



Marking Memory, Building Community + Dreaming the next San Francisco

# [A Call to Action]

OCTAVIA HISTORIC COMMEMORATIVE PROJECT  
MARK BAUGH-SASAKI + ENVELOPE

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**FINAL SUBMITTAL DECK | JULY 27, 2021**



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## | team statement|

**We are a collaborative group comprised of Envelope Architecture + Design and San Francisco-based artist Mark Baugh-Sasaki. For more than a decade, our team has engaged in a variety of projects that have given us deep connections to the neighborhood of Hayes Valley. Our shared involvement in the evolution of the Hayes Valley neighborhood, as well as our overlapping ideologies surrounding space, activation, and community building, makes us a uniquely qualified team to take on this important project to memorialize those who were able to pull down the former freeway as well as to inspire people to act as agents of positive change in the creation of the city.**





| team statement |

Through our work, we have seen firsthand the incredible community engagement and investment that defines Hayes Valley and the surrounding areas. This passion and desire to create, evolve, and grow community spaces has guided our proposal for the next evolution of the Octavia corridor and the commemoration of the community activism that led to the removal of the freeway.



## | design goals |

To champion the acts of everyday people working to make the city and the neighborhood a more livable and equitable place.

To capture and celebrate the story of a community coming together to fight for the removal of the freeway

To envision an inclusive process for gathering the diverse stories and layered history of this place.

To extend the vision of those who fought to take down the freeway and further the goals of the Market-Octavia Plan by creating a more pedestrian centric boulevard.

To cut across jurisdictional boundaries with the goal of creating a cohesive and inspirational set of public plazas across Octavia Boulevard.

To design a joyful, open, community centered environment that is as lovely as it is durable.



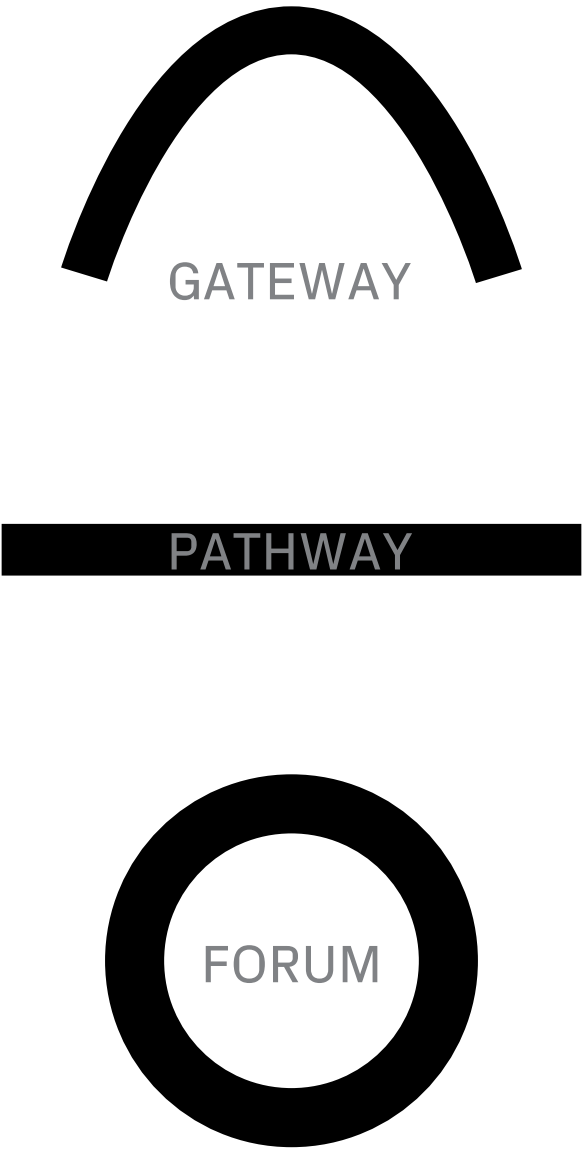


# | concept overview |

Infrastructure cutting through poor and non-white neighborhoods is an unfortunate legacy of the urban planning of American cities. Through the redlining maps of 1937, we know that the Hayes Valley area was seen to be “suspect” as having a mixture of Blacks, Jews, and working-class immigrants. The freeway boom of the mid-20th Century ran a highway straight through Hayes Valley demolishing portions of twenty three blocks of housing and small businesses and casting a shadow across the neighborhood that could both be seen and felt. In a radical act of defiance against the marginalization of community interests, Hayes Valley residents came together to fight for the removal of the 101 Central Freeway. Since the removal of the freeway and the transition from vehicle throughway to pedestrian realm, the neighborhood has begun to heal.

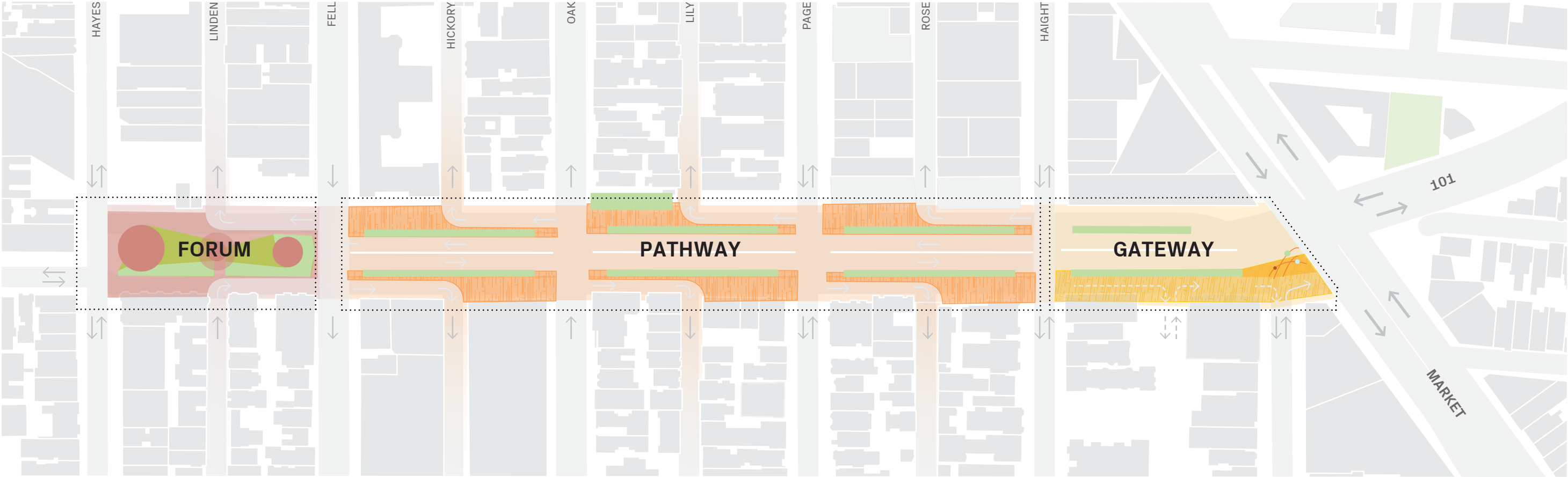
When thinking about how to commemorate this history, we took inspiration from three processes that occurred to bring about the removal of the freeway: dreaming of a different future, remembering what was there before, and convening together to create change.

A principal tenant of our plan for the Octavia Historic Commemorative Project is to create people-centered spaces where people gather, form new connections, and develop new ideas and relationships. Our vision of the project revolves around three core concepts; **Pathway** (Marking Memory), **Forum** (Building Community) and **Gateway** (Dreaming the Future). Aspirationally, we see the possibility for these concepts to be realized in physical improvements to the public realm over the wider Octavia Boulevard site. However, we also know that our concept is flexible enough to be realized exclusively at any one of these three sites with the elements scaled accordingly.



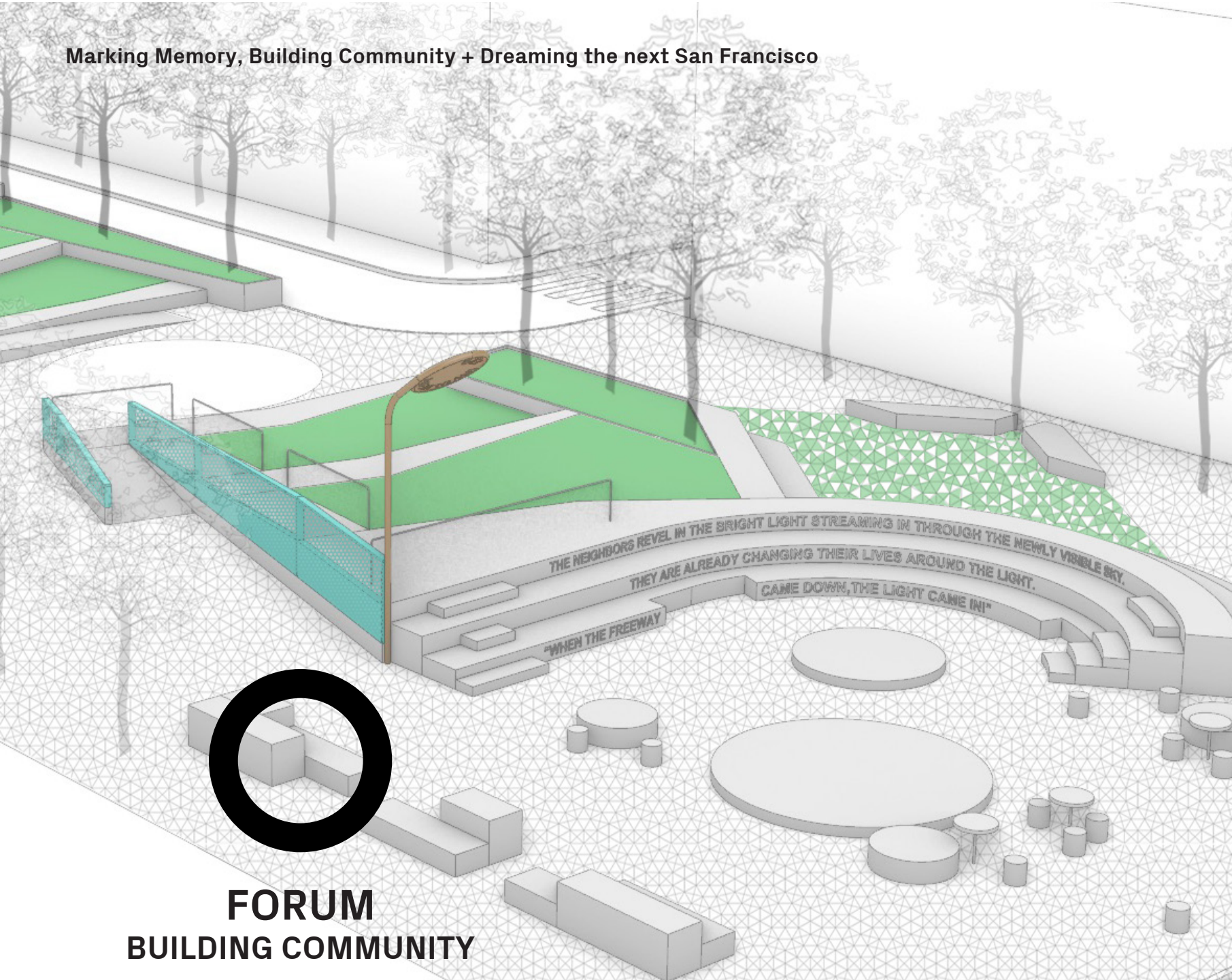


| site plan |



This is the mapping of FORUM, PATHWAY, GATEWAY on Octavia Boulevard between Market and Hayes





## FORUM BUILDING COMMUNITY

is a space dedicated to the reinstantiation of public participation and a place to advance the visions of a more equitable city.

