Introduction
What is Civic Center Commons?

The Civic Center Commons Initiative is a collaborative effort to breathe new life into the City’s central civic spaces, changing how people engage with the place and with each other so that everyone can feel welcome and experience the best of San Francisco every day.

Led by the City of San Francisco in partnership with neighbors, community organizations, and cultural institutions, the Initiative is transforming Civic Center Plaza, UN Plaza, and Fulton Street between the Main Library and the Asian Art Museum – “the Commons” – into the unified civic space it was designed to be.

Key features of the effort include San Francisco-style attractions such as interactive installations by the Exploratorium and the Asian Art Museum; innovative workforce development partnerships that help keep the area clean and safe while providing jobs for people facing barriers to employment; and free events, recreational activities, and engaging public art projects.

Major capital investments at Civic Center Plaza - including the new $10 million Helen Diller Civic Center Playgrounds renovation and the Civic Center Public Realm Plan’s long-range vision for design enhancements - will build on the strategies described in this Action Plan so that the Commons can ultimately become a powerful symbol of San Francisco’s compassionate values and a model for public spaces around the world.
Strategies

This Action Plan is intended to guide the Initiative’s work over the next two years. It is organized around four strategies that work in concert with each other.

1. CREATE DAILY ATTRACTIONS
   The Initiative aims to create attractions where people are invited to stop, have fun, and connect on a daily basis. The Commons’ most exciting new attraction is the Helen Diller Civic Center Playground. Others include the Exploratorium’s Sound Commons installation at UN Plaza and the Asian Art Museum’s dragon-themed outdoor art gallery on Fulton Street. The Initiative aims to support existing attractions and add new ones over time.

2. IMPROVE CLEANLINESS AND SAFETY
   Enhanced City collaboration and innovative workforce development partnerships are making the Commons cleaner and safer for everyone. Hunters Point Family employs a crew of stewards who have overcome significant barriers to employment. The stewards act as docents and monitors throughout the Commons. Downtown Streets Team engages unhoused people to participate in light cleaning in exchange for stipends and case management services.

3. CREATE A COHESIVE IDENTITY
   Naming this area Civic Center Commons is intended to help people view these three spaces as a single civic space and to evoke the values of a “commons” as a welcoming, inclusive gathering place. The Initiative is reinforcing this identity through signature free events like the Commons Block Party series, along with visual elements placed throughout the area, such as the Knitting the Commons yarn animal installations and tivoli lights on trees.

4. BUILD A STRONG TEAM
   A dedicated group of City agencies is working collaboratively with neighborhood, cultural, civic, educational, and business leaders to activate and care for the Commons now, and to develop a strategy to ensure that the Commons has the staffing and funding needed to continue and expand its services and amenities in the future.
A proactively-inclusive approach

A core feature of the Initiative is the inclusive approach with which these strategies are implemented:

• Naming this area Civic Center Commons is intended to evoke the values of a “commons” as a welcoming, inclusive gathering place;

• Attractions and activities are designed to engage all kinds of people and to foster connections among them;

• Amenities such as the Pit Stop toilets and tables and chairs are available to everyone;

• Job creation for those with barriers to employment is a priority; and

• Engagement with diverse neighborhood stakeholders is pursued in the planning and implementation of the Initiative.
How the Initiative informs long-range planning

The Initiative develops through ongoing learning from:
- Field Observations
- Committee and Stakeholder Input
- Design Expertise
- Civic Center Public Realm Plan
- Public Input
- Counts and Data
- Evaluations of our events and projects
- Focus Groups with Hunters Point Family Stewards and public space user groups

The Initiative implements incremental projects

The Initiative facilitates learning through implementation

Long-range design and management vision is realized

Ongoing lessons learned inform strategy for programming, physical design changes, stewardship, and management.

This Public Realm Plan will create a unified vision for long-term improvements to Civic Center’s plazas, streets, and other public spaces.
Partners

The Initiative is a highly collaborative effort that involves the work of many public and private partners. Entities listed with an * below participate in the Initiative Steering Committee.

**CORE CITY DEPARTMENTS**
- Asian Art Museum* (AAM)
- Community Challenge Grants
- City Administrator*
- Department of Public Health
- Grants for the Arts
- Mayor’s Office
- Office of Economic and Workforce Development* (OEWD)
- San Francisco Planning Department
- Public Library* (SFPL)
- Public Works
- Recreation and Parks Department* (RPD)
- Real Estate Division
- San Francisco Arts Commission (SFAC)
- San Francisco Police Department

**CULTURAL AND EDUCATIONAL INSTITUTIONS**
- Another Planet Entertainment*
- Boxcar Theatre
- Exploratorium
- Noise Pop
- People in Plazas
- UC Hastings*
- Alonzo King LINES Ballet

**NON-PROFIT AND COMMUNITY ORGANIZATIONS**
- America Scores Youth Soccer*
- Central Market CBD
- Civic Center Community Benefit District* (CCCBD)
- Demonstration Gardens
- Downtown Streets Team (DST)
- Lava Mae
- Heart of the City Farmer’s Market
- Hunters Point Family (HPF)
- Market Street Association
- Project Homeless Connect
- Tenderloin CBD*
- Tenderloin Housing Clinic*
- Youth Art Exchange

