free time, and this may vary as key players drop in and out over the years.
- » Equity can be a concern with this model. High-resource communities are often better-positioned to make grassroots partnerships work for public space management: they can more easily secure financial donations from local neighbors and businesses; they tend to have stronger connections to corporate sponsors; and, they often have more experience with organizational management, marketing, and fundraising.

RECOMMENDATIONS:

- » Grow awareness of fiscal sponsorship resources, such as those offered by ioby, San Francisco Parks Alliance (SFPA) and SF Beautiful.
- » Replicate the structure of SFPA’s Street Parks Program (p. 32) for a broader array of public spaces, in order to support organizations in mobilizing volunteers, managing clean-up, landscaping, and events.
- » Support the sharing of organizational knowledge and practices among grassroots groups.



Public / Private Partnership Models

Models which rely on significant leadership from a partnership of a government entity and one or more private companies or small businesses.

STRENGTHS:

- » Can effectively address financing, activation/programming, and maintenance projects.
- » Typically formal in nature, with clearly defined roles and high levels of accountability.
- » With large corporate partners, the project may benefit from significant financial resources.
- » If the partnership involves a greater number of small local business partners, the project typically benefits from a strong base of investment from many diverse stakeholders.

WEAKNESSES:

- » There is not a “one size fits all” model for public/private partnerships. Successful partnerships must be creative and transparent in responding to community needs and public agency resource limitations. If not, there is risk that such partnerships may lead to concerns about privatization of a public space, project or resource.

- » With a highly individualized approach, these partnerships can be time consuming. Creating firm public space design guidelines with a “kit of parts” model is an administratively streamlined approach, but it may limit creative license for designers and program leaders. (See the Los Angeles DOT People St case study on page 41 for more information.)

RECOMMENDATIONS:

- » When forming partnerships, designate funding for project maintenance, as was done with the Powell Street Promenade project (p. 37).
- » Consider using a public/private partnership model that leverages the marketing potential of public spaces to provide programming and address equity concerns. The case study for Chicago’s Make Way for People program (p. 38) provides an example. Chicago is working on a partnership to engage a single company or organization in activating, maintaining and, if necessary, upgrading 49 public spaces throughout the city. In Chicago’s agreement, the partner would be required to provide a minimum number of free community programs, equally distributed across neighborhoods. To support these activities, the partner would be able to generate revenue in the plazas through vending/retail and carefully regulated advertising and sponsorship agreements.

Chicago’s Make Way for People Program creates a framework for the creation of new “People Spots” - parklets, plazas, activated alleys, and more. (Photos: top by Nancy Stone, Chicago Tribune; bottom by Flickr user MichelleBikeWalkLincolnPark.)

Self-Governing Special Assessment District Models

A special assessment district is an area in which property owners agree to pay assessments for additional services to augment (but not duplicate) what their local government already provides as a baseline. This section of the guide presents models in which special assessment districts, such as San Francisco's Community Benefit Districts, are leaders in public space management.

STRENGTHS:

- » Assessment districts can be very effective at planning for public spaces and managing them once they are open to the public.

- » Provides a steady and reliable funding source for activation/programming, and maintenance.
- » Assessment district programs can provide communities with many important and desirable outcomes, such as cleaner, safer, and more attractive and lively public spaces above and beyond baseline city services.
- » Geographic focus means that special assessment district organizations are uniquely positioned to respond quickly to the communities they serve.

WEAKNESSES:

- » The neighborhood-level approach to stewardship necessarily lacks a citywide vision. Special assessment districts are not an appropriate framework for citywide decisions about public space resource allocation.

- » Equity is a concern - special assessment districts in economically thriving neighborhoods will be much better equipped to leverage the resources required for public space stewardship than those in high need areas.
- » Special assessment district formation can be costly and resource-intensive.

RECOMMENDATIONS:

- » Reduce barriers to special assessment district formation. Consider providing open-source tool kits or guides about district formation or supporting the creation of an overarching coalition to help assessment districts share resources.
- » Monitor the Green Benefit District underway in the Dogpatch and NW Potrero Hill neighborhoods; consider further use and development of resources to support use of this model (p. 47).



The Yerba Buena Community Benefit District works with local partners to activate the Annie Alley Plaza with day and night-time activities. (Photos: left by Gene Stroman, right by Stella Kim.)



The Showplace Triangle Plaza hosts day-time, family friendly programming. (Photo by SF Planning.)

Maintenance and/or Technical Assistance Partnership Models

Models in which organizations, programs, and/or partnerships have developed specifically to support public space managers, often through technical assistance, subsidized direct services, or both.

STRENGTHS:

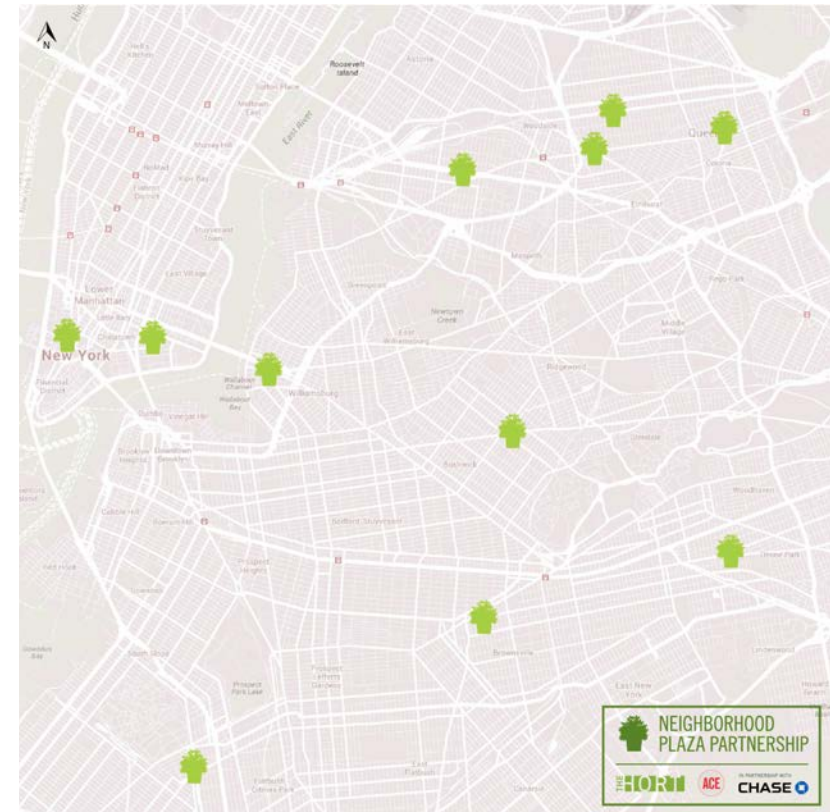
- » Maintenance and/or technical assistance partnerships can achieve economies of scale by helping distribute the obligations of public space management over several organizations, reducing burdens for each partner. These partnerships allow organizations to focus on the public space management roles they are most well-equipped to fill and, at the same time, create opportunities for sharing ideas and best practices.
- » Partnerships have the potential to broaden the base of community support for a public space by widening the circle of stakeholders.
- » Can address equity issues, supporting public space managers in high-need areas through subsidized services and/or technical assistance.
- » Can create a path for public space managers to become more self-sufficient in key program areas (fundraising, maintenance, etc.)

WEAKNESSES:

- » De-centralized approach to management increases the risk that projects will become unwieldy, or that details will fall through the cracks.
- » Dependent on capacity of local public space managers. It is essential that the assistance framework includes a clear path to self-sufficiency.
- » Establishing and managing a partnership organization of this scale requires significant time and resources.

RECOMMENDATIONS:

- » Ensure that future public space policies and programs emphasize maintenance needs, and identify responsible parties.
- » Consider replicating the Neighborhood Plaza Partnership (NPP) technical assistance model from New York (p. 50). Launched in 2013, NPP engages in direct service and advocacy to assist community-based organizations serving as plaza managers in high-need areas. San Francisco could develop a similar model to address resource disparities between neighborhoods and increase capacity in high-need areas through workforce training, marketing assistance and citywide plaza promotion. Doing so would likely require a funding partnership. NPP, for example, was launched with the help of an \$800,000 catalyst grant from the JPMorgan Chase Foundation.



In 2013, the The Neighborhood Plaza Partnership (NPP) was launched as a program of The Horticultural Society of New York (The Hort), to support plaza managers in high-need neighborhoods. NPP provides subsidized maintenance service using a workforce training model, organizational capacity-building, marketing advisory services, and more.

(Map source: neighborhoodplazapartnership.org.)

Seattle's Festival Street program provides a model that encourages individuals or community groups to activate public spaces, without creating a significant burden for the Seattle City government or the Festival Street leaders.



(Photo by Flickr user Trevor Dykstra.)

Case Study Comparison Table



Please see legend on the following page.

	Lead Organization					Space Type				Use Level			Budget		Model Overlap					
	Government Agency	Non-profit (established)	Grassroots Groups	Large Private Company	Small Local Business	Plaza	Park	Alley / Street	Playground	Curbside (e.g. Parklet)	Heavy	Moderate	Light	Cost to set-up/create	Manager Resource Level	Events	Grassroots Partnerships	Public/Private Partnerships	Assessment Districts	Maintenance Partnerships
EVENT-BASED MODELS																				
Festival Street Program (Seattle)	•		•				•			•	•	•	\$?		•	•			
People in Plazas (San Francisco)	•	•				•				•	•		\$\$\$	\$\$\$		•	•			
Pop-up Beer Gardens (Philadelphia)		•			•	•	•			•			\$	\$\$\$\$\$				•		
GRASSROOTS PARTNERSHIP MODELS																				
Friends of Duboce Park (San Francisco)			•			•		•		•			\$	\$	•			•		
78th Street Play Street (New York)			•					•	•		•		\$	\$				•		
Linden Living Alley (San Francisco)			•					•			•		\$\$\$\$	\$				•		
Noe Valley Town Square (San Francisco)			•			•					•		\$\$\$\$\$	\$	•			•	•	
SFPA Street Parks Program (San Francisco)	•	•	•			•	•				•	•	\$\$\$?	•			•		
PUBLIC/PRIVATE PARTNERSHIP MODELS																				
People St Program (Los Angeles)	•				•	•		•	•	•	•	•	\$?	•	•			•	
Powell St. Promenade (San Francisco)	•	•		•						•	•		\$\$\$\$\$	\$\$\$\$\$					•	
Make Way for People (Chicago)	•					•		•	•	•	•	•	\$?	•	•			•	
SPECIAL ASSESSMENT DISTRICT MODELS																				
Yerba Buena Community Benefit District (SF)		•				•	•	•		•	•	•	\$\$\$	\$\$\$\$\$	•	•	•			
Fisherman's Wharf Community Benefit District (SF)		•						•		•	•		\$\$\$\$\$	\$\$\$\$\$	•			•		
Dogpatch/Potrero Hill Green Benefit District (SF)		•				•	•	•	•	•	•	•	\$\$\$\$	\$\$\$\$\$	•	•	•			
TECHNICAL ASSISTANCE PARTNERSHIP MODELS																				
Neighborhood Plaza Partnership (NYC)		•				•				•	•	•	\$\$\$\$\$	\$ - \$\$\$				•	•	
SF Parks Alliance Playground Initiative (SF)		•						•		•	•	•	\$\$\$?			•	•		
Advocates for Privately Owned Public Spaces (NYC)		•				•				•	•	•	\$\$\$?	•	•	•	•		

CASE STUDY COMPARISON TABLE LEGEND**BUDGET**

?	Varies by project/initiative
💰	< \$10,000, or budget-neutral
💰💰	\$10,001 to \$50,000
💰💰💰	\$50,001 to \$100,000
💰💰💰💰	\$100,001 to \$500,000
💰💰💰💰💰	Over \$500,000

The table on the previous page compares all of the public space stewardship case studies explored in this toolkit. They are organized into five categories, or models. All case studies are discussed in detail in the pages to come.

Note that public space management is complex and collaborative - it almost always involves several models, revenue streams and partners. The “model overlap” column is intended to reflect this reality.

The case studies included in this document present models that are applicable to a variety of space types within a variety of budgets. Two budget figures are represented in the table: an estimate of costs to set-up or create the model, and an estimate of the manager resource level. This differentiation is important for models which may have high start up or management costs, but which provide programs at low costs to organizations in need.

While many of the tools presented in the table have been implemented in California or San Francisco, a number are examples from other parts of the country. We’ve included unprecedented models that are particularly innovative or interesting to serve as inspirational examples. These models merit consideration for application in San Francisco.

When considered for efficacy and applicability to San Francisco, these five models and 17 case studies rose to the top. However, the list is far from complete, and new case studies are emerging every day. Additional examples are referenced in Appendix C and other case studies should continue be added to the web version of this toolkit at publicspacestewardship.org.

The Comparison Table shows that all 17 case studies presented in this Guide involve more than one model for public space management.