The Forum is a reimagination of Patricia's Green Park, an update after nearly twenty years to take advantage of the recent closures of Octavia between Linden and Hayes and allow those zones to become pedestrian plazas that are integrated with the park. The Forum is a more intentional gathering place for lectures, discussions and live events on the northern edge of the park alongside Hayes Street. A new hardscape area will expand the current plaza along Hayes Street to include the closed sections of Octavia, between Linden and Hayes, as well as the adjacent sidewalks. This expansive plaza will have at its heart a stepped concrete amphitheater and circular concrete stage / seating elements for both formal and informal gatherings. The back side of the amphitheater turns its focus on the central Sculpture Plaza, with concrete bench elements and discrete sod areas that give elevated views of the installed artworks and create a lovely place to relax in the sun. Accessible ramps give access to all levels, including the top of the amphitheater. On the western Street Plaza adjacent to the Forum, a dedicated Dog Area has been carved out with grass-paved areas that are both easy to maintain and durable.

The large format public Sculpture Plaza at the center of the existing park is expanded in footprint and the program of rotating artworks through the Arts Commission is envisioned to continue as a beloved focal point of the park.

On the South side of the re-visioned park, another constructed landscape is proposed with generous stepped seating zones with sod areas for lounging art-viewing and a bronze tube sun-pavilion at the upper terrace. Just like the North side, the constructed landscape is fully accessible, it's custom perforated metal guardrails and site wall carry the stories and images of Community Activism for a more livable neighborhood. The risers of the amphitheater and stepped sculpture plaza seating will carry quotes from key individuals capturing their fight to remove the Central Freeway. The sun-pavilion will host curated poems around visions of the city, its people, our history, the natural environment and visions for the future.

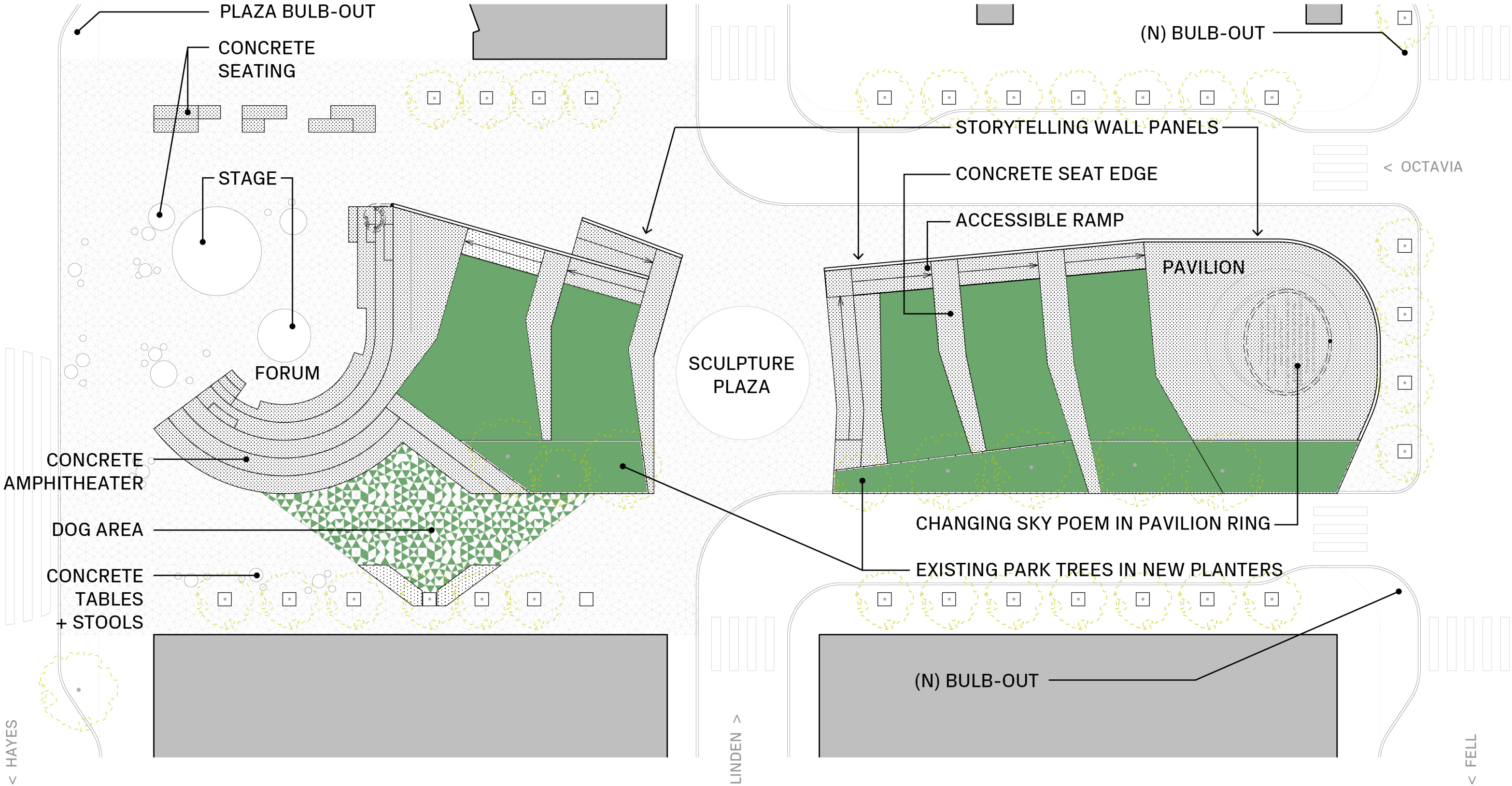
Within the design the existing raised planters with maturing heathy trees that run along the western edge of the current park is retained, so that that edge of the park can remain lush and green. Additional trees and native drought-tolerant plantings will be added to densify this already thriving planted edge. New street trees will be added along Fell Street edge as another filter to the vehicular traffic of Octavia Boulevard.





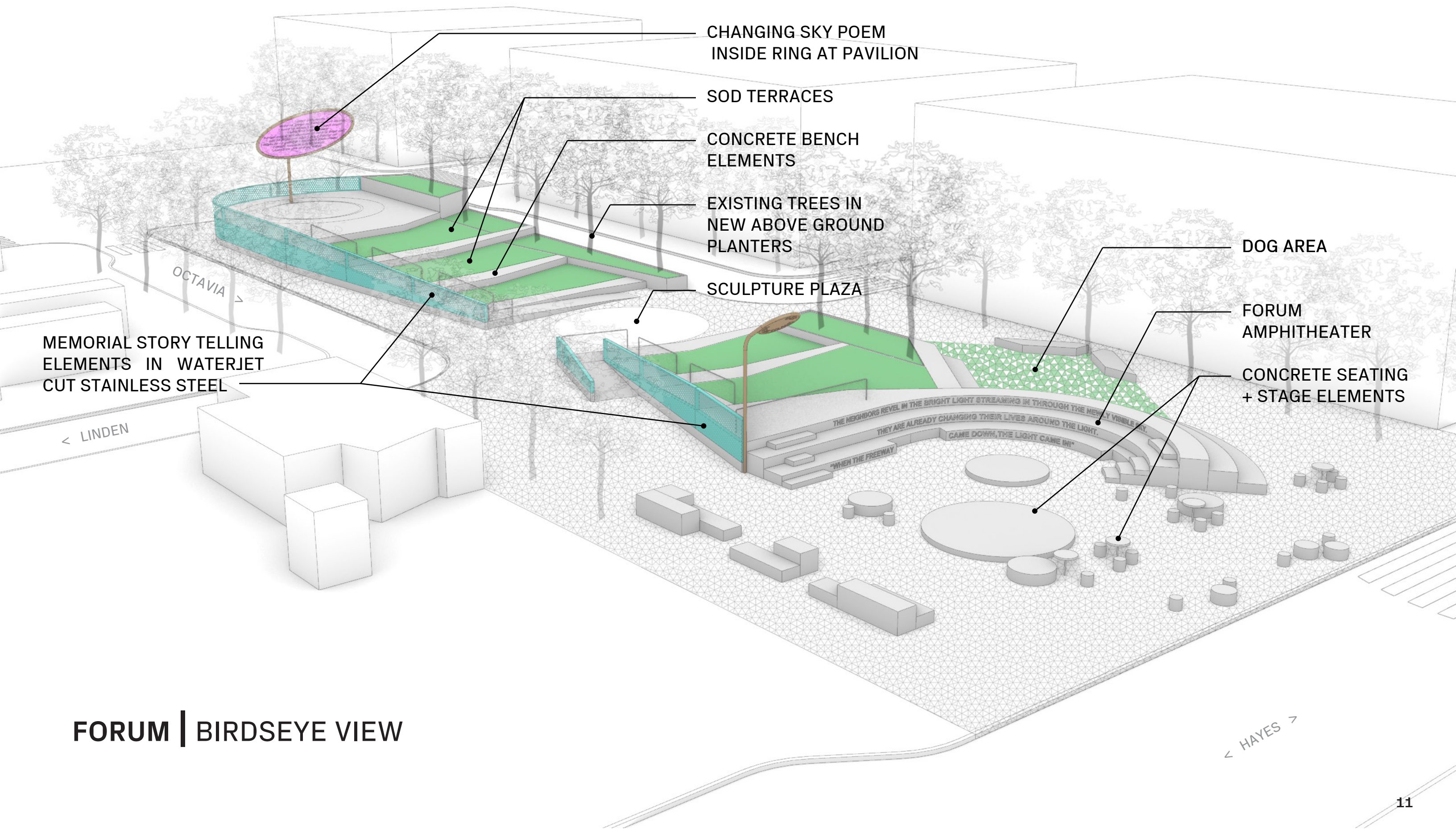
FORUM | PRECEDENTS





FORUM | SITE PLAN





CHANGING SKY POEM  
INSIDE RING AT PAVILION

SOD TERRACES

CONCRETE BENCH  
ELEMENTS

EXISTING TREES IN  
NEW ABOVE GROUND  
PLANTERS

SCULPTURE PLAZA

DOG AREA

FORUM  
AMPHITHEATER

CONCRETE SEATING  
+ STAGE ELEMENTS

MEMORIAL STORY TELLING  
ELEMENTS IN WATERJET  
CUT STAINLESS STEEL

< LINDEN

OCTAVIA >

< HAYES >

FORUM | BIRDSEYE VIEW





FORUM | RENDER





## PATHWAY MARKING MEMORY

where the stories are told of the tenacity and vision of the Hayes Valley residents who were the force behind the freeway removal.