**BUSINESS**
- Bi-Rite Family of Businesses
- Dolby Laboratories*
- Emerald Fund*
- Kivelstadt Properties*
- MJM Management
- Off the Grid
- Pacific Eagle*
- SHN
- StreetsPlus

**PHILANTHROPIC AND TECHNICAL ASSISTANCE INSTITUTIONS**
- CMG Landscape Architecture
- Dialogue
- Gehl Architects
- Helen Diller Family Foundation
- Kenneth Rainin Foundation Discretionary Fund
- National Science Foundation (#1713638)
- Project for Public Spaces
- SF Parks Alliance*
- Stamen Design*
- Trust for Public Land

NOTE: Abbreviations established on this page are used throughout the Action Plan.
Work to Date
Created in partnership with RPD and the Design Museum Foundation, this temporary playground was open to the public during the 2017 renovation of the Helen Diller Civic Center Playgrounds. This popular play destination was recently donated to a neighborhood in need and will have a second life in the Palou Playground.

Installed in 2017, this Living Innovation Zone (LIZ) project is a collaboration between San Francisco Planning and the AAM, SFPL, Youth Art Exchange, and CCCBD. The site features a large dragon sculpture - inspired by mythological creatures found in the art and literature of many cultures - and is home to regular programming and rotating art installations.

In July 2017, Off the Grid began a pilot expansion of mobile food presence in the Commons, offering daily lunch trucks in addition to Off the Grid’s regular Friday market at Civic Center Plaza. The pilot supplements Off the Grid’s Tuesday and Thursday lunches in UN Plaza and will continue through summer 2018.

The Commons now features movable tables and chairs daily in all three public spaces - UN Plaza, Fulton Street, and Civic Center Plaza. The tables are cleaned and monitored by HPF stewards. This amenity aims to make the space more comfortable and inviting for people who want to linger, each lunch, or sit and socialize.

This interactive installation by the Exploratorium’s Studio for Public Spaces invites passersby to stop and play with sound. The installation, installed in summer 2016, is composed of four main sections throughout UN Plaza. Each features a variety of “sonic phenomena” such as mammoth chimes, xylophones, echo tubes, and massive wooden pendulums.

Through a workforce development partnership with Public Works, a crew of nine stewards and two supervisors from Hunters Point Family are present in the Commons 11 hours, 7 days per week. Stewards act as docents to interactive art installations and amenities, provide cleaning services, and create a welcoming environment for all.
Downtown Streets Team engages a crew of unhoused people – many from the immediate area – to participate in light cleaning in exchange for stipends and case management services. DST crews come through Civic Center Commons every morning and afternoon 6 days a week, cleaning Civic Center public spaces. Lead partners on this effort include OEWD, Public Works, and Dolby Laboratories.

Spearheaded by the CCCBD, the Commons Block Party series kicked off an initial season with four events on 3rd Thursdays in July, August, September, and October of 2017. These free events featured live music from Another Planet Entertainment, People in Plazas, and Noise Pop alongside a variety of activities and food and adult beverages from Off the Grid.

In partnership with CCCBD, the Initiative hosts a large Annual Holiday Tree Lighting Celebration in Civic Center Plaza. The 2017 event featured performances curated by Boxcar Theatre, a free toy giveaway for local children, and even snow!

On the 1st Sunday of the month, the AAM hosts outdoor programming at the Village Artist Corner to complement the museum’s sponsored community day, when admission is free. This event builds off the energy of the Farmers’ Market in UN Plaza and has become a popular monthly attraction.

Managed by the Trust for Public Land, this art installation aims to visually “knit” the Commons together. Select trees are wrapped in one-of-a-kind whimsical land, sea, and air creatures, created and installed by artists Knits for Life.

String lights in UN Plaza and Civic Center Plaza provide a more inviting environment for pedestrians during nighttime hours. Key partners on this effort include the CCCBD, RPD in Civic Center Plaza, and Exploratorium and Kivelstadt Properties in UN Plaza.
What’s Next?
Create Daily Attractions

Ensure success of new attractions at Civic Center Plaza.

The $10 million renovation of the Helen Diller Civic Center Playgrounds is the most significant investment in Civic Center Commons in decades. It will be followed by numerous other high-impact projects, which provide the City a catalytic opportunity to bring people to the Commons to enjoy the new attractions; to showcase how we are improving one of San Francisco’s most challenging public spaces; and to build momentum for continued development of the area. Ensuring the success of these new investments is the highest priority for the Initiative in 2018 and 2019.
Improve Cleanliness and Safety

Refine stewardship and interagency coordination to improve conditions throughout the Commons.

The Initiative will focus on refining our stewardship program with HPF and DST, adjusting scope and approach to support major capital upgrades and new attractions as these elements are launched. Strong interagency coordination will be key to the success of HPF and DST, and to making the area more comfortable, clean, and welcoming. Efforts will also focus on managing the impact of several major construction projects in Civic Center public spaces, leveraging these projects to benefit rather than detract from the visitor experience.

Create a Cohesive Identity

Build an identity for the Commons to help attract neighbors and visitors.