EVENT-BASED MODELS

SPACE TYPES

Multiple: Plazas, Parks, Alleys, vacant lots, and more.

LEAD CASE STUDY

Festival Street Program
Seattle, WA

ADDITIONAL CASE STUDIES

People In Plazas
San Francisco, CA

Pop-up Beer Gardens
Philadelphia, PA

BACKGROUND INFORMATION

The event-based model centers around programming and activation. The following case studies create or alter a public space for a social event or gathering for a finite period of time: an evening, full day or even a season. The section below summarizes the strengths and weaknesses of the event-based model.

STRENGTHS

While not the only way to breath life into a public space, events often leads to strong and visible successes in the realm of activation and programming. Events entice people to gather and linger, and they can help put a public space on people's "mental map" for more informal gatherings in the future. By creating positive social experiences, events can also help solidify a broad base of support for a public space site.

Event-based stewardship models can help managers and other stakeholders define clear roles, often due to a permit structure which requires that all parties to create

detailed plans for liability, event design, set-up and clean-up. In many cases, the event-based model requires the lead public space manager to build partnerships with companies or organizations outside of their industry. For example, the Pennsylvania Horticultural Society worked closely with local bars and restaurants to create a series of new public spaces through a series of seasonal beer gardens in 2013 and 2014. (See case study on page 29.)

WEAKNESSES AND LIMITATIONS

One key weakness of the event-based model is that activation and programming are temporary. With this model, a space may be activated and well-cared for around an event, but then abandoned at other times. It is not a guarantee that the parties who are leaders in events continue to be involved as stewards of the space. Events can also be quite time-consuming and labor intensive for small organizations or individuals. An events-based management model has the potential to lead to fatigue and burn-out if the responsibilities are not equally shared.

The Pennsylvania Horticultural Society worked closely with local bars and restaurants to create a series of new public spaces through a series of seasonal beer gardens in 2013 and 2014. (Photo left to right: Flickr users Ben Harwood, LauraBlanchard2.)



FESTIVAL STREET PROGRAM

BACKGROUND

The Seattle Department of Transportation (SDOT) initiated the Festival Street program as a way to generate momentum towards implementation of the city's Pedestrian Master Plan. SDOT proposed the Festival Street program to the Seattle City Council in 2011. Based on the precedents of Seattle's 2007 Complete Streets policy and 2009 Pedestrian Master Plan, the Council formally authorized the Festival Street program in the Seattle Municipal Code.

The Ordinance defines a festival street as a public place that has been designated for recurring temporary closure to vehicular traffic for the purpose of pedestrian-oriented special activities. Eligible public spaces include streets, avenues, ways, boulevards, drives, places, alleys, sidewalks, planting strips, squares, triangles and rights-of-way. Activities may include music or dance performances, art shows, games or other pedestrian-oriented events and

celebrations. The Festival Street program encourages community-driven activation of streets. Designation proposals may be sponsored by community groups, individuals, private developers, government agencies, or any other organized local interest. Once a proposal is initiated, it must first be approved by the applicable Neighborhood District Council. Once the sponsor obtains this approval, the proposal may be sent to the SDOT Director for final authorization.

Since the program began, the SDOT director has authorized four festival streets: S. Roberto Maestas Festival Street, Nord Alley, Canton Alley, and the Georgetown Festival Street. The Georgetown Festival Street includes a capital upgrade that will result in a raised section of roadway that is level to the sidewalk. The finished street will function like a "woonerf" or "shared space" - the road will remain open to vehicular traffic, but the new design will discourage cut-through traffic, slow vehicles down, and provide new parking amenities. The finished project will also feature infrastructure to support events and programming, including new bike racks and an outdoor power source.

FESTIVAL STREET:

noun | fes·ti·val strēt
a public place that has been designated for recurring temporary closure to vehicular traffic for the purpose of pedestrian-oriented special activities.



MODEL TYPE/S

Primary: Event-based

Overlapping: Grassroots and Public/Private Partnerships

LOCATION

Seattle, WA

LEAD ORGANIZATION

Seattle Department of Transportation (SDOT)

Grassroots Groups

SPACE TYPE

Alley or Street

USE LEVEL

Varies

BUDGET

Cost to set-up: 💰

Manager resource level: Varies

NEEDS ADDRESSED

- » Reduces barriers to creating small community events
- » Makes fast progress towards city-wide pedestrian safety and livability goals
- » Maintains agency responsibilities within available resources

Simple, pedestrian-focused events do not require major financial resources and are easily implemented by community groups or individuals.



Nord Alley Festival Street was activated as soon as the designation was granted with low-cost events like this neighborhood World Cup viewing party. (Photo by Flickr user SounderBruce1.)

REVENUE AND FINANCING

The funding sources for Seattle’s Festival Streets vary. Seattle’s first three Festival Streets did not incorporate significant capital improvements, and therefore did not require significant fundraising efforts. For example, the sponsor for the Nord Alley Festival Street began implementing low-cost events as soon as the designation was granted, including closing the street for a neighborhood World Cup viewing party. Simple, pedestrian-focused events such as this do not require major financial resources, and are easily implemented by community groups or individuals. Revenue-generating events on festival streets are not explicitly prohibited, but they are also not encouraged. The intent of the Festival Street Program is to lower barriers for community groups trying to organize free events for their neighbors and friends.

Seattle’s newest project in the program, the Georgetown Festival Street, responds to a community vision that requires a significant capital improvement. Neighborhood project sponsors worked to secure a \$1,130,000 grant to fund construction. This grant was administered through Seattle’s Neighborhood Street Fund program, which pays for neighborhood transportation projects that are identified and prioritized by a community. The Neighborhood Street Fund program is in part funded by the 9-year “Bridging the Gap” levy that Seattle voters passed in 2006. In addition to addressing a backlog of citywide transportation maintenance projects, this levy was specifically intended to fund complete streets projects and support proposals made through the Neighborhood Street Fund program.

ACTIVATION AND PROGRAMMING

Activation and programming are at the center of the Festival Street Program. Once SDOT has approved a Festival Street designation, the Director will issue a one-year Festival Street permit - a special Street Use permit intended to allow community groups, businesses, or individuals to plan one or more closures of the festival street on a pre-approved schedule and for pre-approved activities throughout the year. The Festival Street permit does not cover large events, such as those that meet Seattle’s existing Special Event permit thresholds.

By requiring only one application and fee payment per year, the Festival Street permit structure encourages neighborhoods to make frequent use of these new public places for small-scale community events.

The Festival Street permitting process requires the sponsoring entity to outline a calendar of proposed events throughout a given year, but it includes a framework for amending this calendar if permittees wish to request additional event approvals after their permit is approved. The Street Use Festival Street permit also requires applicants to provide traffic control and signage plans as well as insurance documentation. These permitting requirements are similar to those outlined in San Francisco’s existing Pavement to Parks proposal process.

MAINTENANCE

For the most part, a street that has received Festival Street designation is treated like any other street in the city of Seattle. Festival Street designation does not remove a street from the city’s oversight when it comes to upkeep and regular

capital improvements. When an event is held on a Festival Street, the permittee is responsible for leaving the street in the same condition as it was before the event. This means that any garbage produced by the event must be removed by the permittee - the city does not provide special garbage pick-ups after Festival Street events. Any signs put in place for the event, such as those that restrict parking, must be removed as well.

CONCLUSIONS

The Festival Street program encourages small community groups to activate public spaces, without creating a significant burden for the Seattle City government or the Festival Street leaders. Under this model, the City of Seattle continues to provide routine maintenance and capital improvements to the street as part of the

larger network, but has no added responsibilities in terms of clean-up. The permit structure also reduces the number of community event permits that the city needs to review, by grouping a year's worth of low-impact community events into one simple application. Festival Street permittees benefit from an affordable and approachable permit process that supports lots of small events, but they are not required to take on any maintenance responsibilities outside of the framework of their planned programming. The Festival Street illustrates a lesson common to many of the case studies in this guide: while community organizations typically thrive as leaders of public space activation and programming, maintenance roles can be much more challenging for community organizations to take on. With the Festival Street program, they don't have to.

RECOMMENDATIONS FOR SAN FRANCISCO

San Francisco should create a “bundled” or “blanket” permit structure to allow community groups to host a series of small-scale community events in one public space site, similar to Seattle’s Festival Street initiative. The program could take inspiration from existing precedents set by Pavement to Parks. This approach would encourage community groups to make frequent use of neighborhood public places for small-scale events and would lighten the workload for city staff - it would obviate the need for event producers to go to permitting bodies (such as the Interdepartmental Staff Committee on Traffic and Transportation [ISCOTT]) for every individual public space activation. Using the Festival Street case study as a model, San Francisco might start by (1) creating a process for designation/pre-approval of appropriate public space sites, and then (2) create a framework for year-long “blanket” event permits in those designated neighborhood public spaces.

This permit structure reduces the number of permits that the city needs to review, by grouping a year's worth of low-impact community events into one simple application.



The Georgetown Festival Street has been activated with neighborhood programming as part of Seattle's Festival Street Program. (Photos by Flickr user Trevor Dykstra.)

ADDITIONAL CASE STUDIES

PEOPLE IN PLAZAS

People in Plazas is a small 501(c)(3) non-profit organization that produces free musical concerts in San Francisco's outdoor spaces. The organization's mission is to activate urban open spaces through events that bring community members together for social congregation. During the summer and fall, People in Plazas produces over 170 free musical performances in outdoor spaces. During the 2014 season, performances took place at 15 locations across San Francisco, including Transamerica Redwood Park, Mint Plaza, and McCoppin Hub Plaza. More than 45,000 people attend the concerts each year. People in Plazas has been supported by a range of government agencies, private companies, and by a grant from Grants for the Arts/San Francisco Hotel Tax Fund (more information about the Hotel Tax Fund is available in the Funding Guide in Appendix A). Local businesses are often important partners, granting permissions to use outdoor spaces or contributing through financial or in-kind sponsorship.

LOCATION

San Francisco, CA

LEAD ORGANIZATION(S)

Non-profit: People in Plazas

BUDGET

Cost to set-up/create: \$ \$ \$

Manager resource level: Varies

People in Plazas is a small 501(c)(3) non-profit organization that produces free musical concerts in San Francisco's outdoor spaces. During the 2014 season, performances took place at 15 locations across San Francisco. (Photos via the People in Plazas Facebook page.)



POP-UP BEER GARDENS

Since 2011, the Pennsylvania Horticultural Society (PHS) has been activating vacant spaces in Philadelphia with pop-up garden installations. After several years of success with pop-ups around the city, PHS created their first seasonal beer garden in 2013 on an empty lot in the heart of Philadelphia's performing arts district. This pop-up included temporary landscaping elements such as trees and plants, cafe-style seating, as well as alcoholic beverages and food for sale during evening hours. The site was tremendously popular, and PHS repeated the concept on a vacant lot at 1438 South Street during the 2014 season, attracting over 52,000 people.

PHS worked closely with local bars and restaurants to create a series of new public spaces with seasonal beer gardens in 2013 and 2014. (Photos: Top via phsblog.org; Bottom by Flickr user TC Davis.)

PHS implemented the beer gardens in partnership with local bars and mobile food vendors. The local bar partners for each site supplied bartenders and operated the garden's bar area as an extension of their brick-and-mortar business. The bars also worked with PHS to secure a catering permit, which allowed PHS to provide alcohol service outdoors on a temporary basis. Each beer garden also featured space for food trucks or other mobile vendors to set-up temporary sites at the garden. Visitors under 21 years of age are allowed to enter the pop-up garden, as long as they are accompanied by an adult.

Maintenance of the garden spaces is a collaborative effort. PHS volunteers and interns assist with a large portion of the effort, and PHS aims to have 1-2 volunteers visit each garden for landscape upkeep each day. The restaurant and bar staff assist with clean-up in their food or beverage service area.

PHS considered past pop-up garden initiatives a success, but the tremendous popularity of the 2013 and 2014 beer gardens illustrated how much food and beverages can help activate public space. PHS found that such amenities provided a missing social ingredient, and encouraged people to linger for hours. While the food and beverage is an important attractor, purchase is not mandatory. The beer gardens are open to the public, including children. Patrons only pay if they choose to purchase food or drinks.

In 2014, Philadelphia's local business associations stated that the many pop-up beer gardens inspired by PHS's work helped generate a substantial economic boost to surrounding restaurants, bars, and shops. Residents and businesses have generally welcomed the positive attention these pop-up green spaces have brought to their neighborhoods.



LOCATION

Philadelphia, PA

LEAD ORGANIZATION(S)

Non-profit: PHS

BUDGET

Cost to set-up/create: \$

Manager resource level:

\$\$\$

GRASSROOTS PARTNERSHIP MODELS

SPACE TYPES

Multiple: Plazas, Parks, Parklets, Alleys, vacant lots, and more.