Furthering the vision of the Market-Octavia plan, we plan to create a broader pedestrian realm on the two side lanes of Octavia Boulevard: slowing down automobile traffic through paving enhancements, expanding the sidewalk width, eliminating thru-traffic, and limiting vehicles to residents, business owners, and emergency vehicles. We are calling this the Pathway. Along the Pathway, we seek to tell the layered histories that have affected this place over the past decades as well as centuries.

Each block of Octavia, leading up to and including Patricia's Green, will focus on a different aspect of life in Hayes Valley and the city at large before, during, and after the freeway. In order to tell this story authentically, we will engage in a robust oral history project to hear from individuals who lived through, participated in, and brought about the evolution of this landscape. Throughout the Pathway, these voices - along with supporting sources brought forward through the research process - will tell the story of the neighborhood.

The telling of these stories will occur through marking the urban realm — the walls, sidewalks, benches and paving surfaces — with a combination of narrative elements such as quotes, images, timelines, notices of public record and personal reflections of the people behind the freeway removal. The Pathway elements become a tapestry of narratives to discover as people move through the neighborhood, connecting the bookending experiences of the Gateway and the Forum.

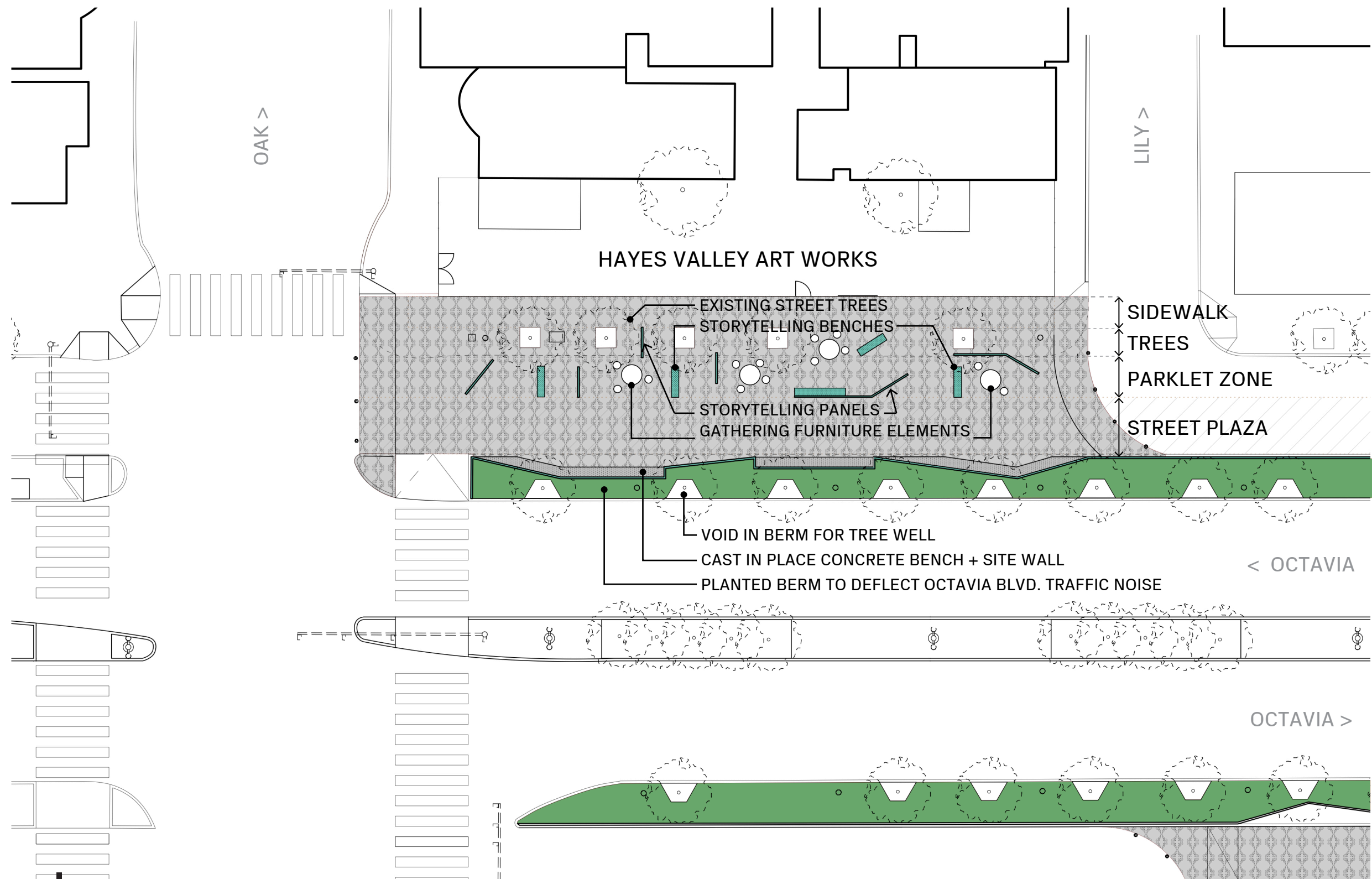
In it's largest form, the pathway would span from Market Street all the way to Hayes Street and feature several elements on each block that speak to the thematic component being highlighted. In a scaled back form, the pathway would evolve into narrative elements incorporated into the Forum or the Gateway.





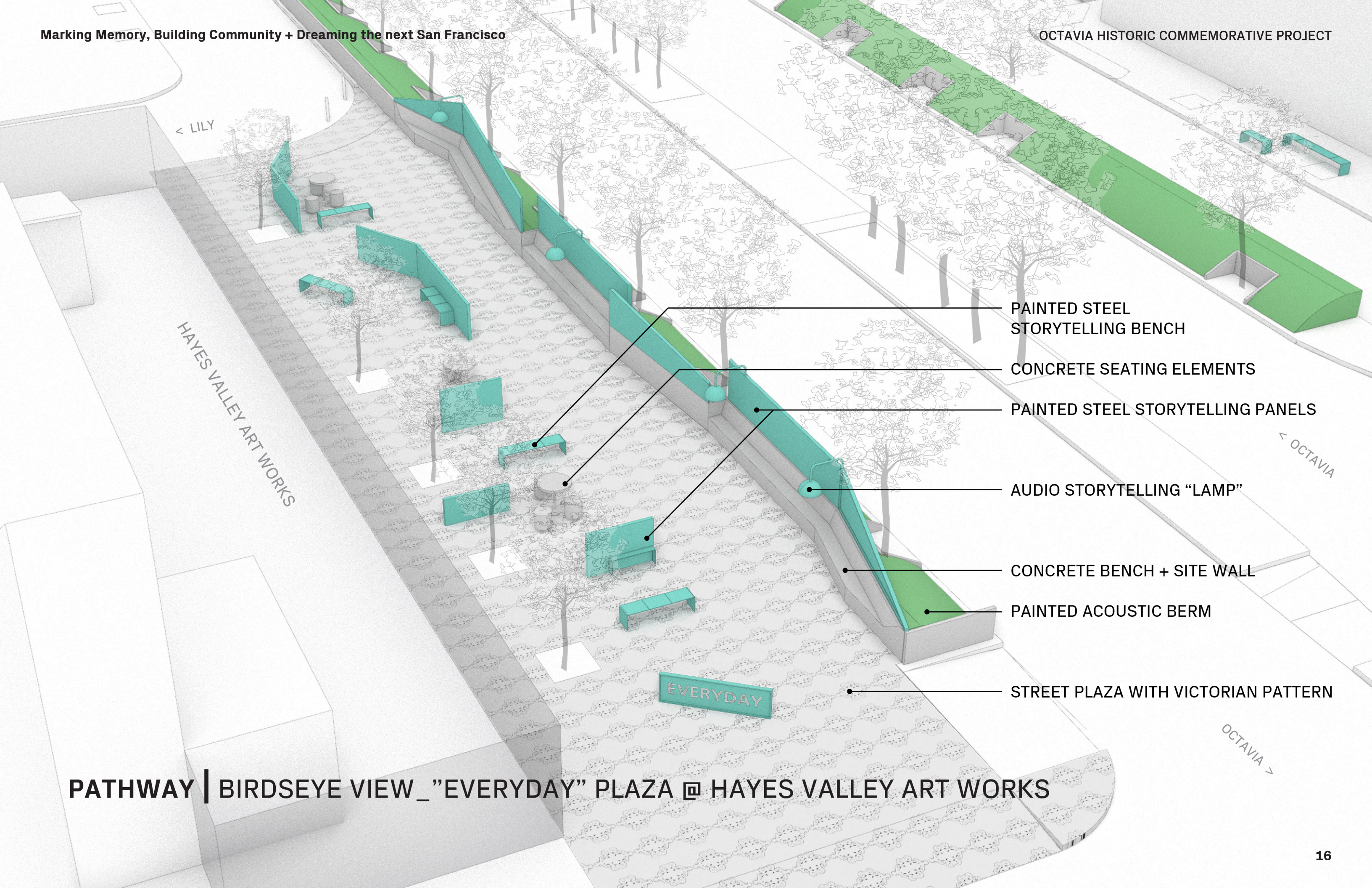
PATHWAY | PRECEDENTS





PATHWAY | SITE PLAN\_“EVERYDAY” PLAZA @ HAYES VALLEY ART WORKS





< LILY

HAYES VALLEY ART WORKS

< OCTAVIA

OCTAVIA >

- PAINTED STEEL STORYTELLING BENCH
- CONCRETE SEATING ELEMENTS
- PAINTED STEEL STORYTELLING PANELS
- AUDIO STORYTELLING "LAMP"
- CONCRETE BENCH + SITE WALL
- PAINTED ACOUSTIC BERM
- STREET PLAZA WITH VICTORIAN PATTERN