The Initiative will undertake a robust campaign to invite neighbors and visitors to use Civic Center public spaces on a daily basis. Multiple tactics to build an attractive and welcoming identity for the Commons include: free signature programming; elements that visually unite the space; and in-person and online communications (including a website, email newsletter, and social media). This effort also includes recruiting additional partners and co-creators to spearhead programming and projects that align with the Initiative’s objectives and engage a diverse audience.

Build a Strong Team

Formalize organizational structure and develop a Management Plan for the future.

The Initiative is now implemented by a team of staffers from multiple agencies dedicated either full-time or part-time to managing the effort. A Steering Committee made up of City, community benefit district, and other private sector leaders informally provides vision for the effort, and a number of standing and ad hoc committees facilitate collaborative work. This year, the Initiative will focus on maintaining dedicated staffing, further institutionalizing its current committee structure, and completing a realistic management and revenue plan that can sustain the Commons into the future. (See organization chart for the Initiative on page 26.)
Action Plan: Civic Center Plaza

Create Daily Attractions

2018-19 Objective: Ensure success of new attractions at Civic Center Plaza.

Legend - Civic Center Plaza
- Existing Attractions
- Future Attractions
- 2018-19 Destination Focus Zone
- Commons-wide Identity Elements

Physical Features
1. Annie’s Hot Dog Stand and Seating (existing location)
2. Helen Diller Civic Center Playgrounds
3. Daily tables and chairs, with games (New location as of Feb 2018)
4. Off the Grid Food Trucks (current location thru Summer 2018 when kiosk opens)
5. Downtown Streets Team Tuk Tuk (mobile) (May 2018)
6. BiRite Cafe Kiosk (Summer 2018)
7. SFAC Exhibition (target location, anticipated July to mid-Oct 2018)
8. Tivoli Lights & Knitting the Commons Yarn Art (existing)

NOTE: See following page for the Action Plan related to these Civic Center Plaza attractions.
Create Daily Attractions

Objective: Ensure success of new attractions at Civic Center Plaza.

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>DESCRIPTION</th>
<th>TIMING</th>
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</thead>
<tbody>
<tr>
<td>Helen Diller Civic Center Playground Opening Year</td>
<td>Coordinate communications around marketing of new playground. Forge partnerships with nearby youth-serving organizations to increase use of playgrounds by local kids and families. Convene agency and community partners to identify and address any issues as they arise. Anticipated focus areas include ongoing maintenance, cleanliness, security, and social service coordination.</td>
<td>Feb 2018 onwards</td>
</tr>
<tr>
<td>Daily tables and chairs w/games and giant chess</td>
<td>Continue daily table/chair service in Civic Center Plaza, and increase the number of tables/chairs. Add games - chess, cards and dominoes as well as corn hole and large format Jenga and giant chess. Update A-Frame signs with information about the Initiative and existing attractions on a quarterly basis.</td>
<td>Feb 2018 onwards</td>
</tr>
<tr>
<td>Off the Grid Pilot Expansion</td>
<td>Continue Off the Grid food truck presence in Civic Center public spaces. Once the BiRite Kiosk opens, explore opportunities for Off the Grid to stay at Civic Center and/or move additional food trucks to Fulton Street or UN Plaza on a regular basis.</td>
<td>Feb 2018 onwards</td>
</tr>
<tr>
<td>Downtown Streets Team Tuk Tuk</td>
<td>Support DST in developing, permitting, and deploying a mobile programming hub using a repurposed Tuk Tuk from Thailand. The Tuk Tuk will be used as a lending library and information hub for visitors and homeless alike. Key lending items include free games, soccer balls, jump ropes, hula hoops, and bubbles.</td>
<td>Spring 2018 onwards</td>
</tr>
<tr>
<td>BiRite Cafe Kiosk</td>
<td>Support RPD, CCCBD, and BiRite in opening the Cafe kiosk. Coordinate communications around launch and marketing of kiosk as a new destination. Convene BiRite and CCCBD to implement a grant funded effort that ensures the kiosk is inviting to all, such as funding a monthly free ice cream day for low-income families.</td>
<td>Summer 2018</td>
</tr>
<tr>
<td>SFAC art installation</td>
<td>Support SFAC in development, launch, programming, and visibility for the planned major Zak Ove art installation in Civic Center Plaza. Leverage this exhibit to secure more rotating major art installations of this caliber in the future.</td>
<td>July - Oct 2018 (anticipated)</td>
</tr>
</tbody>
</table>

NOTE: This Action Plan refers to physical elements only. For more information on Programming, see page 22.
Action Plan: Fulton Street

Create Daily Attractions

2018-19 Objective: Enhance existing attractions on Fulton Street and prepare for those in the pipeline.

Legend - Fulton Street
- Existing Attractions
- Future Attractions
- 2018-19 Destination Focus Zone
- Commons-wide Identity Elements

Physical Features
- 9 Daily tables and chairs, with games.
- 10 Village Artist Corner Groundplay Project (Art/Lit LIZ) (Existing permit thru May 2019)
- 11 Target location for Exploratorium Street Smarts installation currently in development for Fulton Street at Larkin. Exact location TBD - lines intended as placeholders only, pending stakeholder input, design, and permitting process. Target opening date Spring 2019.