LEAD CASE STUDY

Friends of Duboce Park
San Francisco, CA

ADDITIONAL CASE STUDIES

78th Street Play Street
New York, NY

Linden Living Alley
San Francisco, CA

Noe Valley Town Square
San Francisco, CA

Street Parks Program
San Francisco, CA

BACKGROUND INFORMATION

Sometimes, a group of residents, business owners, or other parties form grassroots organizations to steward a public space. While they vary in structure, they are often volunteer-run and exist on a far different scale than larger stewardship organizations (such as a parks conservancy). Often taking the shape of a “Friends of” group, these entities have been effective stewards of parks and are increasingly being leveraged for management of plazas, living alleys, and other small-scale neighborhood public spaces.

STRENGTHS

Whether they are loosely organized neighborhood groups or independent non-profits, grassroots partnerships are typically small and run on low budgets. They may rely on other non-profits for fiscal sponsorship or pursue fiscal sponsorship agreements for specific projects, such as large fundraising campaigns. Their small size and relative degree of informality can allow them to be very nimble and flexible. By leveraging volunteers and in-kind donations, they can make a big impact at a low cost.

Most grassroots partnerships involve a broad base of stakeholders. By engaging a variety of players in different ways, grassroots partnerships help achieve a strong foundation of community ownership over a public space. The capacity-building that takes place through stewardship activities, such as a volunteer clean-up day, can benefit a neighborhood in a variety of ways for future projects and community organizing efforts.

WEAKNESSES AND LIMITATIONS

Lack of sophisticated organizational systems and infrastructure can be a limiting factor for grassroots groups. New tools are emerging to address this issue. One example is ioby - a crowd-resourcing platform for citizen-led neighbor-funded projects that also offers fiscal sponsorship. Still, grassroots partnerships may struggle in sustaining efficacy over time. These groups are dependent on people’s free time, and key players may drop in or out as their availability and interest dictates. If turnover is high, there is the risk that information and resources will not be passed on to new volunteers, and this scenario can lead to wasted time and frustration.

These realities shed light on the fact that grassroots groups are ill-suited to stand alone as the lead maintenance entity for a public space; a group of volunteers can have a big impact through monthly clean-up days, but it is unlikely that even the most enthusiastic and well-organized group would be equipped to manage major maintenance and facility issues.

Equity is also an issue with this model. High-resource communities are often better-positioned to make grassroots partnerships work: they can more easily secure financial donations from local neighbors and businesses; they tend to have stronger connections to corporate sponsors; and, they often have more experience with organizational management, marketing, and fundraising. In neighborhoods with fewer resources and/or high crime rates, managing a public space may represent a very challenging financial and organizational burden.

FRIENDS OF DUBOCE PARK

BACKGROUND

The Friends of Duboce Park is a non-profit organization that was founded in 1997 by a group of neighbors from the two residential areas adjacent to Duboce Park (the Duboce Triangle and Lower Haight neighborhoods). The two founders are still involved in the organization, and they have provided valuable energy and continuity throughout its lifespan. The organization is completely volunteer run, and it is a vital partner in maintenance and care of the park.

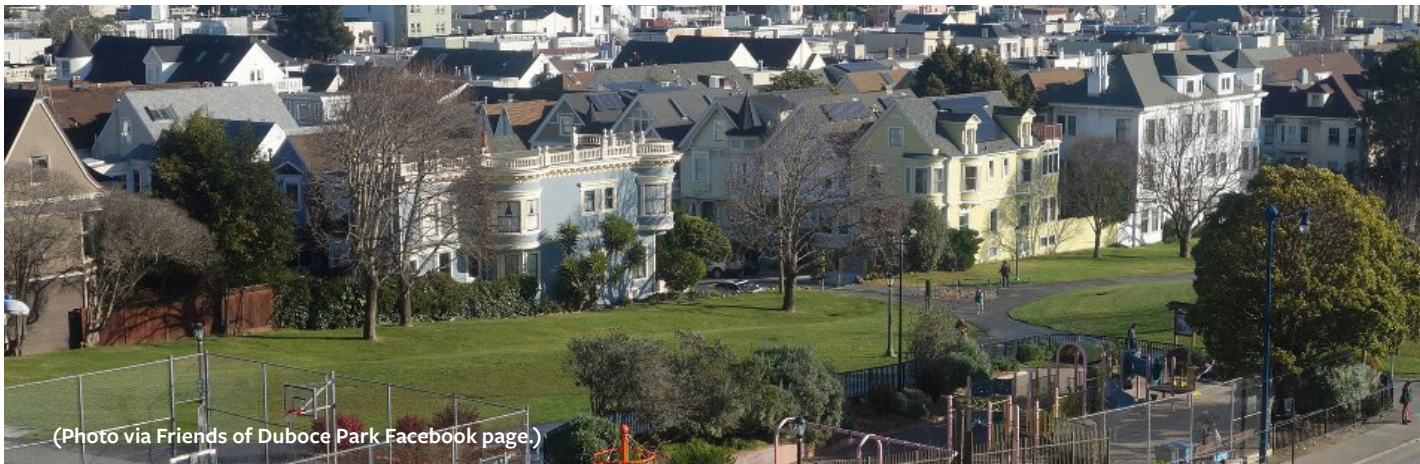
REVENUE AND FINANCING

The Friends of Duboce Park operates as an independent 501(c)(3) organization. Despite its significant impact on the park, annual costs for the group's work have remained low; Friends of Duboce Park operates on about \$2,000. This money funds organizational infrastructure (insurance, website, etc.), as well as small purchases for park enhancements, such as benches (typically in the \$300-\$500 range). For programming initiatives that require a larger funding investment, such as free movie nights, the group

typically engages in a separate fundraising effort, collecting donations from friends and neighbors.

The Friends of Duboce Park hosts one major fundraising event per year to cover operating costs and subsidize fundraising efforts for programs. This event is an annual community Tag Sale in the park. Community members are invited to bring items to sell in the park, and all proceeds benefit the organization. This event has raised anywhere from \$3,000-6,000, safely covering the organization's annual operating costs. Friends of Duboce Park also runs a membership program, which engages neighbors and park stakeholders in supporting stewardship efforts. Annual Membership dues for a Supporting Member are \$25 per person. The program does not provide significant funds for the organization, but it has proven to be an effective way to engage people who may not have time to volunteer.

When the group undertakes larger fundraising efforts for capital improvements in the park, it does so through a project-based fiscal sponsorship relationship with the San Francisco Parks Alliance (SFPA).



(Photo via Friends of Duboce Park Facebook page.)

MODEL TYPE/S

Primary: Grassroots partnerships

Overlapping: Event-based models, Public/Private Partnerships

LOCATION

San Francisco, CA

SPONSOR

Friends of Duboce Park

SPACE TYPE

Park, Playground

USE LEVEL

Heavy

BUDGET

Cost to set-up: \$

Manager resource level: \$

NEEDS ADDRESSED

- » Engages volunteers in light maintenance to support baseline city services
- » Raises funds for capital improvements
- » Provides regular activation and programming

Although the Friends of Duboce Park operates on only ~\$2,000/year, the group has a significant impact on the park.



Top: The Friends of Duboce Park's Annual Tag Sale is the organization's major fundraiser.

Bottom: Volunteers help maintain the park during monthly clean-up days. (Photos courtesy of the Friends of Duboce Park Facebook page.)

ACTIVATION AND PROGRAMMING

The Friends of Duboce Park spearheads a significant number of major events in the park. At this point, many of the organization's events have become popular annual events. Examples include:

- » Play Day in the Park/Pictures with Santa around the holiday season
- » The DogFest Celebration - an annual celebration of dogs and kids benefiting a local elementary school
- » Outdoor movie nights
- » Monthly volunteer clean-up days

The organization has sustained programming efforts by engaging neighbors that have specific desires or goals for the park. For example, capital project planning around play equipment is often spearheaded by volunteers who have children. Monthly park clean-up days are hosted by a volunteer who spends a lot of time in the park and has a stake in its cleanliness. By allowing volunteer interests to drive the process, the organization is able to make sure organizers have a high level of commitment to the projects and programming efforts the group is undertaking.

Group meetings occur once per month. Importantly, they always have a fun and social nature, and often involve a potluck dinner at the home of a volunteer board member. Rotating responsibilities around hosting these meetings has proven essential to their sustainability. And, the fun and social tone makes it appealing.

MAINTENANCE

Duboce Park is under the jurisdiction of the San Francisco RPD, and the Department provides a

baseline of maintenance services for the Park. This level of government agency support around maintenance cannot be expected for many of the public space types discussed in this document. Still, the Friends of Duboce Park's stewardship work is a valuable case study for grassroots partnership efforts in other public spaces.

The Friends of Duboce Park spearhead a number of activities to support light clean-up and capital improvements, all in close partnership with the RPD. For example, the organization engages teams of volunteers in providing regular cleanup and maintenance for the Park for two hours on one Saturday morning per month. Over the course of the organization's history, The Friends of Duboce Park have been instrumental in furthering a number of key capital improvements for the park. The organization raised funds to help build a new playground, improve lighting, and install a bulletin board. In 2007, the Friends spearheaded the construction of a labyrinth on Scott Street. This significant capital project involved a \$50,000 donation from the California Pacific Medical Center and a number of small local grants. The Friends also work closely with the San Francisco Police Department's Park Station to improve safety and reduce crime in and around the park.

While their success in spearheading capital improvement projects is impressive, the organization acknowledges that the time frame of these projects can be challenging for some. Volunteers may not initially understand how long of an incubation capital projects require, and the long timeline can lead to frustration and disillusionment.

CONCLUSIONS

The Friends of Duboce Park case study illustrates what a well-organized, well-established grassroots community group can do. It is worth noting that the neighborhoods surrounding the Park are high-resource areas: the median household income in these neighborhoods is within the range of \$85,000-\$100,000 per year, and a high percentage of residents have college or graduate degrees.* The group has benefited from a committed population of highly-skilled volunteers.

Even for well-organized groups, having an “anchor” person is helpful. In the case of the Friends of Duboce Park, the continued involvement of the

* American Community Survey 2006-2010 Data, sourced from San Francisco Neighborhoods Socio-Economic Profiles for the Haight Ashbury and Castro/Upper Market Census Tracts.

The Friends spearhead clean-up days, children’s programming, and small-scale capital improvements in the park, such as simple benches. (Photos by courtesy of the Friends of Duboce Park Facebook page.)

couple that founded the organization has been helpful over time. Providing support for grassroots groups around organizational knowledge and continuity could help them function more effectively. Organizations such as the SFPA already provide technical assistance services to park stewards around fundraising, marketing, and project management. In this way, SFPA helps continue momentum and foster increased accountability.

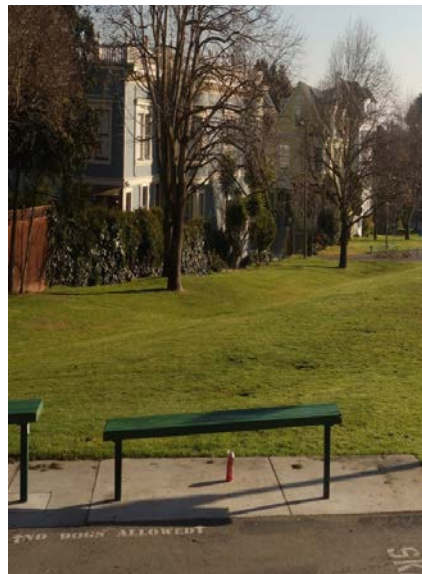
The “Friends of” model is not new, and the Friends of Duboce Park have found it beneficial to connect with other organizations and learn from their experiences. It may be valuable to create frameworks that connect grassroots groups for knowledge sharing.

Grassroots partnerships often rely on small-scale fundraising efforts. Tools such as ioby may be of

great use to such groups - ioby is a crowd-resourcing platform for citizen-led neighbor-funded projects. The ioby platform also offers fiscal sponsorship to projects using the platform to raise funds. New structures to increasing knowledge of this and other tools could help support the grassroots groups already contributing to stewardship efforts in San Francisco’s public spaces.

RECOMMENDATIONS FOR SAN FRANCISCO

San Francisco should work to grow awareness of fiscal sponsorship resources (such as those offered by ioby, SFPA and SF Beautiful). It may also be valuable to create frameworks to support sharing of organizational knowledge and best practices among grassroots groups.



ADDITIONAL CASE STUDIES

78TH ST. PLAY STREET

People in Plazas is a small 501(c)(3) non-profit organization that produces The Jackson Heights neighborhood in Queens has one of the lowest levels of park space available per resident in New York City. In 2008, a volunteer-run non-profit organization called the Jackson Heights Green Alliance (JHGA) led a grassroots effort to address this issue with a “Play Street” along a section of 78th Street every other Sunday during summer months. The street is adjacent to the single, heavily used park and playground in the neighborhood.