EVERYDAY

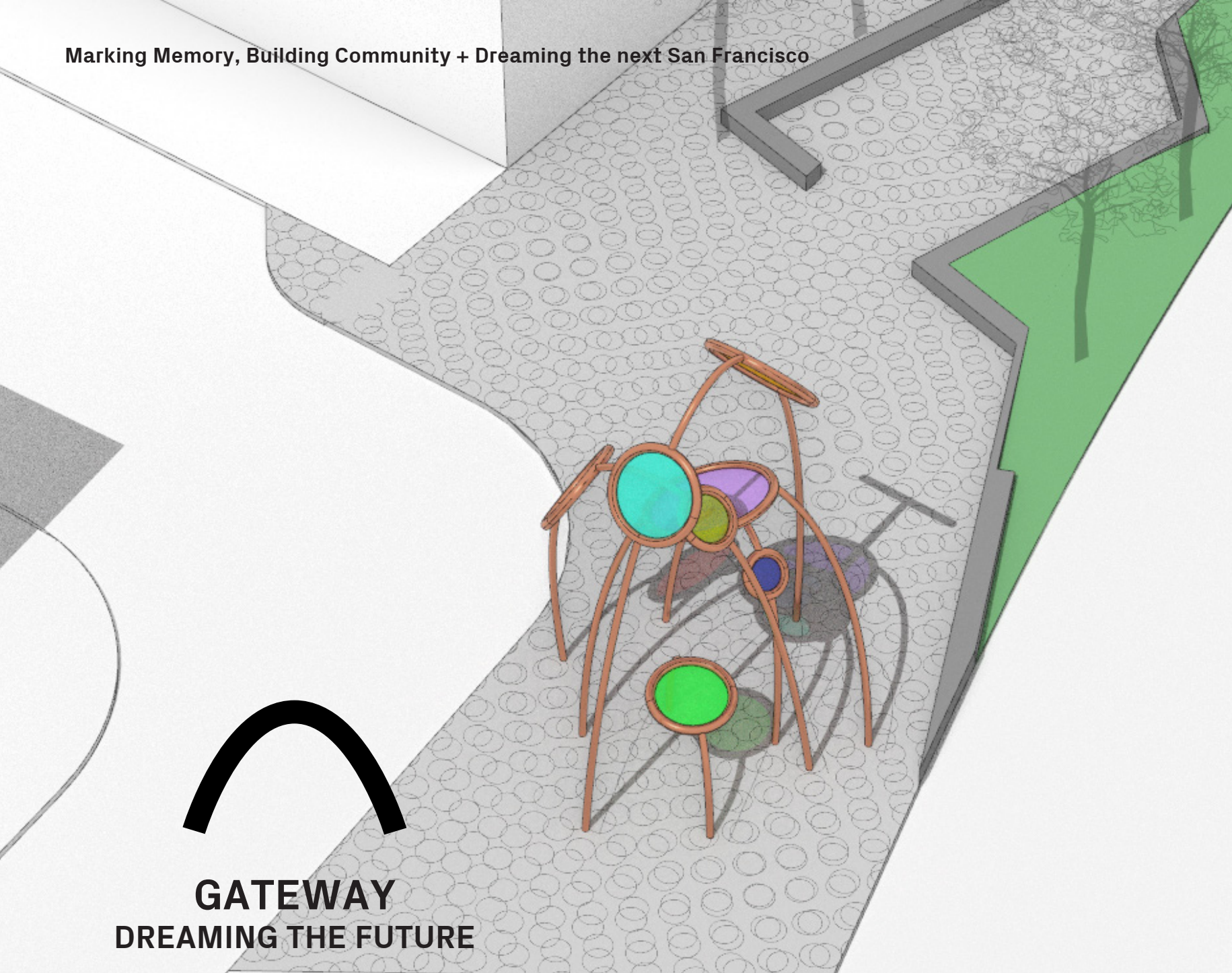
PATHWAY | BIRDSEYE VIEW\_"EVERYDAY" PLAZA @ HAYES VALLEY ART WORKS





PATHWAY | RENDER\_ "EVERYDAY" PLAZA @ HAYES VALLEY ART WORKS





a space for contemplation of the future, creating a vantage point from which to dream, to be experienced whether on foot, riding a bicycle, on the bus, or by car.

Located at the northwest corner of Market Street and Octavia Boulevard, the Gateway is a space for the contemplation of the possible and visions of the future. It is an immersive light sculpture that creates a platform from which to dream. In addition to activating the mini-plaza at the northwest corner of Market Street and Octavia Boulevard, the Gateway is also an element that can be experienced whether on foot, riding a bicycle, on the bus, or in a car.

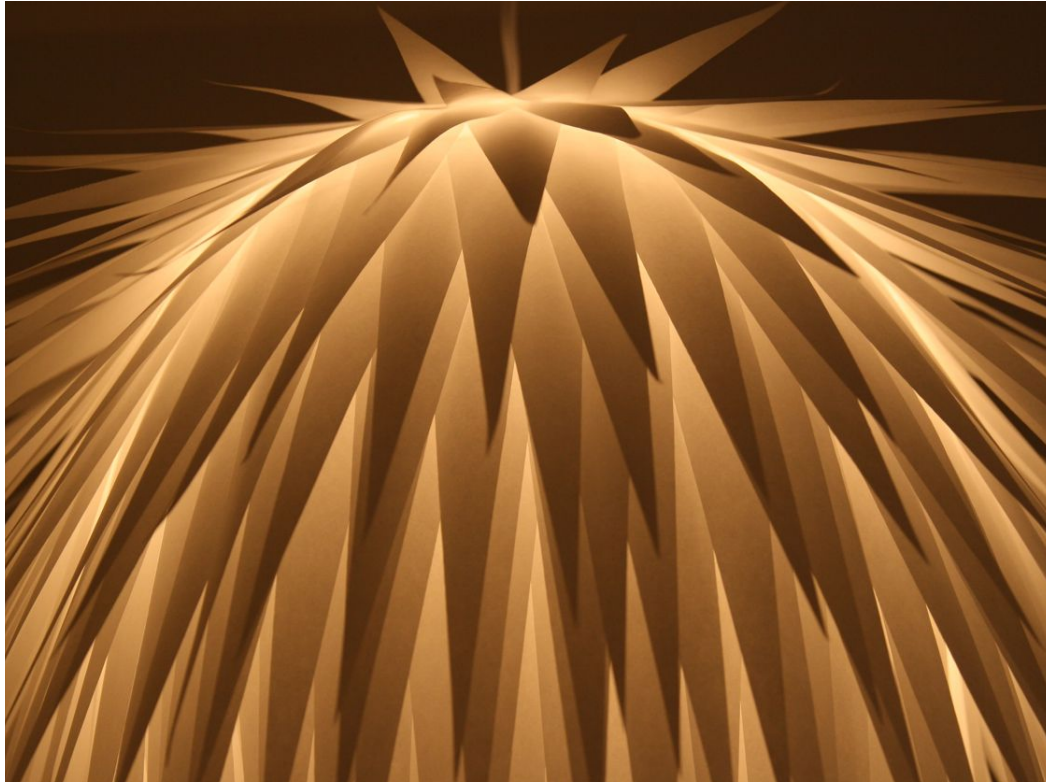
The Gateway will be made up of five arches representing the five core concepts that comprise our narrative of place; community activism, progress, the everyday, displacement, and hope + possibilities. The form of the arch echoes a narrative trajectory set in motion within each category.

Suspended within each arch are colored glass discs inspired by the stained-glass windows used in the iconic houses and community spaces of the neighborhood. The sculpture draws on the parallels between the way light is used and experienced in these spaces with the reintroduced light washing over the neighborhood after the central freeway's removal. A beacon of hope, aspirations, and looking to the future, light plays a pivotal metaphoric and literal role in the Gateway.

As the sun passes over the piece, projections of overlapping colored light and shapes appear on the ground. These shifting and overlaid patterns of light represent the layered narratives and intersections within the community and their ever changing nature.