NOTE: See following page for the Action Plan related to these Fulton Street attractions.
Create Daily Attractions

Objective: Enhance existing attractions on Fulton Street and prepare for those in the pipeline.

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
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<tbody>
<tr>
<td>Daily tables and chairs w/games</td>
<td>Maintain daily table/chair service adjacent to the Village Artist Corner Groundplay project (Art/Lit LIZ), and increase the number of tables/chairs. Add games - chess, cards and dominoes as well as corn hole and large format Jenga. Update A-Frame signs with information about the Initiative and existing attractions on a quarterly basis.</td>
<td>Jan 2018 onwards</td>
</tr>
<tr>
<td>Sunday at the Museum - New AAM Cafe</td>
<td>Help promote the opening of Sunday at the Museum - the new cafe at the AAM. Work with cafe operators to maximize their outdoor presence on Fulton Street.</td>
<td>April 2018 onwards</td>
</tr>
<tr>
<td>Exploratorium Street Smarts Installation</td>
<td>Work with Exploratorium to develop, permit, maintain and evaluate the museum’s new $2 million project - Street Smarts - throughout 2018 and 2019. (Note: though exact location and configuration is yet to be determined, the team is targeting Fulton Street at Larkin as the primary location. This may involve partial encroachment on Fulton Street, to be discussed further with stakeholders and permitting agencies.) Leverage the Street Smarts planning and implementation process to provide amenities that will enhance the conditions on Fulton Street and allow expansion of programming throughout the Commons - key priorities include collaboration with AAM and SFPL outdoor programming, adding Tivoli lights on Fulton Street, and integrating an above-ground storage structure for programming equipment.</td>
<td>Planning Nov 2017 onwards; installation Spring 2019</td>
</tr>
</tbody>
</table>

NOTE: This Action Plan refers to physical elements only. For more information on Programming, see page 22.
Action Plan: UN Plaza

Create Daily Attractions

2018-19 Objective: Enhance existing attractions in UN Plaza and prepare for those in the pipeline.

Legend - UN Plaza
- Existing Attractions
- Future Attractions
- 2018-19 Destination Focus Zone
- Commons-wide Identity Elements

Physical Features
12 Exploratorium Sound Commons Installations (existing)
12 Daily tables and chairs
14 UN Plaza Fountain - Use public art to create a new destination out of the construction barriers anticipated at the UN Plaza Fountain (Date TBD)
15 Carl’s Jr site re-tenanting (vacant as of Nov 30, 2017)
16 Tivoli Lights with Knitting the Commons Yarn Art (existing)
17 Tivoli Lights only (existing)

NOTE: See following page for the Action Plan related to these UN Plaza attractions.
**Create Daily Attractions**

Objective: Enhance existing attractions in UN Plaza and prepare for those in the pipeline.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Daily tables and chairs w/games</td>
<td>Maintain daily table/chair service adjacent to the UN Plaza Cafe, and add more tables and chairs in the plaza. Add games - chess, cards and dominoes. Update A-Frame signs with information about the Initiative and existing attractions on a quarterly basis. Continue providing tables/chairs for the Heart of the City Farmers Market in UN Plaza on Wednesdays and Sundays.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Carl’s Jr. Re-tenanting</td>
<td>Assist property owner in identifying a tenant that can activate the former Carl’s Junior restaurant site and adjacent plaza area. Promote and support the temporary mural installed at the space in February 2018.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Exploratorium Sound Commons Installations</td>
<td>Maintain existing Sound Commons installation in place through full permit term (until June 2018), and undertake a visual refresh (staining, painting, etc.) Work with Exploratorium and identify new partners to enhance the destination potential of this installation. Ideas include funding prizes/giveaways, supporting musical performances at the installations, and forging local partnerships to program Sound Commons regularly in other ways. At end of the permit term, request a permit extension for exhibits on the western side of the plaza (extension timeframe TBD). Establish a timeline to remove installations with decking on the eastern side of the plaza due to maintenance concerns. Once site is restored, identify a new attraction for this site, possibly integrating tables, chairs, and games in the transition period. Note that removal of eastern installations must be coordinated with potential UN Plaza Fountain construction, noted below.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Create a new attraction at the anticipated construction zone around the UN Plaza Fountain</td>
<td>Public Works may undertake a project that will involve construction barriers being placed around the UN Plaza Fountain. If this work moves forward, identify partners to scope, seek funding for, and implement a project that creates a new attraction at the UN Plaza Fountain, integrating the planned construction barriers. Ideas include using the barriers as a canvas wall to be enhanced by art, vertical gardens, and/or other interactive elements.</td>
<td>2018 - TBD</td>
</tr>
</tbody>
</table>

**NOTE:** This Action Plan refers to physical elements only. For more information on Programming, see page 22.
Improve Cleanliness and Safety

Objective: Refine stewardship and interagency coordination to improve conditions throughout the commons.