The project gained popularity each summer, and JHGA began closing the street for longer periods of time. Through this incremental approach, JHGA volunteers were able to overcome neighbors’ and businesses’ fears about

losing parking spaces. In 2012, JHGA worked with the NYC Department of Transportation (NYC DOT) Plaza Program to transform the street section into a year-round plaza. The plaza now closes 78th Street between 34th Avenue and Northern Boulevard to through traffic, adding 10,000 sq. ft of recreation space for the neighborhood.

Thus far, funding for the initiative has been largely supported by grants from local city Council members. The plaza has also received assistance from NY State Senator Jose Peralta, who assisted the JHGA in setting up a maintenance collaboration with the Doe Fund’s flagship workforce development program, “Ready, Willing & Able”. Although it is an independent non-profit, JHGA’s status as an all-volunteer organization makes it a unique plaza sponsor within NYC DOT’s Plaza Program. JHGA continues to rely on an engaged network of community volunteers to lead maintenance and stewardship of the Play Street.

LOCATION

New York, NY

LEAD ORGANIZATION(S)

Volunteer-run non-profit JHGA

BUDGET

Cost to set-up/create: \$

Manager resource level: \$



Thus far, funding for the initiative has been largely supported by grants from local city Council members. JHGA also relies on an engaged network of community volunteers to lead maintenance and stewardship of the Play Street.

78th Street Play Street in Queens, NY.
(Photo by Dudley Stewart.)

LINDEN LIVING ALLEY

In 2005, San Francisco-based architects David Winslow and Loring Sagan proposed turning a portion of Linden Street into a “living alley”. Both men have their offices on Linden Street and wanted to see their uninviting “back street” become an “outdoor living room”.

After a lengthy citizen-driven, city-supported effort, the dream of a living alley on Linden Street was finally realized in 2010. The transformation required removal of three car parking spaces and roadway narrowing. The road was tabled to the same level as the sidewalk, and the sidewalks were landscaped and widened. The capital improvements cost just under \$300,000. The project was possible thanks too funding obtained through a Community Challenge

Grant from the City of San Francisco, the donation of pro bono services from architecture and design studios, and donations from adjacent property and business owners. Fundraising for the capital upgrades was conducted with a short-term fiscal sponsorship arrangement from the SFPA’s Park Partners program.

With the transformation complete, Linden Living Alley is now an inviting pedestrian-oriented space. A group of community members and adjacent building owners hold a city permit which obligates them to conduct certain maintenance routines, such as watering plants and clearing trash. As a function of this permit, this group also pays an annual premium for liability insurance, which is required because the revised street segment design deviates from city standards.

LOCATION

San Francisco, CA

LEAD ORGANIZATION(S)

Informal grassroots group with project-based fiscal sponsorship from SFPA

BUDGET

Cost to set-up/create: \$ \$ \$ \$

Manager resource level: \$

Linden Living Alley in San Francisco, CA. (Photos by SF Planning.)



NOE VALLEY TOWN SQUARE

In 2003, the Noe Valley Farmers' Market started operating on Saturdays in a parking lot at 3861 24th Street in San Francisco. The parking lot was owned by a local church. When the Noe Valley community learned of the church's desire to sell the parking lot, there was concern that the property would be turned into high-rise housing and the farmers' market would lose its home. At this juncture, a group of residents spearheaded an effort to purchase the parking lot and convert it to the Noe Valley Town Square, a community gathering spot and permanent home for the farmers' market.

The total cost of this project is approximately \$6.4 million: \$4.2 million in acquisition costs, and \$2.2 million in development costs. Through a fiscal sponsorship arrangement with SFPA, the community has raised almost 93% of the total budget:

- » Supervisor Scott Wiener's Open Space Acquisition Fund

Legislation funded the purchase of the Town Square for \$4.2 million.

- » The Land and Water Conservation Grant recommended \$743,534 for development.
- » In 2014, the Proposition 84 Urban Greening Grant recommended \$559,000 for development.
- » Neighborhood donations have totaled approximately \$500,000.

The project has also benefited from high levels of community support in terms of in-kind donations professional architecture/design services.

Once complete, the Noe Valley Town Square will be a central gathering space for the Noe Valley neighborhood. In addition to the farmers' market there will be music events, outdoor movies, exercise classes, and senior citizen events. Maintenance will be the responsibility of Noe Valley Town Square and will be paid for by using rental fees from activities that take place in the square.

LOCATION

San Francisco, CA

LEAD ORGANIZATION(S)

Grassroots group with fiscal sponsorship from SFPA

BUDGET

Cost to set-up/create:

\$\$\$ \$ \$

Manager resource level: \$

1. Noe Valley Farmers' Market (Photo by Flickr user yodelodelay).
2. Garnering support (Photo via Noe Valley Town Square Facebook page).
3. Pizza party on the site of the future Town Square (via Noe Valley Town Square Facebook page).
4. Celebrating a major donation for the purchase of the Town Square (via Noe Valley Town Square Facebook page).



SFPA's Street Parks Program has resulted in the successful transformation of over 120 underutilized Public Works-owned open spaces throughout the city.

Community volunteer work day at the Athens Avalon Greenspace Project. (Photo courtesy of San Francisco Parks Alliance.)



SFPA STREET PARKS PROGRAM

The San Francisco Parks Alliance's Street Parks Program is a partnership between SFPA and Public Works to support grassroots community groups in developing and maintaining underutilized Public Works-owned open spaces. In administering this program, SFPA leverages its experience in community organizing, open-space management, and volunteer coordination to help neighborhood groups beautify and activate public land on street medians, steps, triangles or traffic circles, unimproved right-of-ways, and more.

Participation in the program begins with interest from a motivated group of residents. SFPA has developed Street Parks Guidelines to provide interested groups with initial information about the program as well as about safety, planting, maintenance, and caring for street trees. Groups who wish to participate must submit a short application to SFPA, and engage in a meeting and site visit to obtain Public Works approval for community engagement with the targeted site. Site approval is based on demonstrated neighborhood support as well as site safety.



Once Public Works has approved the site, SFPA supports community groups in developing an action plan, including drawings of proposed improvements, planting lists, and a budget. SFPA provides workshops on a range of topics to support stewardship groups throughout the year, from fundraising to plant selection and care. Groups are responsible for raising money to fund their own project, and they may choose to take advantage of fiscal sponsorship through SFPA's Park Partners program if needed. Once adequate funds are raised, project leaders work together to engage neighborhood stakeholders in volunteer work days to implement the vision outlined in the plan. Throughout all stages of the project, SFPA's Street Parks Program serves as a resource and advises groups on the process.

SFPA's Street Parks program has resulted in the transformation of over 120 open spaces throughout San Francisco. The program provides an excellent model for supporting grassroots community groups acting as stewards of neighborhood open spaces.

LOCATION

San Francisco, CA

LEAD ORGANIZATION(S)

Non-profit and Public Works, with grassroots community groups

BUDGET

Cost to set-up/create: \$ \$ \$

Manager resource level: Varies

RECOMMENDATIONS FOR SAN FRANCISCO

The City should explore the feasibility of developing a similar program and/or partnering with SFPA to scale up the existing program to benefit a broader array of public spaces. Such a program could support organizations in mobilizing volunteers, managing clean-up, landscaping, and events.

Neighbors work together at the Athens Avalon Greenspace Project.

Sunset Triangle Plaza in Los Angeles is part of Los Angeles Dept. of Transportation's People St program. (Photo by Flickr user Alissa Walker.)



Los Angeles DOT's People St program is designed to support communities in transforming L.A.'s streets into active, vibrant, and accessible public spaces.

PUBLIC/PRIVATE PARTNERSHIP MODELS

SPACE TYPES

Multiple: Plazas, Parks, Parklets, Alleys, vacant lots, and more.

LEAD CASE STUDY

People St
Los Angeles, CA

ADDITIONAL CASE STUDIES

Powell St. Promenade
San Francisco, CA

Make Way for People
Chicago, IL

BACKGROUND INFORMATION

A public-private partnership is a government service or private business venture which is funded and operated through a partnership of a government entity and one or more private sector companies. These schemes are sometimes referred to as PPP, or P3.

STRENGTHS

Public/private partnerships are necessarily formal in nature. They require all parties to define roles and responsibilities through contracts, resulting in a high level of accountability. Each partner has a clear interest in success of the partnership, and commits to fulfilling their assigned responsibilities.

There is a high degree of variability in the shape of these partnerships. In scenarios where a single, large corporate partner is involved, the project may benefit from significant financial resources. If the partnership involves a greater number of small local business partners, the project typically benefits from a strong base of investment from many diverse stakeholders.

WEAKNESSES AND LIMITATIONS

Government entities entering into partnerships with private organizations sometimes encounter community push-back, as residents may fear that such an arrangement will privatize a public space, project or resource. This is an understandable concern. Community engagement and transparency are essential components to the success of a public/private partnership arrangement.

Deciding on the best framework for a public private partnership for public space management can be challenging, as every scenario has trade-offs. Engaging a single private partner to manage a group of public spaces is a simpler administrative undertaking, but it can reduce the individuality of a space if not done well. Creating a “kit of parts” model for working with many, small local businesses is another administratively streamlined approach, but it allows for less creative license for designers and program leaders. At the same time, a very open framework, which allows for high levels of customization with many small local partners requires a higher level of staff and financial resources. As the case studies in this section illustrate, there is no “one size fits all” model for public private partnerships. Where successful, these partnerships are creative and transparent in responding to community need and public agency resource limitations.

PEOPLE ST PROGRAM

BACKGROUND

The Los Angeles Department of Transportation's (LADOT) People St program is designed to support communities in transforming L.A.'s streets into active, vibrant, and accessible public spaces. Through this program, community partners complete an application to obtain approval for small-scale public space projects within three established categories: plazas, bike corrals, and parklets. LADOT evaluates project proposals each spring, and then accepts new applications again in the fall.

For plaza and parklet projects, LADOT provides a "kit of parts" document, which outlines required, pre-approved design configurations. The Kit of Parts documents (and supporting Technical Appendixes) account for necessary differences in size, shape, and use of the space and allow for a defined range of options for design components. Requirements guide roadbed graphics, furnishing, plantings, and safety features. Stewards are expected to adhere closely to the Kit of Parts document and Technical Appendix appropriate to their project type through all phases of the project. Though it affords less creative license with design,

this approach helps create a cohesive visual identity for all projects and expedites approval and implementation.

LADOT views the plazas, parklets, and bike corrals created through People St as part of a continuum of projects that can help transform streets citywide. People St interventions exist in a space between short-term event-based initiatives such as open streets and permanent complete streets infrastructure upgrades.

REVENUE AND FINANCING

People St is a Public/Private partnership in which the City works with project sponsors that are willing to fund construction and maintenance of their project. In some cases, project leaders have independently secured grants to fund their initiative, but this is rare. Most partners receive funding through neighborhood councils, local officials, or crowdsourcing.

The LADOT has worked with the LA County Metropolitan Transportation Authority (METRO) to fund parklets and plazas near transit stops in underserved communities in the past, and hopes to do so again if funding is available. Outside of staff hours, the People St initiative is intended to be a budget neutral program for LADOT.

(Photo far left: Flickr user Matt Johnson: Photos middle and right: Flickr user Jim Simmons.)



PLAZA



PARKLET



BIKE CORRAL

MODEL TYPE/S

Primary: Public/Private Partnerships

Overlapping: Event-based models, Grassroots Partnerships, and Special Assessment Districts

LOCATION

Los Angeles, CA

SPONSOR

Los Angeles Department of Transportation

SPACE TYPE

Plaza, Street/Alley, Curbside

USE LEVEL

Varies

BUDGET

Cost to set-up: \$

Manager resource level: Varies

NEEDS ADDRESSED

- » Provides simple framework for creation of approved project types
- » Defines clear roles for private partners and limits agency responsibilities and costs
- » Allows for quick project review and installation

ACTIVATION AND PROGRAMMING

The Community Partner is responsible for all programming and activation efforts in their parklet or plaza

MAINTENANCE

The Community Partner is responsible for maintaining and operating the parklet or plaza. Responsibilities vary by project type, and LADOT provides a clear chart of costs and responsibilities for stewards (see Appendix A). The majority of partnerships are established with organizations that can demonstrate clear capabilities to perform their required maintenance duties, such as BIDs. In some

cases, stewards have established new partnerships to meet their responsibilities. For example, the neighborhood group Pacoima Beautiful is working with a non-profit “Graffiti Busters” group on a variety of maintenance tasks.

For bike corrals, community partners must fill out a Bicycle Corral Interest Form. If the corral is approved, the partner enters into a maintenance agreement with the City of Los Angeles. Under this framework, the partner agrees to take responsibility for regular maintenance of the corral and adjacent parking spaces including keeping the corral free from trash and debris, stickers and graffiti, and maintaining landscaping (if applicable).

CONCLUSIONS

The LADOT’s “Kit of Parts” Model presents a variation on San Francisco’s successful Pavement to Parks Program. By setting firm design standards, LADOT can quickly implement projects and deliver benefits to the community. However, some project sponsors find the design requirements too restrictive. LADOT must balance this issue carefully - even seemingly simple deviations from the design guidelines can be costly. The department is continuing to refine the guidelines to expand some elements, such as paint and color options.