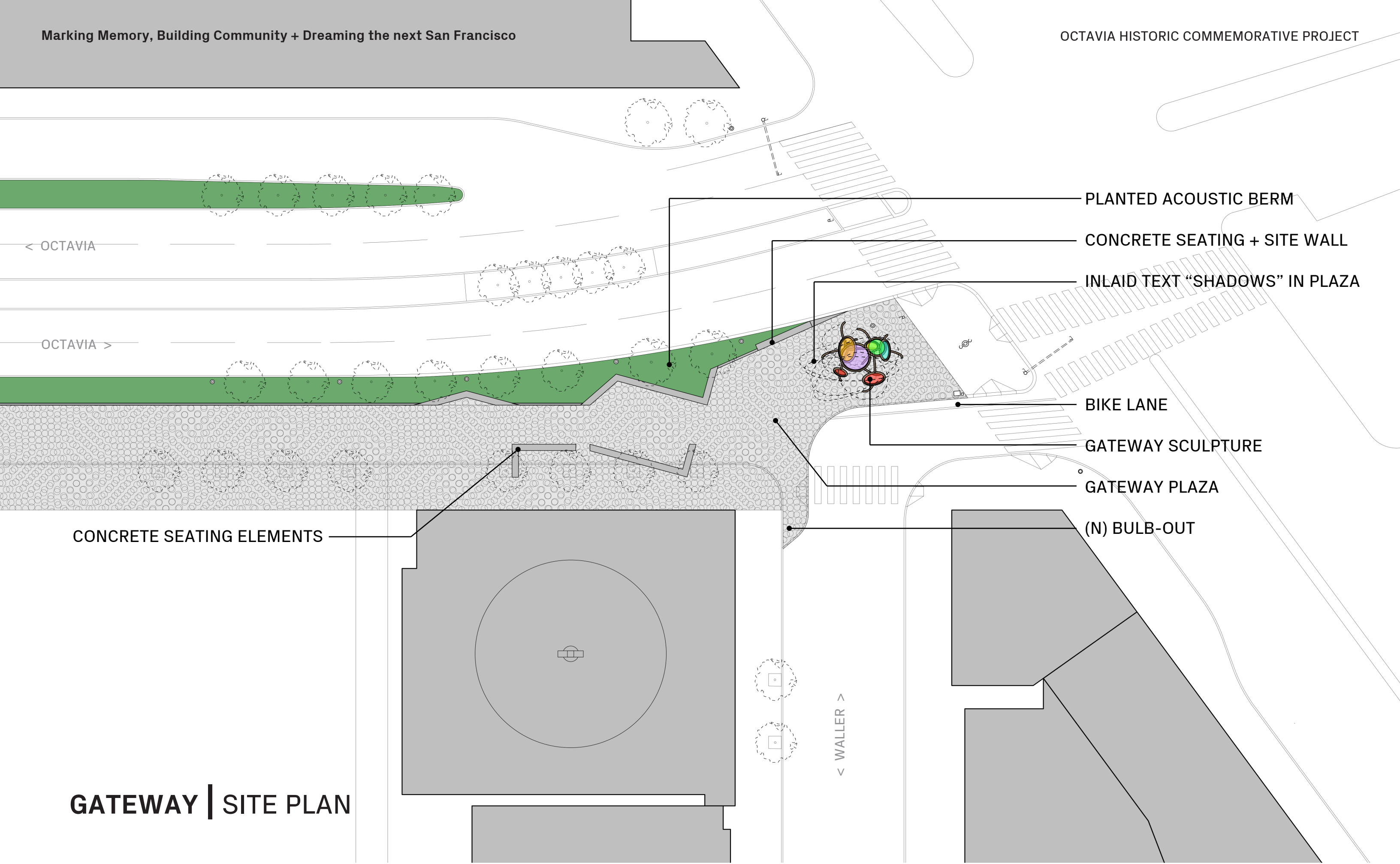
Beneath the arches, embedded into the ground will be text mimicking the shadows cast from the arches. This text will be quotes drawn from the interviews generated by the oral history project and will also echo the theme of overlapping stories within the space.