Action Plan: Cleanliness and Safety

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<tr>
<th>PROJECT NAME</th>
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<tbody>
<tr>
<td>Hunters Point Family Stewardship Program</td>
<td>Continue and refine Civic Center Commons stewardship program with HPF, refining duties to develop their role, i.e. monitoring new playgrounds, offering free games, and working with other agencies to spot, elevate, resolve, and document quality of life challenges that arise.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Downtown Streets Team Stewardship Program</td>
<td>Continue and expand DST role to maintain morning and afternoon crew and coordinate with other on-the-ground staff. Adjust and refine cleaning partnership as needed.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Dedicated Site Coordinator</td>
<td>Create new Dedicated Site Coordinator who can work with HPF, DST, Community Benefit District staff, City agencies, and the public to spot/identify, escalate and resolve all issues as they arise.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Basic Amenities</td>
<td>Replace single JCDecaux toilet with a double toilet, relocate it away from the new café kiosk, and add a new water filling station to the Pit Stop.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Cleaning and needle removal</td>
<td>Increase and coordinate power washing, cleaning, maintenance, and needle removal, with a particular focus on the playgrounds, grass, and the café kiosk, once open.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Safety Staffing</td>
<td>Increase and coordinate daytime and nighttime security, with a particular focus on the playgrounds and area around them.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Safety Coordination</td>
<td>Designate Civic Center as a “hot spot” for interagency coordination initiatives, i.e. Unified Command and Law Enforcement Assisted Diversion and ensure relevant Departments and contractors are part of these efforts.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Construction Mitigation</td>
<td>Ensure existing and new construction barricades around the former Carl’s Jr site, the BiRite café kiosk, the UN Plaza fountain, the forthcoming AAM renovation, and at the BART station renovation sites are safe and well-cared for by the relevant public and private agencies.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Launch new survey tool</td>
<td>Work with HPF to launch refined survey tool to measure visitation levels and perceptions of attractions and of Civic Center public spaces in general. Adjust and refine tool as needed.</td>
<td>March 2018</td>
</tr>
</tbody>
</table>
Create a Cohesive Identity

Objective: Build an identity for the Commons to help attract neighbors and visitors. ★ = New!

Action Plan: Programming

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Program and Event Calendar ★</td>
<td>Compile a monthly inventory of events and programming in the Commons. This involves creating a full programming calendar and identifying gaps/opportunities. Update calendar monthly and send to event partners to enhance collaboration and coordination.</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Recreational Programming by RPD</td>
<td>Continue and enhance promotion for day and evening programming led by RPD (zumba, bocce, Bay Area Scores soccer) in Civic Center Plaza.</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Social Service Programming</td>
<td>Continue to support social service programming in Civic Center Commons: provide event inventory as needed, coordinate agencies to augment management, and work with providers to increase daytime activity options for their clients. Key partners include: LavaMae - pop up care villages and weekly public showers, as well as the quarterly Project Homeless Connect event at Bill Graham Civic Auditorium.</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Heart of the City Farmers Market</td>
<td>Continue to support Heart of the City Farmers Market with programming infrastructure, and by orienting projects or events in UN Plaza to build on the existing market’s energy/success.</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>UN Plaza Gift Gallery</td>
<td>Coordinate with Gift Gallery to enhance the potential of this market as an attraction in UN Plaza.</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>SFPL Step Sales (Book Sale)</td>
<td>Increase promotion for Step Sales book sale events on the SFPL Main Branch Steps. Engage new partners to enhance this event.</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Marketing Commons Public Spaces for events ★</td>
<td>Raise awareness of Civic Center public spaces as spaces for large-scale events such as graduations or major performances, focusing on events that honor the civic and international themes of the space and cater to families and youth. This effort will involve creating “plug and play” infrastructure to promote more Commons usage by event producers and community organizations, including a streamlined event intake process through CCCBD.</td>
<td>March 2018 onwards</td>
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<tr>
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<tr>
<td>Commons Lunchtime “Picnic Day” Series ★</td>
<td>Leverage existing table/chair infrastructure and games to create a “picnic day” series in the Commons, inviting people to bring their lunch and eat with neighbors and co-workers. Work with partner organizations on a series kick-off with creative, long communal tables. Schedule kick-off and subsequent regular events in the Picnic Day series to coincide with attractions already planned in the Commons, including music and food trucks.</td>
<td>Spring 2018</td>
<td></td>
</tr>
<tr>
<td>3rd Thursday Block Party Series</td>
<td>Continue 3rd Thursday Block Party event series. Leverage evening events to showcase the night time light features of the new playgrounds in Civic Center Plaza and to engage new partners, focusing on: • Physical design that feels open and welcoming, and is a visual “beacon” to attract attendees; • High quality, free music and performance programming; • Forging partnerships with neighborhood organizations and artists as programming partners; and • Signature elements that bring all attendees together, such as a 1,000 plate dinner at a long table.</td>
<td>5 Thursdays, target start date July 2018</td>
<td></td>
</tr>
<tr>
<td>1st Sunday Block Party Series ★</td>
<td>Build on the existing energy of AAM 1st Sunday events and the weekly Sunday Heart of the City Farmers Market with a new Block Party series that offers daytime weekend programming for families. This event should complement the new playgrounds and focus on recreation, family-friendly programming, and promoting local arts and crafts.</td>
<td>5 Sundays, target start date July 2018</td>
<td></td>
</tr>
<tr>
<td>Lunchtime Street Musician Series ★</td>
<td>Create a street musician program featuring small-scale, frequent lunch hour performances in the Commons. Locate performances near tables/chairs and other destination features. Potential partners include: Neighborhood artists/performers, local non profit organizations, and SF Conservatory of Music.</td>
<td>Summer 2018</td>
<td></td>
</tr>
<tr>
<td>Outdoor Screening Events ★</td>
<td>Support RPD efforts to host outdoor screening events, including movie nights and World Cup viewing parties in Civic Center Plaza (June 14 - July 15, 2018)</td>
<td>June - July 2018 and onwards</td>
<td></td>
</tr>
<tr>
<td>Holiday Tree Lighting</td>
<td>Repeat Annual Tree Lighting Ceremony. Coordinate this event with new and existing holiday events, installations, and markets within the Commons or inside nearby buildings.</td>
<td>December 2018</td>
<td></td>
</tr>
<tr>
<td>Holiday Ice Rink ★</td>
<td>Support RPD efforts to create and promote a unique winding holiday ice rink in Civic Center Plaza.</td>
<td>Holiday Season 2018</td>
<td></td>
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### Action Plan: Identity & Communications