Left: A section of the Sunset Triangle Plaza in Los Angeles. (Photo by Fritz Haeg.)

Right: Parklet built as part of the People St program. (Photo by Flickr user Jim Simmons.)



ADDITIONAL CASE STUDIES

LOCATION

San Francisco, CA

LEAD ORGANIZATION(S)

Non-profit BID, San Francisco Public Works, San Francisco Planning Dept., Audi of America, and others

BUDGET

Cost to set-up/create:



Manager resource level:



POWELL ST. PROMENADE

The commercial area on Powell Street in downtown San Francisco is one of the busiest pedestrian corridors in the county. On an average weekend, it is typically traveled by more than 100,000 people. Pedestrian overcrowding has been an issue of concern.

In December of 2009, the Planning Department worked with Public Works, the Union Square Business Improvement District (BID), local merchants and property owners to conduct a pilot to experiment with wider sidewalks along Powell Street. After reviewing the results of the pilot and holding several community meetings, the Unions Square BID proposed an early concept design on a longer-term sidewalk extension.

In 2011, the Union Square BID collaborated with the City & County of San Francisco, Audi of America, and other partners to create a longer-term sidewalk extension on Powell Street between Ellis and Geary Streets. Called the Powell Street Promenade, this public space provides six additional feet of pedestrian walkway adjacent to the sidewalk and adds amenities such as custom designed

aluminum benches, planters, tables, rails, landscaping, bike parking, and free wi-fi. Low-energy LED lights illuminate the space through power collected from solar panels.

As a key financial partner, Audi of America provided \$890,000 for construction of the Promenade. A small “stamp” of the Audi logo is present on a plaque along the Promenade, but the space remains public in appearance and does not feel strongly “branded”. In addition to donating the funds to construct the Promenade, Audi 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. These funds are administered by the Union Square BID.

RECOMMENDATIONS FOR SAN FRANCISCO

When forming partnerships, San Francisco should designate funding for project maintenance, as was done with the Powell Street Promenade project.



In 2011, the Union Square BID collaborated with the City & County of San Francisco, Audi of America, and other partners to create a sidewalk extension on Powell Street, one of the busiest pedestrian corridors in the United States. (Photos left and right by SF Planning; middle by Flickr user Kathleen Corey.)

MAKE WAY FOR PEOPLE

The Chicago Department of Transportation's (Chicago DOT) Make Way for People initiative aims to leverage placemaking to create new public spaces that cultivate community and culture in Chicago's neighborhoods. Make Way for People incorporates four program areas:

- » **People Spots** - People Spots function like San Francisco's Parklets, to expand sidewalks and create additional space for outdoor seating by adding temporary platforms adjacent to sidewalks, typically within existing parking lanes.
- » **People Streets** - People Streets convert "excess" roadway (such as dead end streets or cul-de-sacs) into

year-round hardscape public spaces using temporary measures like paint and street furniture.

- » **People Plazas** - People Plazas activate *existing* Chicago DOT malls, plazas, and triangles by introducing new programming or retail opportunities with public and private partners.
- » **People Alleys** - People Alleys enable the use of alleys for artwalks, seating, and other small scale events that support placemaking and economic and community development.

For each of these space types, the Chicago DOT has entered into use agreements with community partners, a framework which is enabled through the Make Way for People ordinance. The use agreement details vary by site,

LOCATION

Chicago, IL

LEAD ORGANIZATION(S)

Chicago DOT and local businesses/organizations. May soon include large private companies

BUDGET

Cost to set-up/create: \$

Manager resource level: Varies

Chicago is working to establish a partnership with a single company or organization to activate, maintain and upgrade 49 plazas throughout the City. The partner would provide a minimum of free programming across plazas in neighborhoods of all income levels.

Parklet by another name: a "People Spot" in Chicago's Lincoln Park neighborhood. (Photo by Nelson/Nygaard via Flickr.)



but partners are responsible for all programming and specialized maintenance costs. Typical partners include local businesses or Special Service Area service providers (which function much like BIDs or CBDs in San Francisco).

At the same time, the City is actively working to establish a larger public/private partnership with a single company or organization to activate, maintain and, if necessary, upgrade 49 plazas throughout the City. The partner would be responsible for collaborating with community organizations already programming these spaces, as well as developing new programming that is in line with the community's vision. The City will require the partner to provide a minimum of free community programs, equally distributed across plazas in neighborhoods of all income levels. In this way, the City hopes that maintenance and programming

resources will be more equally distributed across Make Way for People spaces throughout the city. To support these activities, the partner has the opportunity to generate revenue in the plazas through vending/retail and carefully regulated advertising and sponsorship agreements. This partnership model is in part enabled by a 2011 Municipal Marketing ordinance, which allows for revenue generation in support of the larger goal of enabling innovation in the public way. The partnership agreement will be structured to incentivize the private partner to enhance public benefit: the more free programming and community engagement they provide, the higher percentage of earned revenues they are able to keep. At the time of print, the City had not yet publicly announced a confirmed private partner for citywide plaza management.

Make Way for People Plaza. (Photo by Flickr user Steven Vance.)



RECOMMENDATIONS FOR SAN FRANCISCO

San Francisco should continue to monitor this program to determine the value of adopting a similar model. While the prospect of allowing advertisements in public space will be unappealing to some, the model may present a sustainable way to generate revenue to benefit a broad base of neighborhoods. In addition to regulating the size of advertisements (as Chicago plans to do), San Francisco could enact strict parameters on content. These parameters could, for example, insure that advertisements in public spaces are restricted to PSAs or announcements of programming at local cultural and educational institutions.

SELF- GOVERNING SPECIAL ASSESSMENT DISTRICT MODELS

SPACE TYPES

Multiple: Plazas, Parks, Parklets, Alleys, and more.

LEAD CASE STUDY

Yerba Buena Community Benefit District
San Francisco, CA

ADDITIONAL CASE STUDIES

Fisherman's Wharf Community Benefit District
San Francisco, CA

Dogpatch/NW Potrero Hill Green Benefit District
San Francisco, CA

BACKGROUND INFORMATION

Like most states, California law allows for the formation of special assessment districts - areas in which property owners agree to pay assessments for additional services beyond what their local government already provides as a baseline.* This section of the guide discusses self-governing assessment districts as a model for public space management.

COMMUNITY BENEFIT DISTRICTS

The Community Benefit Ordinance of 2004 (Article 15 of the San Francisco Business and Tax Regulations Code) provides authority for the City to augment and modify the assessment district procedures outlined by state law. The Community Benefit Ordinance creates a localized framework for the city to provide services focused on landscaping, improvements and maintenance in public realm areas through CBDs.

The process for forming a CBD involves multiple phases:

1. Formation

- » First, the community must create a management plan that outlines the goals, boundaries, services, and assessment methodology for their proposed district.
- » Then, the CBD plan must be approved by the City Attorney's office.

2. Petition

- » Next, the community launches a petition process to obtain the Board of Supervisors' approval to initiate a ballot. The petition must be signed by 30% of property owners, weighted by individual property owners' contributions to the district budget. (For example, if

* See the California Streets and Highways Code, Section 36600 et seq.

the CBD's annual assessments were to total \$150,000, the petition must be signed by property owners representing \$45,000 worth of assessments in the proposed district.)

- » Board of Supervisors must approve the ballot request.

3. Ballot

- » If the petition phase demonstrates sufficient support and the Board of Supervisors approves, an assessment ballot proceeding is launched.
- » The Department of Elections issues a ballot. For the district to be formed, 50% plus one of the returned weighted ballots must be in favor.
- » If the vote hits this required mark, the Board of Supervisors will adopt an ordinance to levy assessments on the benefiting parcels, officially forming the CBD.

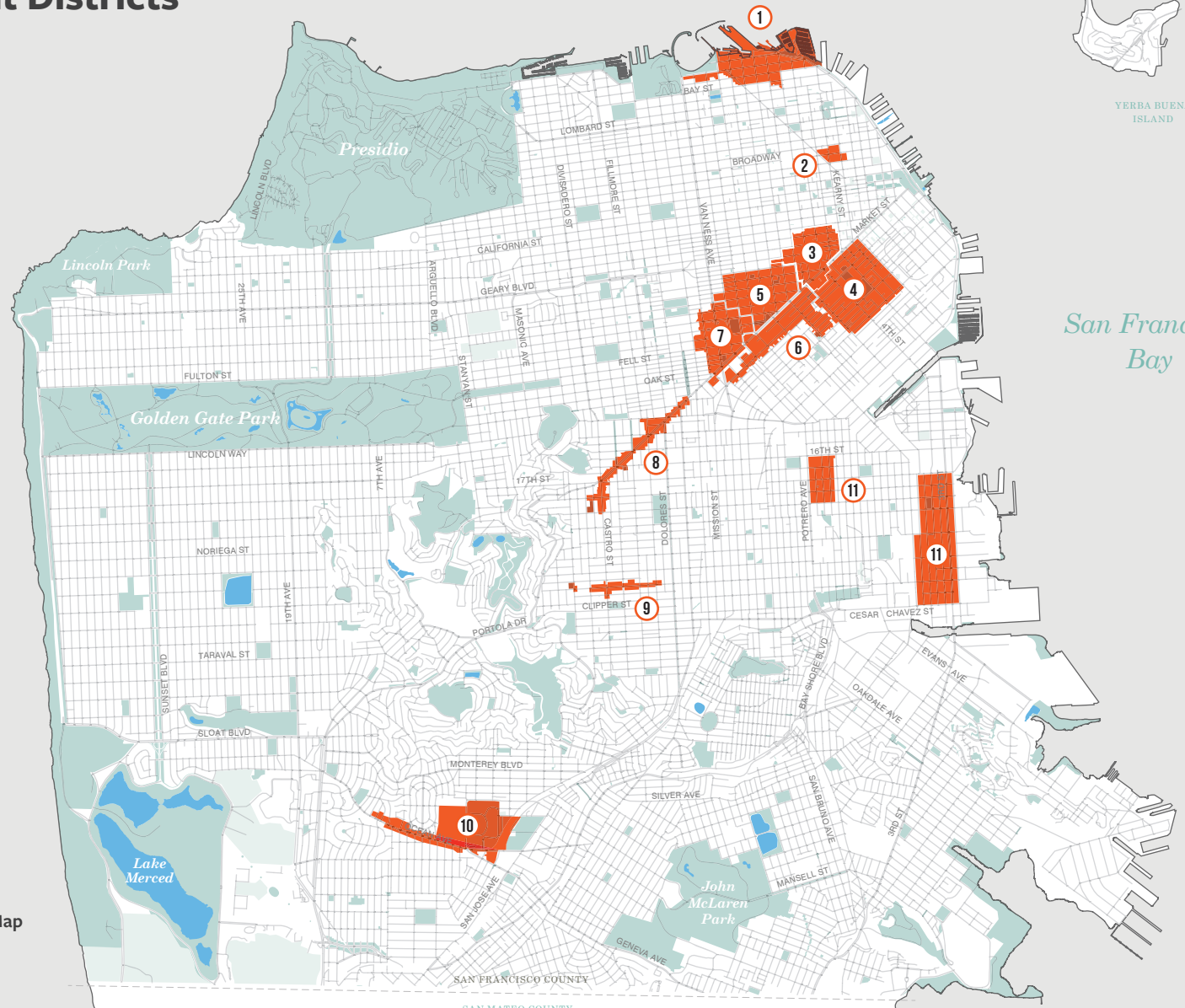
Assessment funds are administered by a nonprofit organization established to lead provision of services within the district. At a citywide level, the CBD program is operated by OEWD. The format of CBD structures varies from state to state, and similar programs may go by other names in other cities, depending on their legal framework for formation and governance. Other names used in other cities include: business improvement area (BIA), business revitalization zone (BRZ), community improvement district (CID), special services area (SSA), or special improvement district (SID).

GREEN BENEFIT DISTRICT

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 legal

San Francisco's Self-governing Special Assessment Districts

- ① Fisherman's Wharf CBD
- ② Top of Broadway CBD
- ③ Greater Union Square BID
- ④ Yerba Buena CBD
- ⑤ North of Market/Tenderloin CBD
- ⑥ Central Market CBD
- ⑦ Civic Center CBD
- ⑧ Castro/Upper Market CBD
- ⑨ Noe Valley CBD
- ⑩ Ocean Avenue CBD
- ⑪ Dogpatch & NW Potrero Hill GBD



Source: "Community Benefit Districts" Map
 Office of Economic and Workforce
 Development Website: www.oewd.org

Pacific Ocean



frameworks. GBDs are specifically geared towards residential rather than commercial districts, and they are focused on the management of neighborhood open spaces.

The non-profit organization Build Public is currently working with stakeholders in the city's Dogpatch and Northwest Potrero Hill neighborhoods to launch California's first-ever GBD. More information is available in the detailed case study on page 53.