GATEWAY | PRECEDENTS





< OCTAVIA

OCTAVIA >

PLANTED ACOUSTIC BERM

CONCRETE SEATING + SITE WALL

INLAID TEXT "SHADOWS" IN PLAZA

BIKE LANE

GATEWAY SCULPTURE

GATEWAY PLAZA

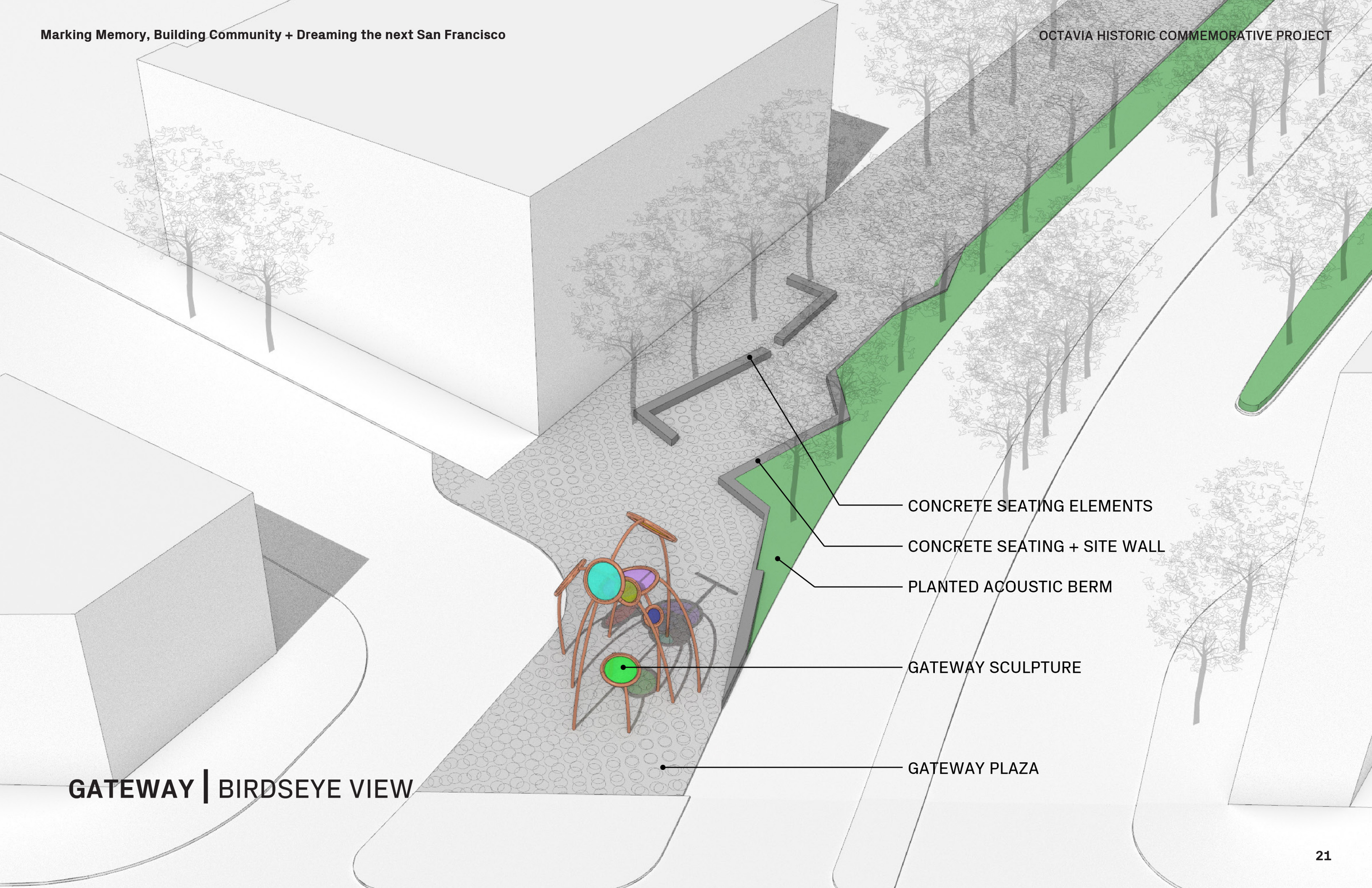
(N) BULB-OUT

CONCRETE SEATING ELEMENTS

< WALLER >

GATEWAY | SITE PLAN





CONCRETE SEATING ELEMENTS

CONCRETE SEATING + SITE WALL

PLANTED ACOUSTIC BERM

GATEWAY SCULPTURE

GATEWAY PLAZA

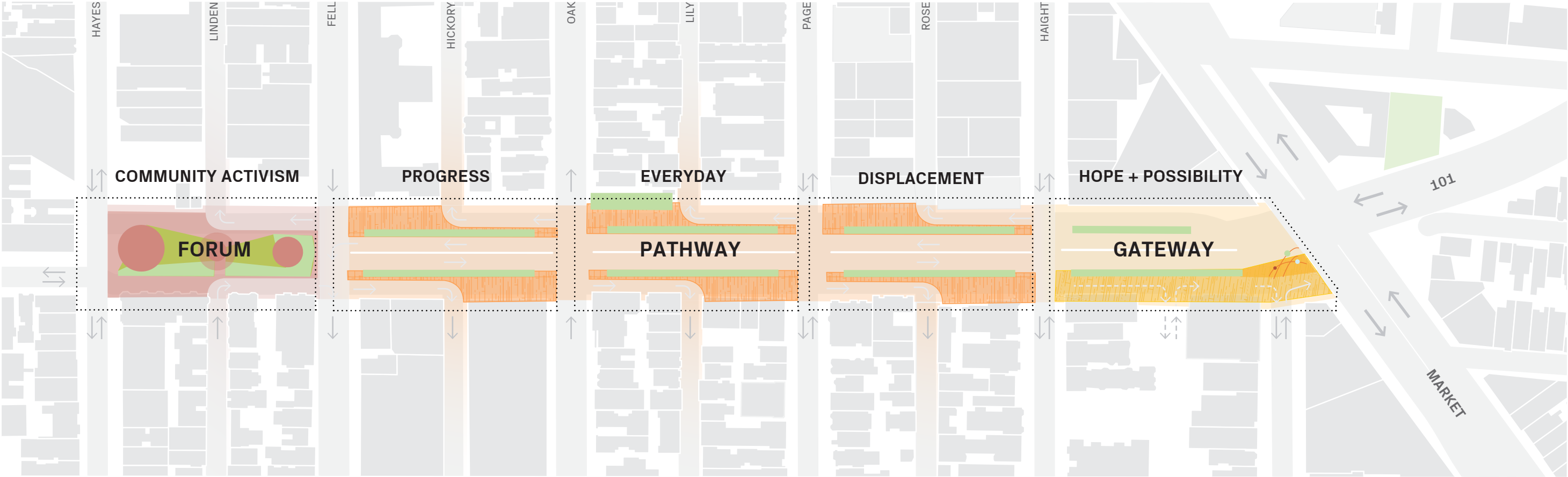
GATEWAY | BIRDSEYE VIEW







| narrative of place|

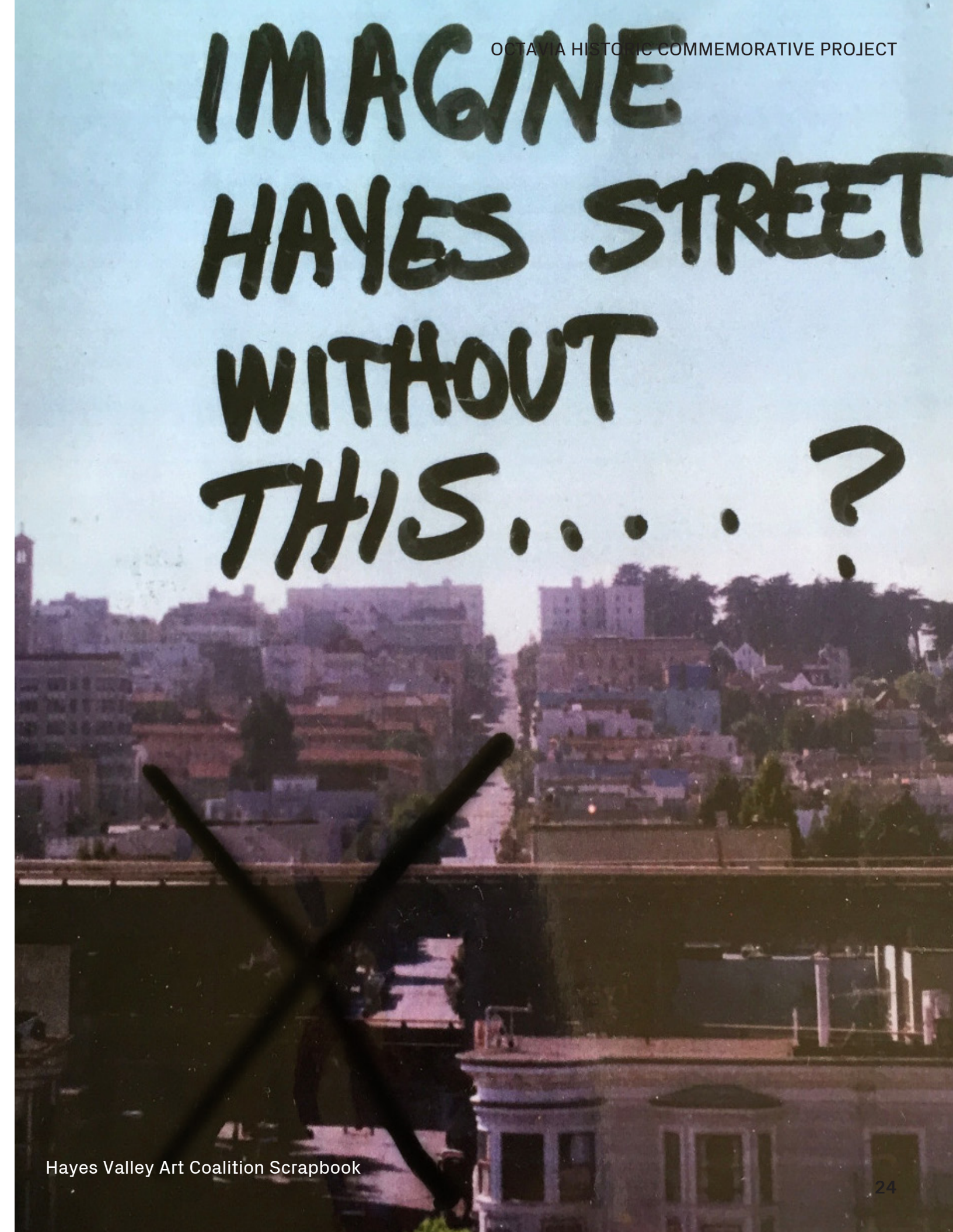




## | community activism |

**Communities can and do shape the built environment, and all of us can have a direct role in how our neighborhoods are built.**

- As a result of the city-wide freeway revolt of the 1950s/1960s that pushed back against the 1948 San Francisco Comprehensive Trafficways plan, the scope of the proposed freeways was dramatically reduced. Many of the planned freeways were still built through neighborhoods that lacked the political power to resist them.
- Community activists engaged in an arduous battle to bring down the remaining portions of the Central Freeway after the 1989 earthquake. They finally succeeded in 1999 with the “No on J / Yes on I” campaign, winning a city-wide voter referendum to remove the freeway and construct a new street level boulevard in its place.
- With the freeway slated to be dismantled, Hayes Valley residents actively engage with the City on a master plan for the Market/Octavia area, addressing neighborhood livability, housing affordability, multi-modal transportation needs, and public space.

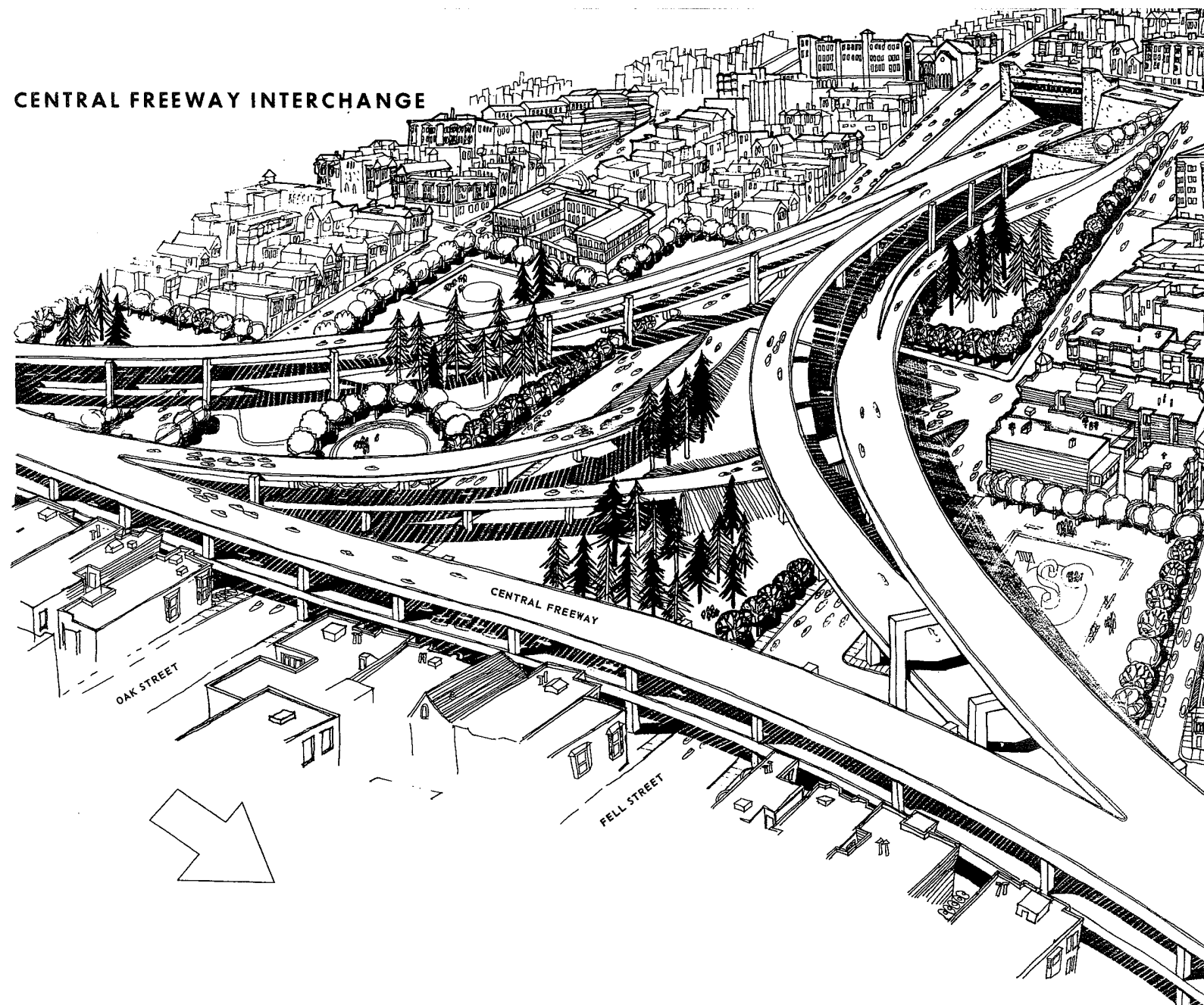




## | progress |

**“Progress” is a complicated term, and how it is used indicates a set of values that are being applied, often by and for the benefit of those with power at the detriment of those without.**

- The 1948 San Francisco Comprehensive Trafficways Plan outlined a complex transit system that prioritized movement, access, and storage over lived experience.
- The 1960s saw the demolition of the Western Addition as part of an Urban Renewal process that ran until 2009, displacing working class African-American families in order to explicitly draw in upper middle class White families who were fleeing to the suburbs.
- The push by community activists in the 1990s and 2000s to ensure a community lead design process informed the Market-Octavia Plan, which sought to balance transportation needs and housing density with a livable streetscape, and transformed Hayes Valley into its current form.



Artist's rendition of central freeway interchange in the heart of Hayes Valley, 1964  
Image Tim Drescher



## | everyday |

**Neighborhoods are living, breathing, and evolving spaces. We often forget about this constant process because of the gradual nature of the changes.**

- Research of primary sources and reliance on existing historical surveys can illuminate the everyday experience of the Hayes Valley in prehistory through the early 1900s - the Ramatush Ohlone people that lived seasonally along Hayes Creek, the Spanish and Mexican settlements of the early 19th century, the Gold Rush and the American settlements that led to the industrial and residential developments of the late 18th/early 19th century.
- Further research can pursue everyday life in the Hayes Valley and Western Addition at large after the influx of Black Americans during and after World War Two, the business culture and night-life experience, and an exploration of who and what composed the specific blocks that were demolished to clear a path for the freeway.
- After the earthquake, residents were left living alongside a silent, hulking mass of concrete. The experiences of the neighborhood in that era and beyond- the presence of the freeway, the push by activists to bring it down, the process of rebuilding after the earthquake, and the good and bad changes to the neighborhood since the construction of Octavia Boulevard - will be central to the Pathway.



Photographer unknown, part of a private collection  
Open SF History





Photo David Glass, 1976-77

## | displacement |

**San Francisco's history and the displacement of people are unfortunately inextricably linked. It's critical to acknowledge, examine, and reflect on this.**

- The Ramatush Ohlone were pushed out of their ancestral lands by encroaching Europeans. Spanish settlers established the Mission San Francisco south of Hayes Valley to indoctrinate and subjugate the Native population. The Gold Rush of the 1840s brought developers and urban planners who developed the streets and transit routes we have now.
- Japanese Americans composed a significant portion of the population of the Western Addition, but were forcibly removed and sent to internment camps in 1942. A thriving Black community emerged in the Western Addition and Hayes Valley, but without long standing roots or the ability to purchase homes, they did not have the political power to halt the construction of the Freeway. Urban Renewal projects in the Western Addition in the 1960s-1990s further forced out Black families by destroying buildings and victorian homes that were the fabric of thriving business districts and residential neighborhoods.
- The construction of Octavia Boulevard in place of the Freeway coincided with the meteoric rise of the tech industry in San Francisco and beyond. Subsequent rise in cost of living pushes out many low-income San Franciscans, at the same time that quality of life is increasing in the Hayes Valley.



## | hope + possibility |

Every member of a community can be a change agent.