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<tr>
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<tbody>
<tr>
<td>Installations that visually unite</td>
<td>Maintain and refine existing installations that visually unite the space: Knitting the Commons Yarn Sculptures and Tivoli Lights (both currently placed in Civic Center and UN Plazas). Raise funds for implementation of additional Knitting the Commons animal installations, and integrate Tivoli Lights on Fulton into the Street Smarts project.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>the space</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CCC Website and Social Media</td>
<td>Work with Communications staff at CCCBD to manage content for the Initiative's website, public e-newsletter, and social media. Continue to leverage social service and event Google Groups for coordination.</td>
<td>Feb 2018 onwards</td>
</tr>
<tr>
<td>Communications Infrastructure and</td>
<td>Update and produce new branded collateral for Civic Center Commons, to be designed with approval from the Civic Center Commons Steering Committee. Develop a suite of communications tools that partners can use.</td>
<td>Feb 2018 onwards</td>
</tr>
<tr>
<td>Collateral</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“Road Show” Outreach Presentations</td>
<td>Launch a broad campaign of informational presentations to increase awareness of the Civic Center Commons Initiative, build support, engage programming partners, and invite community groups to participate. Coordinate presentations and outreach with the Civic Center Public Realm Plan.</td>
<td>March 2018 onwards</td>
</tr>
<tr>
<td>Engagement Campaign</td>
<td>Work with CCCBD to contract with Dialogue to curate and implement an engagement event with a diverse group of thought leaders in San Francisco. Design the event to engage co-creators and partners who can assist in attracting new visitor constituencies, and help advance 2018-19 projects.</td>
<td>Spring 2018</td>
</tr>
</tbody>
</table>
Create a Cohesive Identity

Objective: Build an identity for the Commons to help attract neighbors and visitors.

Tools and Resources

Civic Center Commons Website

civiccentercommons.org

Civic Center Commons E-Newsletter

Sign up via civiccentercommons.org

Social Media

Instagram: @civiccentercommons
Twitter: @theSFCommons
Facebook: @civiccentercommons
#civiccentercommons, #wehaveincommons

Stakeholder Email Lists and Google Groups

City Staff/PIOs, Community Partners by location and focus area, and event and social-service based stakeholder Google groups.

Flyer “Hand Drop” Distribution Lists

List of recommended locations for flyer hand drop sites in and around the Commons.

Civic Center Commons Stewards

Dedicated Stewards provide information in the Commons 7 days/week. May assist with flyers if appropriate.

A-Frame Signage

The Initiative has access to 3 large A-Frame signs, updated quarterly. The A-Frames may be used for one day events upon request. Contact our team for more information.

Physical Inventory

The Initiative may be able to provide tables/chairs, large format games, fencing, and other physical inventory to support partner events. Contact our team for more information.
Objective: Formalize organizational structure and develop a Management Plan for the future.

CURRENT DEDICATED STAFFING

San Francisco Planning

Initiative Project Manager
Julie Flynn

Initiative Director
Amy Cohen, Director, Neighborhood Program Development

CCC Stewards Contract Point Person
Sam Dodge, Homelessness Coordinator

Hunters Point Family
Civic Center Commons Stewards
Melody Daniel, Ujamma Workforce Division

Steward Team Field Supervisors
Louie Hammonds, Jeff Dickey

Civic Center Commons Stewards
27 Field Staff (11 per shift)

Key point of contact: for Initiative (Julie Flynn); for events and programming (Yennga Khuong)

NOTE: For a full list of partners, see page 8.
Build a Strong Team

Objective: Formalize organizational structure and develop a Management Plan for the future.

GOVERNANCE AND COMMITTEE STRUCTURE

CCC Steering Committee
- Bi-Monthly Meetings
- The Steering Committee provides high level guidance and input for the Initiative. The Committee includes City leadership representatives, as well as leaders from the Tenderloin and Civic Center CBDs, community and non-profit organizations, and the private sector.