STRENGTHS

Effective special assessment districts can provide communities with many important and desirable outcomes, such as cleaner, safer, and more attractive

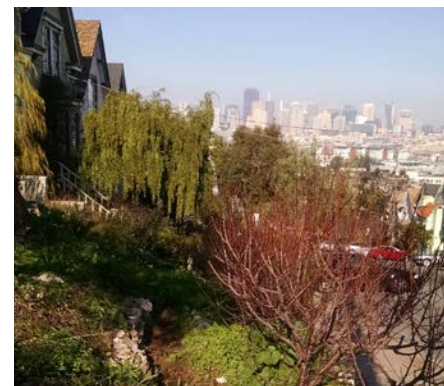
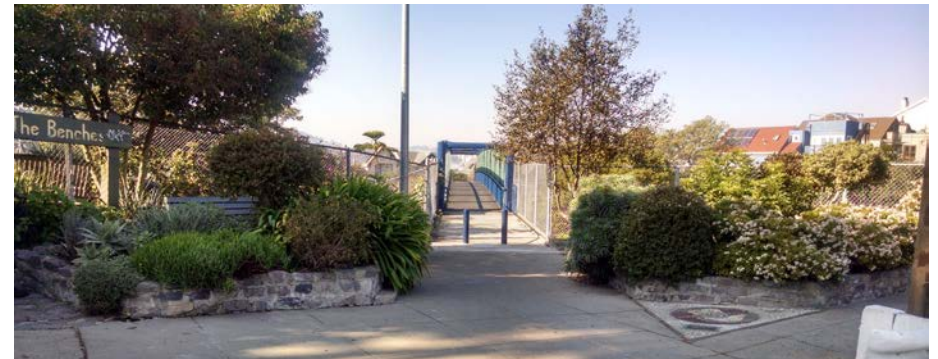
and lively public spaces. The special assessment district framework provides a steady and reliable funding source for these types of services, which can often yield additional benefits for neighborhood stakeholders, including increased property values, improved retail sales, and lower commercial vacancy rates. Because of their narrow geographic focus, special assessment district organizations are uniquely positioned to respond quickly to the communities they serve.

WEAKNESSES AND LIMITATIONS

The special assessment district approach is not without drawbacks. Equity is a major concern. Establishing a new assessment district is a time

and resource intensive process, requiring extensive outreach to property owners and culminating in legislative action. The formation process alone may be a deterrent for some communities. Further, special assessment districts in economically thriving neighborhoods are likely to be much better funded than those in high-need areas, and they will therefore likely have an easier time leveraging the resources required for public space stewardship.

Also, the neighborhood-level approach of a special assessment district necessarily lacks a citywide vision. Special assessment districts are not an appropriate framework for citywide decisions about public space resource allocation.



The Green Benefits District is being explored as a tool for neighborhood green space management in the Dogpatch and Potrero Hill neighborhoods of San Francisco. See page 53 for additional information. (Photos by The Street Plans Collaborative.)

YERBA BUENA COMMUNITY BENEFIT DISTRICT

BACKGROUND

The CBD program in San Francisco is administered through OEWD. Special assessment districts within the program aim to create a reliable organizational structure and revenue stream to support neighborhood improvements. San Francisco is currently home to 10 BIDs/CBDs and 1 GBD:

- » Castro/Upper Market
- » Central Market
- » Civic Center
- » Dogpatch and NW Potrero Hill Green Benefit District
- » Fisherman's Wharf
- » Lower Polk and Tourist Improvement District
- » Noe Valley Association
- » North of Market/Tenderloin
- » Ocean Avenue
- » Union Square
- » Yerba Buena

This case study explores the work of the Yerba Buena Community Benefit District (YBCBD), which was established in 2008. As is required by law, local leaders began the process of forming the district by creating a detailed management plan to govern its structure and actions. This document, called the YBCBD District Management Plan, was developed through a robust community outreach process, and was formally approved through a petition and vote. Today, the district is administered through the YBCBD management corporation, a nonprofit dedicated to implementing the goals and programs outlined in the Management Plan.

In 2011, the YBCBD completed The Yerba Buena Street Life Plan to create a more specific road map for improving public space in the district. YBCBD collected input from a wide variety of neighborhood stakeholders to create a vision for more than 36 streetscape projects that could be implemented and/or advocated for over the course of 5-10 years. The plan identifies activation of alleyways as a priority. The YBCBD recently reached an important milestone in implementing this goal with the creation of a pilot plaza project on Annie Street.

The goal of the Annie Street Plaza project is to transform a central alley in the district into an active social gathering space that encourages pedestrian circulation between Market and Mission Streets and brings visibility to the interior of the block. As a first step, YBCBD is collaborating with the SF Planning Department's Pavement to Parks program to test the plaza concept with a temporary installation that closes the alley. The pilot plaza approach will allow YBCBD to quickly begin implementing programming ideas brainstormed with the community, and test greening and maintenance regimes.

While its alignment with the larger goals set out in the Yerba Buena Street Life Plan was important, the Annie Street Plaza project only became a reality because of strong community support. Even before YBCBD agreed to sponsor the project, 30-40 residents in apartment buildings near the alley formed a group called "Friends of Annie Alley", and began advocating for improvements.

REVENUE AND FINANCING

YBCBD is one of the largest community benefit districts in San Francisco's history. Nearly 95 percent of the district's revenue comes from assessments from property

MODEL TYPE/S

Primary: Self-Governing Special Assessment Districts

Overlapping: Event-based models, Grassroots Partnerships, and Public/Private Partnerships

LOCATION

San Francisco, CA

SPONSOR

Yerba Buena Community Benefit District

SPACE TYPE

Multiple: Plazas, Parklets, Alleys, and more.

USE LEVEL

Varies

BUDGET

Cost to set-up: \$ \$ \$

Manager resource level: \$ \$ \$ \$ \$

NEEDS ADDRESSED

- » Leadership in planning and advocating for public space
- » Reliable revenue stream for maintenance/stewardship
- » Leadership in community involvement and programming
- » Ongoing relationship management



After about 1 month of construction, the pilot Annie St. Plaza opened in November of 2014 with a launch event that featured music, food, and drinks. (Photo: Sergio Ruiz of SPUR.)

The CBD framework can foster community ownership and help public spaces thrive.

owners. The district assessment fee is collected by the San Francisco County Tax Collector on an annual basis through the property tax payment framework. The San Francisco Tax Collector then distributes the assessment fees to the YCBCD management corporation.

Assessments in the district vary according to each property. YCBCD's assessment rate methodology was reviewed and endorsed by the district's Steering Committee as a fair and equitable framework for determining fees. The annual assessments are based on one or more of the following factors: Linear frontage of the lot abutting any public right of way; Gross building square footage; Location in a particular benefit zone; And property use. The details of YCBCD's fee assessment methodology, as well as the level of each individual property assessment, are listed in the District Management Plan, which is publicly available on the YCBCD website. Beyond assessment fees, additional revenue for the district is comprised of a combination of grants, donations, and in-kind contributions.

The Annie Street Plaza project did not require a significant additional fundraising effort for YCBCD. The project benefited from in-kind support from a number of key partners, as well as a handful of waived or reduced permit fees. In one instance, YCBCD worked with the San Francisco Entertainment Commission to develop a 3-month pilot in which the Commission granted YCBCD a permit to host a series of performances in the Plaza, rather than sticking to the standard structure of issuing an individual permit (costing around \$500-600) for each performance. This creative approach greatly reduced YCBCD's programming costs.

ACTIVATION AND PROGRAMMING

The YCBCD's goal is to engage partners in programming the Annie Street Plaza. During the design phase, YCBCD considered several options for providing programming infrastructure. In the end, YCBCD decided to purchase portable equipment, including a generator and PA system. These items, along with plants and movable chairs and tables cost approximately \$15,000. YCBCD has led a number of pilot programming efforts to determine what works best in the plaza. To date, programming has included daytime and evening musical performances, fitness classes, food trucks, fashion events, and more.

With baseline infrastructure and a handful of precedents in place, YCBCD has begun to engage programming partners. This effort consists of an open call to engage artists and performers in using the space, as well as targeted outreach to community organizations within YCBCD's boundaries. A number of partners are already stepping up to take advantage of the programming opportunities that the Annie Street Plaza offers. For example, the Yerba Buena Gardens Festival is currently planning to host a portion of their event programming in the plaza during 2015. While the exact makeup of the ongoing programming calendar is still being developed, YCBCD aims to host 2-3 programmed events per week to keep the space active and insure that no one user group dominates the plaza.

MAINTENANCE

Maintenance services are a cornerstone of the YCBCD's role in the neighborhood. The district already has a number of programs in place, which will be leveraged for Annie Street Plaza. These programs include:

- » The Clean Team, a dedicated staff corps that works to improve the appearance and cleanliness of the district every day 6 a.m. to 8:30 p.m. The Clean Team steams sidewalks twice a month, works daily on sidewalk cleaning and gutter sweeping, and removes trash on a frequent basis. They also remove weeds, clean tree wells, eliminate graffiti, and refresh paint on poles, mail boxes and fire plugs.
- » The Community Guides Program, which employs goodwill ambassadors throughout the neighborhood. YBCBD employs up to six guides on from weekdays 6 a.m. to 9 p.m. and on weekends from 8 a.m. to 10 p.m.
- » Additional police presence, through the SFPD 10B Officer program. This program allows YBCBD to fund additional police services on top of what the city provides. YBCBD's 10B officers primarily addresses quality of life issues within the district. The additional police presence adds 70 hours per week of police time to the 5,000 hours a week already provided by the district's local police station.
- » Greening initiatives, such as planting trees, hanging flower baskets, and other streetscape improvements.

Thus far, the Plaza has not added a significant load to YBCBD's regular maintenance cycle. This is in part by design - YBCBD worked with landscape designers from CMG and the Flora Grubb Gardens to make sure plantings and other enhancements would not be costly to maintain. In addition, the increased pedestrian activity in the plaza has discouraged people from allowing their dogs to use the alley as a bathroom - in this way, YBCBD's activation of the plaza has actually eliminated a behavior that was previously a maintenance concern.

CONCLUSIONS

This case study presents a successful example of a self-governing assessment district assuming a leadership role in public space management. YBCBD led a four-year planning process to determine priorities in the neighborhood, and then initiated Annie Street Plaza in response to the community vision. YBCBD's role in convening stakeholders throughout all phases of the project was very valuable, and the organization was able to apply established programs, services, and resources to Annie Alley to help it thrive. Now that the plaza is open, YBCBD can leverage existing relationships to encourage partners and residents to visit and plan events of their own in the new public space.

RECOMMENDATIONS FOR SAN FRANCISCO

San Francisco should look for opportunities to reduce barriers to special assessment district formation. There may be value in providing open-source tool kits or guides to community groups interested in creating districts. Or, the City might support the formation of an overarching association or coalition of small CBDs (and/or GBDs). Such an entity could work to help small districts bundle contracts for services or coordinate shared resources, such as office space, equipment, and administrative staff.



The Annie Street Pilot plaza was designed by CMG Landscape Architecture. (Photo by Gene Stroman.)



Since it has been closed for the pilot plaza, Annie Street has become a new space for community events and outdoor dining. (Photo by Sergio Ruiz.)

ADDITIONAL CASE STUDIES



(Photos by Fisherman's Wharf Association.)

LOCATION

San Francisco, CA

LEAD ORGANIZATIONS

Non-profit CBD

BUDGET RANGE

Cost to set-up/create:

\$\$\$ \$

Manager resource level:

\$\$\$ \$

FISHERMAN'S WHARF COMMUNITY BENEFIT DISTRICT

The non-profit Fisherman's Wharf Association provides an example of a CBD that was structured creatively to fit local needs. In 2005, business and property owners on the land side of the Fisherman's Wharf neighborhood (south of Jefferson and The Embarcadero) formed the Fisherman's Wharf CBD. The port side of the district is a key part of the neighborhood's fabric, but, because businesses in that area of the Wharf are tenants (the Port of San Francisco owns the buildings), the Association needed to form a new CBD to manage the space. Today, the Fisherman's Wharf Association manages both the land- and port-side CBDs, under a single Board.

The CBDs provide a variety of services to districts properties, and many are shared. Shared services are paid for proportionately, based on the size of the contribution from each CBD. The Association's

shared marketing efforts have included designing a logo, launching a website, and producing an annual visitor's guide brochure. Efforts around activation and programming are also shared. The Association has spearheaded and/or sponsored a robust calendar of programs, including Fourth of July Waterfront Celebrations, Fleet Week, and Wharf Fest, which celebrates the neighborhood's waterfront culture and cuisine.