- San Francisco has a long history of offering hope to those who need it. The city is a sanctuary for so many who come to it disenfranchised, looking for a new home for themselves. It continues to be a city that fights for the most marginalized within its borders and beyond.
- The devastation of the 1989 earthquake was felt across the Bay Area - but through the concentrated efforts of dedicated civilians, it became an opportunity for the Hayes Valley to transform, removing the freeway and building the current day Octavia Boulevard.
- During this incredibly difficult past year of the COVID-19 pandemic, a shining light has been the San Francisco Shared Spaces Program – closing streets to vehicles for the creation of a pedestrian space. Shared Spaces has shown us all that the pedestrianization of sections of the city can enhance community connection, ownership, and enjoyment of their spaces and create a bustling public realm.

March 31, 1992

San Francisco Independent

OCTAVIA HISTORIC COMMEMORATIVE PROJECT

# Light Transforms Hayes Valley

By Diane Keaton

Where the light streams down on the vacant lot, Phyllis Curley envisions a playground for her three-year-old son.

Next to sun-drenched eucalyptus trees, Willie Sharp wants to see a church building topped by senior citizens' housing.

But freeway on-ramps have not been counted out as options in Hayes Valley, either.

Along the six city blocks previously overshadowed by the snaking Central Freeway, there is now a vacant corridor closed off with a formidable-looking fence. The area's future is still undetermined, but one thing seems certain: The neighborhood that helped bring down a freeway is not planning to OK another new roadway.

The neighbors are feeling pretty good about themselves these days. The formerly defunct Hayes Valley neighborhood and merchants associations are buzzing with plans for parks, shops and affordable housing.

More than anything, though, the neighbors revel in the bright light streaming in through the newly visible sky. They are already changing their lives around the light.

On a Sunday morning in Pendragon, the bakery cafe at Hayes and Gough streets, the *New York Times* crowd lingers over the paper, sips cappuccino and savors blueberry cream scones. Outside on a bench flanked by bushes, two men take in the sun, drinking something hidden in a paper bag. Watching a parade of Sunday

### Take Note

Hayes Valley merchants will host another block party April 10, from 7 to 10 p.m. The theme: "Paris Comes to Hayes Valley." It features six blocks of sidewalk cafes, strolling musicians, "food, fun, and art." In mid- to late April, the city and Caltrans will hold a public meeting on future transportation plans in Hayes Valley. Details will be announced.

strollers reflecting the diverse makeup of the area, they seem quite benign.

Pendragon worker Phyllis Curley says it's a friendlier place without the freeway, and less dangerous, despite familiar rough elements not many blocks away. Curley moved to a Hayes Valley flat six months ago, she says, because of reasonable prices and "the change in the air."

In the 400 block of Hayes, the owner of the former Overpass bar doesn't expect the freeway to return. He has changed the name to Marlena's (he says it's his drag queen name) and is painting its interior a peach color, to give it that "clean, fresh feeling."

"Everyone's trying to improve," he says.

A few doors up in the 500 block of Hayes, Gwen Allan and her partner just opened a stylish flower shop, City Green. "When the freeway came down, all the light came in," says Allan.

The 500 block was dotted with boarded-up storefronts before the

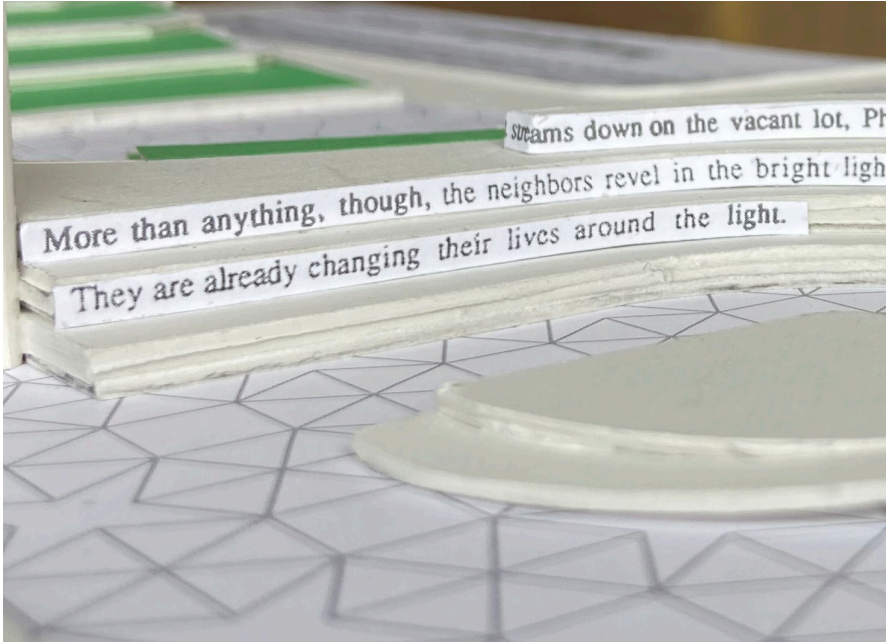


Hayes Valley neighbors have m the land formerly in the path of the

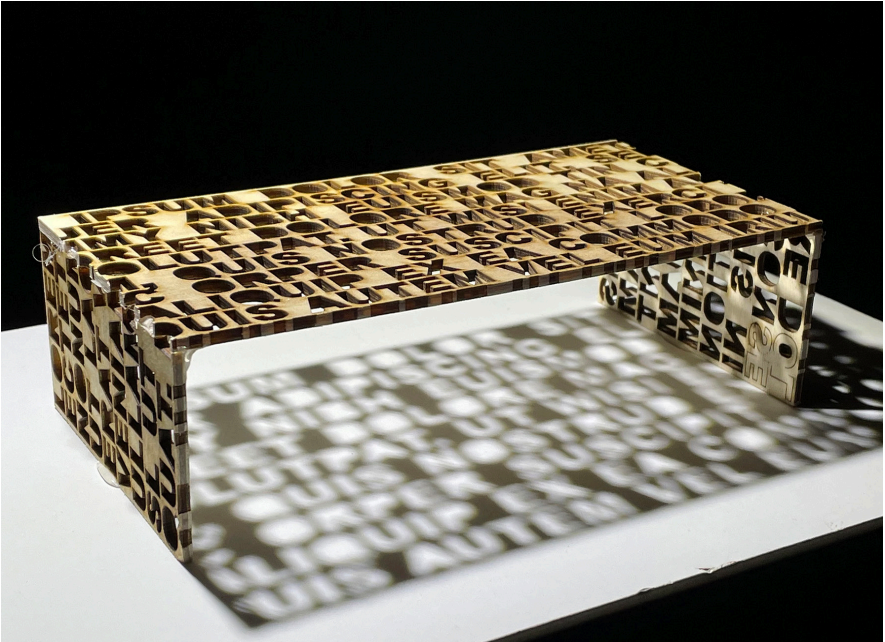
earthquake. There are no vacancies now. And in contrast to the 300 block, with its upscale antique shops, Hayes Street Grill and Ivy's Restaurant, the 500 block is a burgeoning mix of eclectic shops anchored by established soul food and service businesses. 28ational



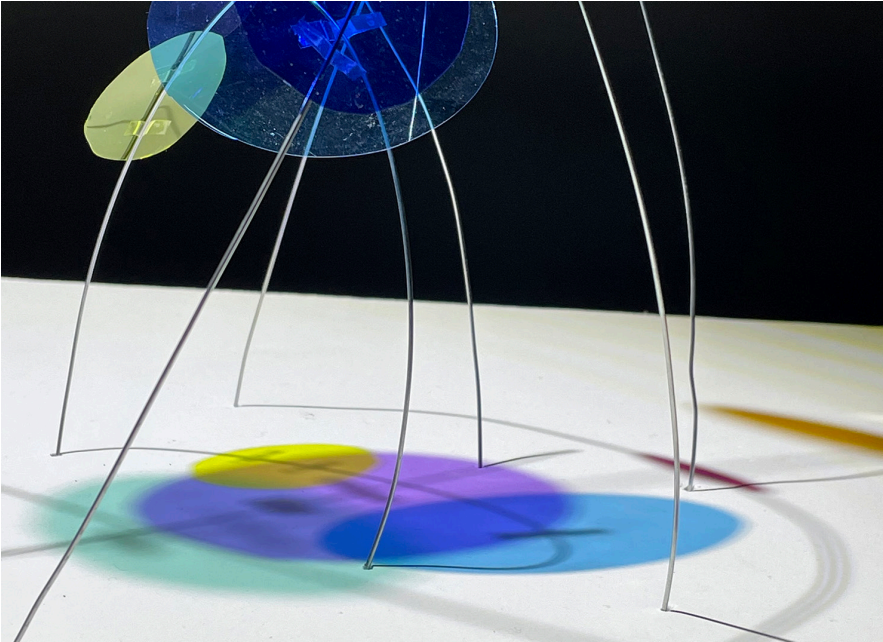
# | story telling techniques |



QUOTES



NARRATIVE TEXT

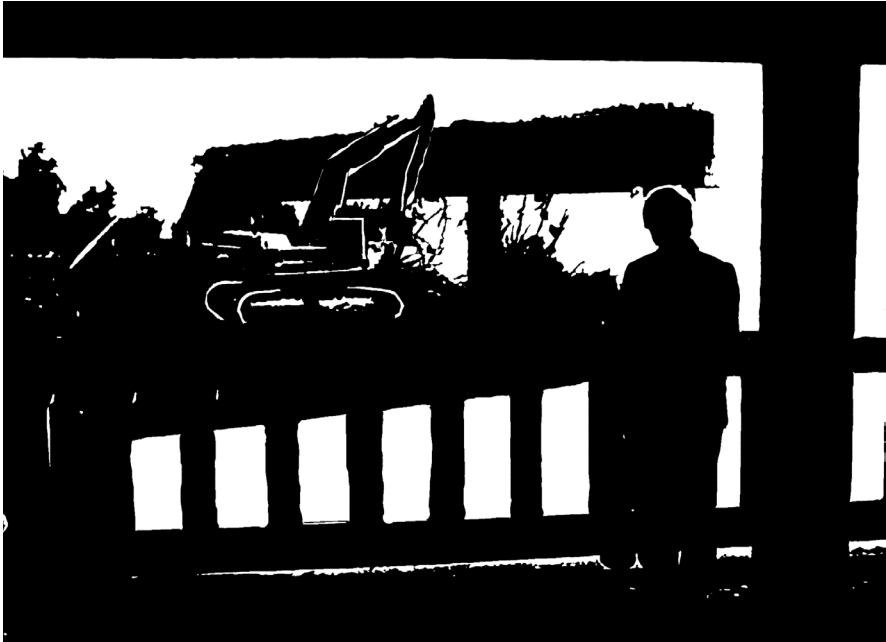


PASSING OF TIME

STORY TELLING FUNCTIONS | LIGHT + SHADOW



# | story telling techniques |



IMAGE



TEXT AS TEXTURE



PATTERN

STORY TELLING FUNCTIONS | TEXTURE + TACTILITY



# | community engagement plan |

**Signaling a call to action and empowering a neighborhood to create change requires active community engagement at all phases of the design process.**

We see community engagement as both the driver of the design and integral to achieving long term public stewardship of this site. Ongoing feedback from the direct community on their vision of the memorial not only ensures we are telling a story that most resonates with the people who are engaging with it, but also creates a deeper sense of ownership, stewardship and advocacy for the space. Ensuring broad, equitable, and diverse community involvement is paramount to this success, and requires a durational, multi-level approach over the lifespan of the project. Our proposed process uses a combination of the following strategies, detailed below; community surveys, on-site activation, and in-depth interviews, that will shift and evolve as the needs and desires of the community become clear.