Core City Team
- Meetings as needed
- The Core City Team includes staff and senior-level representatives from over a dozen City Agencies who regularly coordinate, contribute funds to the Initiative, and provide help and guidance around major milestones. Core City Team Members may also sit on other committees.

Programming and Events Committee
- Quarterly Meetings
- Google Group
- Monthly Event Coordination Emails
- This committee is a cross-sector group that includes all of the public and private facilities fronting the Commons that provide outdoor programming, as well as any other partners who are engaged in outdoor events and programming.

Place Oriented Social Service Committee
- Quarterly Meetings
- Google Group
- This committee is a cross-sector group that includes organizations dedicated to human services in Civic Center Commons, with a special focus on those that are also engaged in public space activation or stewardship.
Objective: Formalize organizational structure and develop a Management Plan for the future.

## Action Plan: Management Planning

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>DESCRIPTION</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain dedicated staffing</td>
<td>Secure funding and pro bono commitments to maintain the Civic Center Commons Initiative Director (OEWD), Project Manager (San Francisco Planning), Stewards Contract Point Person (Public Works), Programming Manager (CCCBD), and Communications Support (CCCBD) and their respective supervisors at current levels.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Formalize committee structure</td>
<td>Implement systems to formalize the Steering Committee, as well as the Core City Team, Programming and Events Committee, and the Place-Oriented Social Services Committee. This structure includes both meetings and modes of communication.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Complete a management plan</td>
<td>Through an OEWD contract, the Trust for Public Land and Urban Place Consulting Group are working with City Departments and the Steering Committee on an organizational recommendation for a management model that streamlines day to day management of the Commons and sustains it into the future. This year’s goal is to complete the management plan as well as a multi-year financing plan, and to begin to implement both of these, the latter of which could help finance the Commons budget as soon as FY2020.</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
Measuring Success

Progress on many of the objectives articulated in this Action Plan (repeated below) can be evaluated most simply by answering the following questions:

- Is the Commons becoming more inviting and safer for the diverse array of people who already use it?
- And, are more people spending time in the Commons? Do new visitors also find the Commons to be increasingly inviting and safe?

HPF Stewards currently track the number of adults and children that interact with the attractions in the Commons, and record visitors’ comments in an open format. The Initiative is working to launch a refined evaluation protocol that will help answer the key questions above. The table below illustrates how we’ll use the new data collection protocol to measure progress on the metrics articulated in this Action Plan.

### Metrics Table

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>OBJECTIVE/S</th>
<th>WE’LL KNOW WE’RE SUCCESSFUL IF…</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Daily Attractions</td>
<td>Ensure success of new attractions at Civic Center Plaza.</td>
<td>More families from Civic Center’s surrounding neighborhoods and the city as a whole are visiting Civic Center Plaza attractions.</td>
</tr>
<tr>
<td></td>
<td>Enhance existing attractions, and prepare for those in the pipeline.</td>
<td>More families from Civic Center’s surrounding neighborhoods and the city as a whole are visiting attractions on Fulton Street and in UN Plaza.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>New attractions are successfully installed, and also attract more visitors.</td>
</tr>
<tr>
<td>Improve Cleanliness and Safety</td>
<td>Refine stewardship and interagency coordination to improve conditions throughout the Commons.</td>
<td>More people report feeling safe around attractions in the Commons.</td>
</tr>
<tr>
<td>Create a Cohesive Identity</td>
<td>Build an identity for the Commons to help attract neighbors and visitors.</td>
<td>More families from Civic Center’s surrounding neighborhoods and the city as a whole are visiting attractions in the Commons.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>View traffic and engagement with the Initiative’s new website, e-newsletter and social media platforms increase over time.</td>
</tr>
<tr>
<td>Build a Strong Team</td>
<td>Formalize organizational structure and develop a Management Plan for the future.</td>
<td>Initiative Committees (see page 27) meet regularly, retain existing members, and engage new ones.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Initiative completes a management plan as well as a multi-year financing plan.</td>
</tr>
</tbody>
</table>
## FY18–19 Budget Request

<table>
<thead>
<tr>
<th>Amount*</th>
<th>Program Component</th>
</tr>
</thead>
<tbody>
<tr>
<td>$815,000</td>
<td>Hunters Point Family (HPF) Stewards</td>
</tr>
<tr>
<td>$225,000</td>
<td>Downtown Streets Team (DST)</td>
</tr>
<tr>
<td>$100,000</td>
<td>Dedicated Site Coordinator</td>
</tr>
<tr>
<td>$250,000</td>
<td>Art Installations</td>
</tr>
<tr>
<td>$50,000</td>
<td>Lending Station and Amenities</td>
</tr>
<tr>
<td>$400,000</td>
<td>Programming and Events</td>
</tr>
<tr>
<td>$100,000</td>
<td>Programming Staff</td>
</tr>
<tr>
<td>$125,000</td>
<td>Communications and Engagement</td>
</tr>
<tr>
<td>$100,000</td>
<td>Project Manager</td>
</tr>
<tr>
<td>$75,000</td>
<td>Management Plan Development</td>
</tr>
<tr>
<td>$200,000</td>
<td>Management Capacity Building and Program Evaluation</td>
</tr>
<tr>
<td><strong>$2,440,000</strong></td>
<td><strong>Total Budget Request</strong></td>
</tr>
</tbody>
</table>

* Budget requested for each year in a 2-year request
## Additional Projects of Interest

The table below lists additional potential projects that the Initiative would be interested in supporting should a willing partner arise.