Maintenance is a service that is not evenly shared between the two CBDs. The Association operates an Ambassador program, which provides 3 full-time staff people from 8 a.m. -8 p.m. to focus on cleaning (including trash pick-up), safety, and quality of life issues, such as outreach to homeless individuals. The Ambassadors assist with safety and quality of life work in both CBD areas, but provide cleaning services for the land-side district only. Land-side maintenance work also includes sidewalk steam cleaning and graffiti abatement. Port-side businesses benefit from maintenance services provided by the Port of San Francisco and therefore do not obtain

these service from the Association. To advance its mission, the Association operates 5 active volunteer committees. These committees are led by Chair persons who are members of the Association's board, but they are also open to participation from community members who want to get involved. The Association's committees focus on: Street Operations, Beautification and Order Committee (SOBO), Marketing, Transportation, Sustainability, and Pier Safety. The committees work on a number of issues important to CBD members, including setting policies around tour bus circulation, spearheading pedestrian wayfinding campaigns, and providing leadership around emergency preparedness, and crime and safety.

Though exact numbers vary by year, the bulk of the Fisherman's Wharf Association's work is funded by special assessment revenue. The Association also engages in fundraising to support activities, and leverages in-kind donations and sponsorships. The Association also pursues grant funding for special programs and initiatives.

DOGPATCH AND NORTHWEST POTRERO HILL GREEN BENEFIT DISTRICT

A GBD is a new form of neighborhood-based special assessment district that is designed to facilitate community investment in neighborhood public spaces, such as enhanced maintenance and development of parks (both formal and informal), open spaces, and green infrastructure within their boundaries. The GBD's services, activities, and improvements are provided in addition to those already provided by the City, and not meant to replace them. GBDs are similar to CBDs, and they are authorized under the same state legal frameworks. Article 15A of the San Francisco Business and Tax Regulations Code specifically outlines the process for creating GBDs, or "Public Realm Landscaping, Improvement and Maintenance Assessment Districts".

The non-profit organization Build Public is currently working with stakeholders in the city's Dogpatch and Northwest Potrero Hill neighborhoods to launch California's first-ever GBD. The District will be managed by an independent, non-profit corporation governed by an elected board of directors that represent assessed property owners and community stakeholders. Just as in the CBD model, the GBD's work will be guided by a Management Plan that clearly defines the scope and spending authority of the organization. The current GBD initiative in Dogpatch and Northwest Potrero Hill aims to:

1. Create a new funding source for improved maintenance of neighborhood parks, plazas, parklets, streetscape and sidewalks, gardens and green spaces.

2. Support small capital improvements to enhance existing green spaces and add new ones.
3. Build neighborhood capacity to create new open spaces and advocate for better neighborhood parks and services.
4. Create a new model of "open-source" neighborhood-level governance (through the owners' non-profit corporation) by providing state-of-the-art citizen engagement technology and an accessible and transparent management framework.
5. Actively engage the community with tools that allow citizens to track the GBD's performance and finances, participate in decision-making and fiscal management, and crowd-source capital project ideas.

The GBD has the potential to support new public spaces, such as the proposed Dogpatch Arts Plaza. This plaza would transform a dead-end at 19th Street west of Indiana Street into an art-focused public plaza that melds the neighborhood's industrial heritage with the creative spirit of the famous Burning Man festival.

RECOMMENDATIONS FOR SAN FRANCISCO

San Francisco should monitor the Dogpatch and NW Potrero Hill GBD, and consider further use and development of resources to support expansion of this model.

LOCATION

San Francisco, CA

LEAD ORGANIZATIONS

Non-profit GBD

BUDGET RANGE

Cost to set-up/create:

\$\$\$

Manager resource level:

\$\$\$\$



Fallen Bridges Park in Potrero Hill is one of the many neighborhood open spaces that would benefit from the formation of the GBD. (Photo by The Street Plans Collaborative.)

MAINTENANCE AND/OR TECHNICAL ASSISTANCE PARTNERSHIP MODELS

SPACE TYPES

Multiple: Plazas, Parks, Parklets, Alleys, and more.

LEAD CASE STUDY

Neighborhood Plaza Partnership
New York, NY

ADDITIONAL CASE STUDIES

San Francisco Parks Alliance
Playground Initiative
San Francisco, CA

Advocates for Privately Owned
Public Spaces (APOPS)
New York, NY

BACKGROUND INFORMATION

For many small community organizations, taking on all aspects of public space management can be challenging. Particularly when staffing and financial resources are scarce, it simply may not be possible for an organization to manage the programming, maintenance, and financing aspects of a new public space alone.

This section of the guide explores organizations, programs, and/or partnerships that have developed to support public space managers. The specific focus varies by initiative, but activities in this framework often include technical assistance, subsidized direct services, or both.

STRENGTHS

Maintenance and/or technical assistance partnerships can be an effective way to distribute the obligations of public space management over several organizations. Small organizations may be more likely to become involved in public space management when responsibilities are shared, as such an arrangement reduces burdens on staff and financial resources. Partnerships allow organizations to focus on the public space management roles they are most well-equipped to fill and, at the same time, create opportunities for sharing ideas and best practices. Finally, partnerships have the potential to broaden the base of community support for a public space by widening the circle of stakeholders.

WEAKNESSES AND LIMITATIONS

By spreading responsibilities, maintenance and/or technical assistance partnerships create a less centralized approach to management. If the partnership is not well-coordinated, there is a risk that projects will become unwieldy, or that details will fall through the cracks. For the partnership to be successful, it is essential that roles and expectations are clearly defined.

The sustainability of this model is dependent on capacity of local public space managers. Subsidized services or technical assistance can be very valuable for low-capacity organizations taking on the role of public space manager for the first time. But, it is essential that the assistance framework includes a clear path to self-sufficiency as public space managers grow their skill and knowledge base.

The New York City DOT has worked with neighborhood partners to develop over 71 plazas across New York City.



Neighborhood Plaza Partnership

BACKGROUND

Since 2008, the New York City Department of Transportation's (NYC DOT) Plaza Program has transformed underused spaces into lively and social public plazas. The program engages non-profit organizations as partners in developing and maintaining the plazas, and works towards the broader goal of ensuring that all New York City residents have an accessible open space within a 10-minute walk from their home.

In recent years, the NYC DOT has worked with neighborhood partners to develop more than 71 plazas across New York City. The plazas begin as temporary installations, put in place using low-cost materials. By beginning with pilot projects, NYC DOT is able to bring the benefits of new open space to a community quickly and test plaza elements without major up-front capital investments. But, even in their pilot phases, the new public plazas have brought many



new responsibilities to the communities that sponsor them. In the early years of the program, NYC DOT staff recognized that established, well-funded community organizations were much better positioned to assume plaza management responsibilities than those in high need neighborhoods. It was clear that if the program was going to equitably increase access to open space throughout all five boroughs, public space stewards in high-need neighborhoods would need extra help. In particular, there was a great need to provide technical assistance around plaza maintenance.

In 2013, the The Neighborhood Plaza Partnership (NPP) was launched as a program of The Horticultural Society of New York (The Hort), to establish a response to these needs. NPP engages in direct service and advocacy to assist community-based organizations serving as plaza managers in high-need areas. NPP provides a variety of services, including subsidized maintenance service using a workforce training model, organizational capacity-building, marketing advisory services, and citywide promotion of the benefits of the NYC DOT Plaza Program.

The Neighborhood Plaza Partnership engages in direct service and advocacy to assist community-based organizations serving as plaza managers in high-need areas.

Diversity Plaza is one of NPP's partner plazas. Diversity Plaza is managed by a community partnership called Friends of Diversity Plaza. (Photo by Rodrigo Salzar.)

MODEL TYPE/S

Primary: Maintenance and/or Technical Assistance Partnership

Overlapping: Public/Private Partnerships, Special Assessment Districts

LOCATION

New York, NY

SPONSOR

The Neighborhood Plaza Partnership

SPACE TYPE

Plaza

USE LEVEL

Varies

BUDGET RANGE

Cost to set-up: \$ \$ \$ \$ \$

Manager resource level:

\$ - \$ \$

NEEDS ADDRESSED

- » Equity issues for public spaces in low-resource neighborhoods
- » Employment in low-resource neighborhoods
- » Capacity-building for local stewardship organizations

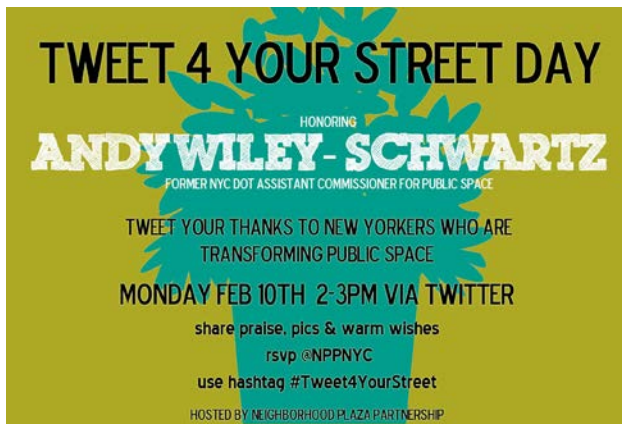


New York's public plazas have brought many new responsibilities to the communities that manage them. The Neighborhood Plaza Partnership provides services to support plaza managers in high-need areas.

Willoughby Plaza in Brooklyn, NY
(Photo by NYC DOT)



Corona Plaza, in Queens. (Photo by Flickr user Matt Green.)



As one of their many advocacy efforts, NPP organized a “Tweet 4 Your Street Day” to honor New Yorkers transforming public space.

REVENUE AND FINANCING

The Neighborhood Plaza Partnership has three full-time staff members and operates almost exclusively on private funding. The organization was launched with the help of an \$800,000 catalyst grant from the JPMorgan Chase Foundation in 2013.

As part of its mission, NPP is actively exploring a number of models to help plaza managers in high-need neighborhoods secure financial resources. One promising strategy is bundling plazas in high-need communities with plazas that are better positioned to receive corporate sponsorship. Corporations, for example, typically direct sponsorship dollars to iconic plazas in areas with high volumes of pedestrian traffic. NPP has begun to explore the feasibility of fostering partnerships between high- and low-resource plazas, to create composite sponsorship or grant application packages that benefit both spaces. Still in the planning phase, this model shows promise, even though it has been complicated by the fact that each plaza has an individual contract with the city of New York.

ACTIVATION AND PROGRAMMING

NPP’s model acknowledges that community organizations typically thrive as leaders of public space activation and programming. As such, NPP’s model attempts to remove the burden of maintenance and cleanup, in order to allow community organizations to focus fully on the activation and programming elements of plaza stewardship. In some cases, NPP supports partner organizations’ programming work with targeted advisory services around sponsorships and marketing. This type of technical assistance will become a major focus of NPP’s work in the future.

MAINTENANCE

As referenced previously, maintenance is a major focus of NPP’s model. NPP has recognized that while volunteers and local business owners can be key partners in periodic site clean-ups and light maintenance in the short-term, public plazas do require a maintenance commitment that is too large for this “good Samaritan” model in the long-term.

NPP places emphasis on careful documentation of costs for their subsidized maintenance services. As the organization develops, understanding the costs of stewardship remains a major priority.

In providing maintenance services, NPP collaborates with a number of workforce development programs. Through the Hort’s GreenHouse program, NPP engages formerly incarcerated individuals from Rikers Island Correctional Facility in transitional employment through plaza landscaping and maintenance jobs. NPP also contracts with workforce teams from Association of Community Employment (ACE), a non-profit organization dedicated to providing job training and work experience to homeless men and women.

NPP has had success with workforce development collaborations. Plaza stewardship and maintenance often proves to be an ideal employment scenario for program participants; the work can be highly social and it provides a strong connection to an important neighborhood community space. At the same time, NPP has seen that the model has limitations. Many communities have expressed a strong desire to create hyper-local workforce development arrangements in which plaza maintenance jobs go directly to residents in their own neighborhoods. NPP is not currently able to offer this type of



The photos on the left illustrate locally-led activation efforts in Corona Plaza, one of many plazas NPP is involved in supporting. (Photos by Flickr user Uni Project.)

arrangement. While most communities cannot take on the commitment of developing and managing workforce development programs of their own, NPP is exploring training models for those who are interested in doing so. For example, NPP is working for one year with an organization called Youth Ministries for Peace and Justice in the Bronx, training staff to manage a workforce development program focusing on youth leadership.

Even with a workforce development program partnership, maintenance services are costly. NPP offers services on a sliding scale, and currently provides maintenance services for 14 plazas. NPP has tracked the cost range for maintenance to be \$30-60,000 per plaza. At the subsidized rate, NPP's average fee from community organizations for maintenance services is \$11,000. NPP is placing strong emphasis on capacity building, to help the community organizations receiving subsidized assistance to grow and become more self-sufficient in funding maintenance.