<table>
<thead>
<tr>
<th>PROJECT IDEA</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dog park</td>
<td>There are many people with pets in the area around Civic Center, and the Initiative would be interested in building a temporary space for people to walk/exercise dogs.</td>
</tr>
<tr>
<td>Wayfinding</td>
<td>Attractive wayfinding could help raise awareness of attractions in the Commons, and improve access to them from BART stations, Muni stops, and other key points of origin in and around the Commons.</td>
</tr>
<tr>
<td>Additional seating options</td>
<td>In addition to the movable tables/chairs already provided, the Initiative could provide creative seating options including picnic tables, lawn chairs, or hammocks. These items would likely have to be staffed and would require stewardship resources.</td>
</tr>
<tr>
<td>Planters/greenery</td>
<td>Public input for the Public Realm Plan has demonstrated a strong interest in more greening treatments in the Commons, which echoes past input from CCC outreach. The Initiative would welcome any greening-focused projects.</td>
</tr>
<tr>
<td>Roller skating</td>
<td>The Church of 8 Wheels roller skating at the October 3rd Thursday event was incredibly popular. The Initiative is interested in hosting regular roller skating events on Fulton Street.</td>
</tr>
<tr>
<td>Public pianos</td>
<td>Public pianos were a popular installation in UN Plaza. The pianos are still available, but storage and transportation issues remain a challenge. The Initiative would be interested in bring the pianos back if resources and interest existed.</td>
</tr>
<tr>
<td>Public exercise equipment</td>
<td>Many people living around Civic Center public spaces cannot afford or do not have easy access to a gym. The Initiative would be interested in prototyping public exercise equipment that attracts people to Commons public spaces on a daily basis.</td>
</tr>
<tr>
<td>Wedding photo station</td>
<td>In 2016, there were over 15,000 weddings at San Francisco City Hall (approximately 41 per day). A photo station in Civic Center Plaza would draw couples and families into this iconic public space and generate additional foot traffic and positive activation. If funding were available, wedding photo props could be developed and distributed via the mobile Downtown Streets Team TukTuk (more information in the Civic Center Plaza Action Plan pages 15 and 16).</td>
</tr>
<tr>
<td>PROJECT IDEA</td>
<td>DESCRIPTION</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Walking and/or running groups</td>
<td>The three public spaces that make up the Commons provide a natural circuit for walking or running groups. With tens of thousands of people working as employees in adjacent buildings, and several neighborhoods within a 5-10 minute walk of the Commons, there is a great opportunity to support more walking groups coming to Civic Center public spaces for exercise. Potential partners in this project include TPL and the Wellness Trail team, as well as employer wellness groups/coordinators in nearby buildings.</td>
</tr>
<tr>
<td>Walking tours</td>
<td>There are numerous in-person and app-based tours of neighborhoods and public spaces throughout San Francisco. Civic Center Commons could become a key stop on these tours, with the opportunity to recount historic events that occurred in the Commons, showcase historic buildings, new art installations, etc.</td>
</tr>
<tr>
<td>Holiday Market</td>
<td>Use temporary structures/kiosks to host an outdoor holiday market for the 2018 season. The event should engage local artists and makers, and would provide an opportunity to test the concept of adding more retail into Civic Center public spaces (especially Fulton Street and UN Plaza). The market would need to complement the Initiative’s Holiday Tree Lighting and the large ice rink planned by RPD in Civic Center Plaza.</td>
</tr>
<tr>
<td>An Equity Program</td>
<td>The Initiative strives to transform the Commons into a welcoming gathering space for all. An equity program would expand on the Initiative’s existing work around inclusivity to develop and promote activities that not only directly serve low-income people but that also help create more deliberate connection among the many diverse populations that intersect in the Commons.</td>
</tr>
<tr>
<td>A Youth Engagement Program</td>
<td>Building off the momentum of the opening of the new Helen Diller Civic Center Playgrounds, this program would focus on partnering with schools and youth-serving organizations to bring kids to the Commons on a more regular basis through recreational or cultural programs, field trips, and more.</td>
</tr>
<tr>
<td>Storage unit above ground</td>
<td>To meet activation goals, there is a great need for above ground storage in Civic Center public spaces, and the Initiative aims to integrate some storage in the Exploratorium Street Smarts exhibit targeted for Fulton Street. The Initiative would be interested in supporting any additional above ground storage that enhances existing or planned attractions. (Ex: a shipping container that is painted and/or modified to allow it to open out into the street and act as both a storage hub and an activation node.)</td>
</tr>
</tbody>
</table>
Contact us:

**Initiative Director**
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Amy.B.Cohen@sfgov.org

**Initiative Project Manager**
Julie Flynn
Julie.A.Flynn@sfgov.org

**Initiative Programming and Communications Manager**
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khuong@sfciviccenter.org