CONCLUSIONS

NPP's model is an innovative response to resource disparities that impact a community organization's ability to thrive in the role of public space manager. While the model is still developing, NPP's work provides a number of lessons for public space managers and decision makers to consider:

1. In all aspects of public space management, maintenance and stewardship are often the most challenging for community organizations to take on. There is typically a great need for support and technical assistance in this area.
2. To create a sustainable model, community organizations may need technical assistance that is focused on building their internal capacity to fundraise, secure sponsorships, and develop revenue streams that will allow them to pay for maintenance on an ongoing basis.
3. Visionary leaders are essential. In most scenarios,

NPP works closely with the City Council members from the districts where the plazas are located. Council member support for NPP and local stewards, in terms of financial donations and staff resources, have been a critical component of the model.

RECOMMENDATIONS FOR SAN FRANCISCO

San Francisco should consider replicating NPP's technical assistance model. A similar program in San Francisco could help address resource disparities between neighborhoods and increase capacity in high-need areas through workforce training, marketing assistance and citywide plaza promotion. Existing organizations, such as the SFPA, would be key partners in helping the city build on established programs to replicate NPP's model.

ADDITIONAL CASE STUDIES

SAN FRANCISCO PARKS ALLIANCE PLAYGROUND INITIATIVE

The SFPA is a non-profit organization dedicated to promoting civic engagement and philanthropy to protect, sustain, and enrich San Francisco’s parks and open spaces. SFPA’s Playground Initiative builds partnerships with the community, elected officials and San Francisco’s RPD to ensure that the city’s playgrounds are valued, protected, and improved. The Initiative includes a number of components that address playground maintenance and stewardship:

1. SFPA hosts playground volunteer workdays and cleanups and events.

2. SFPA works with RPD to conduct a comprehensive survey of public playgrounds every two years to evaluate safety and maintenance needs. The survey results are published in a Playground Report Card, which helps determine which playgrounds are in the worst condition and in need of the most attention.

In 2012, the SFPA was a major sponsor of the Clean and Safe Neighborhood Parks Bond, which set aside \$15.5 million to fix failing playgrounds in San Francisco. The Playground Initiative program itself has received financial support from numerous foundations, local advocacy groups, and private companies.



SFPA’s Playground Initiative insures the city’s playgrounds are protected, and improved. (Photo by SF Planning.)



Like New York, San Francisco has many “Privately Owned Public Spaces” that could perform better with engaged management, including inviting design elements and programming. (Photo by SF Planning.)

LOCATION

San Francisco, CA

LEAD ORGANIZATIONS

Non-profit organization and RPD

BUDGET RANGE

Cost to set-up/create: \$ \$ \$

Manager resource level: Varies

ADVOCATES FOR PRIVATELY OWNED PUBLIC SPACES (APOPS)

In 1961, New York City's zoning code was amended to allow developers to include additional floor area in high-rise projects if they converted a portion of ground floor building lots into privately-owned public space. Today, New York City is home to about 525 privately owned public spaces (POPS), but the spaces vary greatly in their success as public amenities.

In collaboration with the New York City Department of City Planning and the Municipal Art Society of New York, Harvard University professor Jerold S. Kayden conducted a comprehensive research study of POPS. His findings, summarized in his 2000 book "Privately Owned Public Space: The New York City Experience," revealed that the incentive zoning framework produced a mixed quality of public spaces, and that a significant number of owners were illegally privatizing all or some of their POPS.

In response to these findings, Kayden created a non-profit organization called Advocates for Privately Owned Public Spaces (APOPS), with a small board of directors and paid and volunteer staff. The goal of APOPS is to invigorate POPS by making it possible, indeed easy, for a broad base of stakeholders to engage effectively with POPS. At the heart of the effort has been a website, apops.mas.org, that provides descriptive and legal information about all POPS and creates easy opportunities for interested individuals to comment, post photos and videos, report problems, and propose redesigns about POPS. In addition, APOPS, working with the Municipal Art Society of New York, has announced a work program that includes the following:

» Programming partnerships to activate POPS, including

the launch of an annual "best POPS" awards program.

- » Upgrading initiatives focused on capital improvements for POPS. In this realm, APOPS collaborates with POPS owners willing to lease their spaces to outsiders interested in converting the space in ways that equally serve their and the public interest.
- » Monitoring programs to assure that all POPS are in compliance with applicable legal requirements.
- » Special Projects such as design competitions that improve POPS.
- » Public Policy discussions about POPS issues on an ongoing basis.

LOCATION

New York, NY

LEAD ORGANIZATIONS

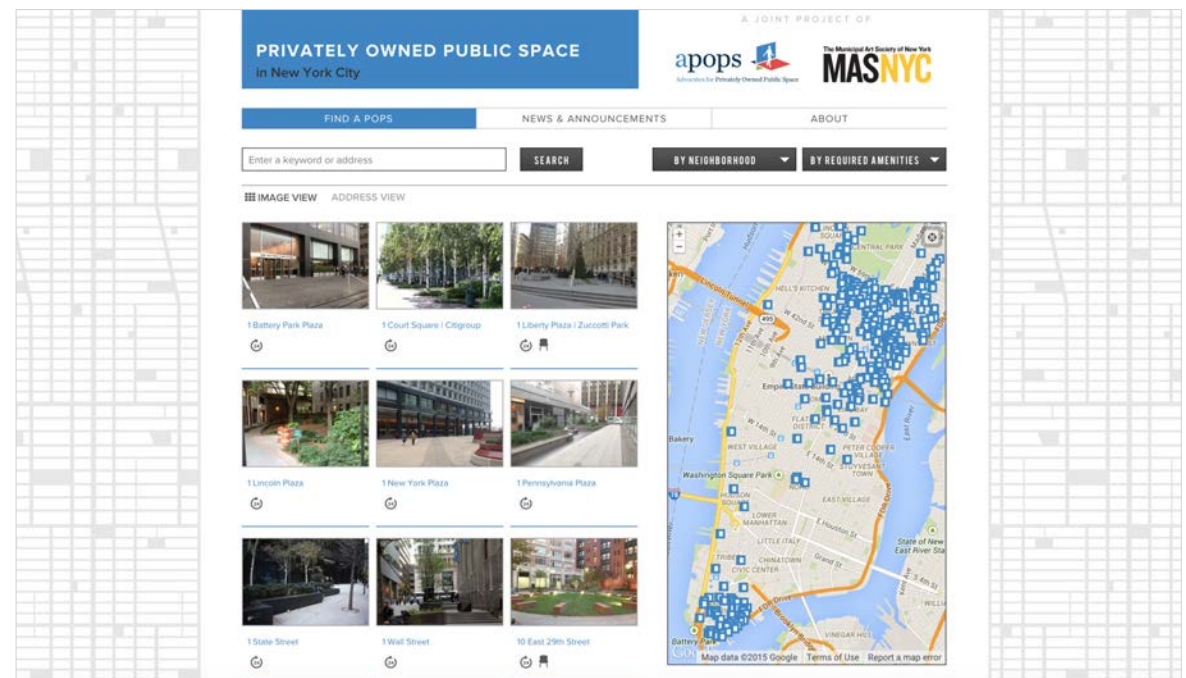
Non-profit organization and POPS stewards

BUDGET RANGE

Cost to set-up/create: \$\$\$

Manager resource level: Varies

Advocates for Privately Owned Public Spaces (APOPS) is a project dedicated to invigorating New York City's POPS by engaging a broad base of stakeholders in focused management efforts. As a first step, project leaders launched a website to improve public awareness of POP types, locations, and uses throughout the city.



ACKNOWLEDGMENTS

Thank you to all of the City, County and neighborhood organizations, business owners, neighbors, and artists who are doing great work every day to help San Francisco's public spaces thrive.

This project is the result of a comprehensive research study of best practices and sustainable methods for public space stewardship nationwide. The study process included online research, as well as interviews with relevant project and program managers around the country. We would like to thank all of the program and program managers who participated in interviews to help us learn more about their stewardship model.

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The following individuals participated in an interview or answered questions by email in support of our research for the SF Public Space Stewardship Guide.

Note that titles/positions reflect information obtained at the time the interview was conducted.

Angela Steel
Policy Manager for Public Space Management
Seattle Department of Transportation, Public Space Program

Alan Jaffe
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Pennsylvania Horticultural Society

Douglas Woo
President
Friends of Duboce Park

Todd David
Board Member
Noe Valley Town Square

Julia Brashares
Director of Street Parks
San Francisco Parks Alliance

Claude Imbault
Director of Strategic Initiatives
Union Square Business Improvement District

Janet Attarian
Complete Streets Director
City of Chicago

Andrew Robinson
Director of Neighborhood Partnerships
Yerba Buena Community Benefit District

Jared Press
Project Manager
Build Public

Laura Hansen
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Neighborhood Plaza Partnership

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Plaza Program Director
New York City Department of Transportation

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Harvard University Graduate School of Design

Reuel Daniels
Program Manager
Fisherman's Wharf Community Benefit District

David Winslow
Architect
Community Member/Project Leader

Prema Katari Gupta
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University City District

Charles Simpson
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Occidental College

Sahiti Karempudi
Park Partner Project Manager
San Francisco Parks Alliance

David McCormic
Associate Landscape Designer
City of San Jose Department of Parks, Recreation & Neighborhood Services

ADDITIONAL CASE STUDY SOURCES

78TH STREET PLAY STREET

<http://www.streetsblog.org/2012/07/05/jackson-heights-embraces-78th-street-play-street-makes-it-a-permanent-plaza/>

<http://www.jhgreen.org/playstreet.html>

<https://www.facebook.com/78thSt>

Funding through DOE fund: <http://www.dnainfo.com/new-york/20140716/corona/massive-street-cleaning-project-coming-corona-jackson-heights>

ADVOCATES FOR PRIVATELY OWNED PUBLIC SPACES

<http://www.citylab.com/design/2012/10/matchmaker-new-yorks-privately-owned-public-spaces/3646/>

<http://apops.mas.org/>

CHICAGO MAKE WAY FOR PEOPLE PROGRAM

<http://www.cityofchicago.org/content/dam/city/depts/cdot/MakeWayforPeople/CityPlazasRFP.pdf>

<http://www.cityofchicago.org/content/dam/city/depts/cdot/MakeWayforPeople/Pre-proposalConferenceQA.pdf>

<http://chi.streetsblog.org/2013/09/05/cdot-sets-out-to-bring-more-street-life-to-almost-50-plazas/>

<http://arcchicago.blogspot.com/2013/08/mcplazas-privatizing-chicagos-orphan.html>

http://www.cityofchicago.org/content/dam/city/depts/fin/supp_info/Municipal%20Marketing/MunicipalMarketingFramework092712.pdf

DOGPATCH/NW POTRERO HILL GREEN BENEFIT DISTRICT

<http://www.dogpatchartsplaza.org/about/>
http://sf.curbed.com/archives/2014/04/24/dogpatch_arts_plaza_will_bring_new_life_to_19th_street.php

FISHERMAN'S WHARF COMMUNITY BENEFIT DISTRICT

<http://www.visitfishermanswharf.com/>

FRIENDS OF DUBOCE PARK

<http://friendsofdubocepark.org>

LINDEN LIVING ALLEY

<https://lindenlivingalley.wordpress.com/current-projects/>

LOS ANGELES PEOPLE ST PROGRAM

<http://peoplest.lacity.org/>

NEIGHBORHOOD PLAZA PARTNERSHIP

<http://neighborhoodplazapartnership.org/about/>

<http://www.streetsblog.org/2013/11/26/800000-from-chase-to-help-maintain-up-to-20-plazas-over-two-years/>

<http://www.streetsblog.org/2013/09/10/bed-stuy-cuts-the-ribbon-on-marcy-plaza-celebrating-reclaimed-space/>

NOE VALLEY TOWN SQUARE

<http://noevalleytownsquare.com/>

PEOPLE IN PLAZAS

<http://www.peopleinplazas.org/>

POP-UP BEER GARDENS

<http://phsonline.org/programs/phs-pop-up-gardens>

POWELL ST. PROMENADE

<http://sf.streetsblog.org/2011/07/13/powell-street-promenade-enlivens-the-heart-of-san-franciscos-downtown/>

SEATTLE FESTIVAL STREETS

<http://sdblog.seattle.gov/2012/03/08/a-festival-what/#sthash.5OPNQFwh.dpbf>

<http://www.seattle.gov/transportation/docs/dr/Festival%20Street%20Designation%20List.pdf>

<http://www.seattle.gov/transportation/docs/dr/SDOT%20Director's%20Rule%202-2012.pdf>

http://www.seattle.gov/transportation/btg_nsf_georgetownfestivalstreet.htm

<http://www.seattle.gov/transportation/cams/CAM2504.pdf>

SFPA PLAYGROUND INITIATIVE

<http://www.sfparksalliance.org/our-work/stewardship/playground-initiative>

YERBA BUENA COMMUNITY BENEFIT DISTRICT

http://sf.curbed.com/archives/2014/10/16/yerba_buenas_annie_alley_to_pop_up_as_a_pedestrian_oasis.php
<http://sf.streetsblog.org/2014/11/21/annie-alley-transformed-into-a-downtown-gathering-space/>