We will involve neighborhood organizations such as the Hayes Valley Neighborhood Association, MO'MAGIC, SF Human Rights Commission, The African-American Shakespeare Company, the SF LGBT Center, the First Baptist Church of San Francisco, and the Victorian Alliance of San Francisco, among others, to ensure that we are casting as wide a net as possible.







## | surveys + in-person engagement |

Surveys and in-person activations are an example of the community-led questioning process that is integral to this work. They provide opportunities for the design team to get to know the community on a more personal level, and create a space for some of the richest conversations.

To create a baseline data set, we will create an initial community survey that will be distributed digitally and on-site through local vendors, community organizations and at activation events. The focus will be on developing a language of the community and the priorities of the people. This may include an understanding of individuals' knowledge of the history of the freeways and the neighborhood, what they would like to see memorialized, personal feelings around the experience and use of the space, and what inspires them to create future change. These would become the baseline of an ongoing series of surveys, each one reacting to the data and building on the feedback from the previous to create a data-driven, community-led design process.

In-person activations give a face to the neighborhood and the design team. This is also an opportunity to hear the best way of reaching people; how do people access information and who are the key stakeholders and community leaders. We understand the digital divide and prioritize meeting people where they are at, whether that means creating our own events to capture discussion, or plugging into existing Hayes Valley events such as the Shared Streets program. Bringing youth into the conversation is also a key element to the visioning process, and at these events we will have “desire cards” with space to draw or give a short answer to a given question. Vision boards with voting or post-its for comments can also be a tool as the design progresses.



## | oral history project |

**The history of the people of Hayes Valley is complex and layered, and capturing this through an oral recollection of stories is the main driver of the memorial.**

The oral history will provide an opportunity for key community members to share their memories of the neighborhood and city. We will be building a collection of stories about the Freeway Revolts of the 1950s and 1960s, Urban Renewal and the destruction of the Western Addition, the day of and aftereffects of the 1989 Loma Prieta earthquake, the neighborhood effort to take down the crumbled freeway through prolonged ballot initiatives, the recent efforts towards increasing livability and equity, and more. Each participant will be asked to share any relevant stories of their time in this city and their shared hope for the future. We see these as only the beginning of a larger collection of voices from both Hayes Valley and other neighborhoods, sharing individual and collective experiences at various times in its history. This oral history collection provides opportunities for curated snapshots of specific periods of significance, and the development of further additions and stories as the history of the space continues to evolve.

This process can and should be done with a partner organization, either local or national, who are experienced with creating and cataloguing audio histories. These stories could be collected as part of the official archives of the San Francisco Public Library History Center.





**Art Agnos • Peter Albert • Tom Ammiano •  
 Gail Baugh • Ed Bedard • Madeline Behrens-  
 Brigham • John Billovitz • Bill Bulkley • John  
 Burton • Jim Chappell • Peter Cohen • Lynn  
 Crieghton • Yvonne Daley • Sheryl Evans  
 Davis • Kate Hartley • Stefan Hastrup • Jason  
 Henderson • Rich Hillis • Ephraim Hirsch • Allan  
 Jacobs • Richard Johnson • Leslie Katz • Robin  
 Levitt • Jen Laska • Mark Leno • Kathy Looper •  
 Elizabeth MacDonald • Esther Marks • Marlena  
 • Karen Mauney-Brodek • Marie McCallum •  
 Jose Luis Moscovich • Paul Olsen • Russell  
 Pritchard • Tom Radulovich • Ann-Marie Rogers  
 • Jay Rosenberg • James Spignola • Barbara  
 Thompson • Patricia Walkup\* • David Winslow**

\*via existing taped interviews

## | oral history project |

**In process collection of people to include in the oral history project.**

During this competition period we did a series of initial light-touch interviews with a handful of key members of the community to begin to establish a list of individuals who were pivotal to this specific period of time. This list will continue to be developed as part of the surveys and in-person conversations, along with an open call for stories and the provision of space for real time collection within the memorial. The Oral History Project will also include the recollections from the “every person”. These could include the recounting of a childhood experience of the Loma Prieta earthquake, the feelings surrounding the demolition of a family business or home to make way for the freeway, watching the changes to the neighborhood after the demolition, or observations from our contemporary period around issues of gentrification and equity.





## | endowment + future programming |

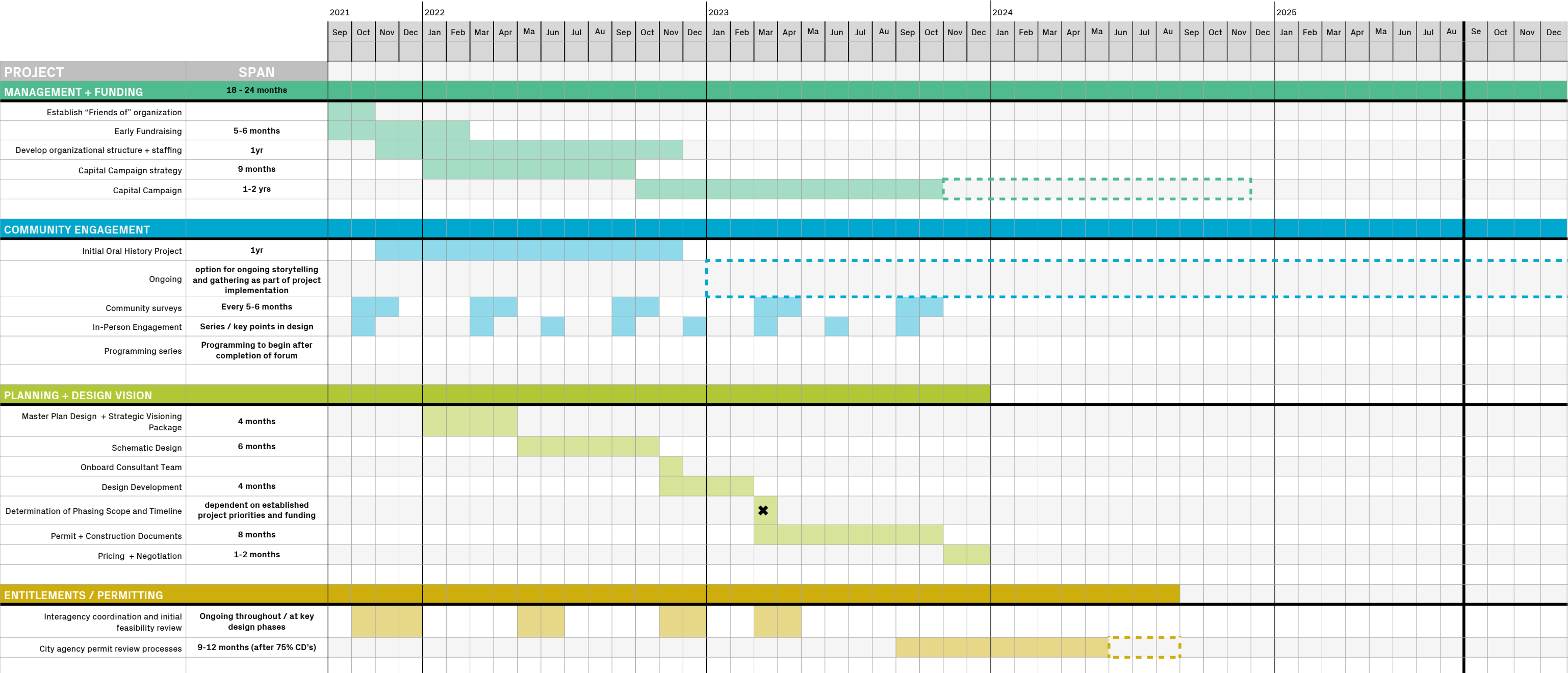
Honoring those ordinary citizens who committed themselves to the removal of the freeway, and the betterment of their community, is also achieved through education for and discourse between the current and future inhabitants of this place.

For this project to not just memorialize the past, but be an active entity that continues to be forward thinking and evolving as the city and neighborhood change, we propose the creation of a community-led body that maintains, curates and programs the Octavia corridor and the supporting commercial and pedestrian alleys.

Programming is the software to the hardware of the urban form, and we believe that the Forum space should be an intentional locus of discussion, dialogue and learning about and around the future of the neighborhood and the city. Curation by a community-driven programming series; in the form of lectures, panel discussions, live music events, art installations, with an annual budget supported through endowed gifts to advance the visions of a more equitable city.



PROJECT TIMELINE





CONSTRUCTION					
Pricing					
Issue construction documents					X
Contractor Pricing					
Contractor Negotiation + VE process					
PHASING DEPENDANT					
Gateway	4-6 months				
Sculpture Fabrication					
Gateway plaza construction + Sculpture installation					
Forum	4-6 months				
Construction					
Pathway	12 months				
Street Closures (by MTA)					
Street enhancements					
Construction + installation of memorial elements					
20 YEAR ANNIVERSARY	OPENING CELEBRATION?				X

MEETING



## MILESTONE





OCTAVIA HISTORY COMMEMORATIVE PROJECT  
CONSTRUCTION COST ESTIMATE\_SMALL, MEDIUM + LARGE OPTIONS

FORUM	AREA	COST/SF	COST	NOTES
Street Plazas	1,000	100	100,000	raising level of street to sidewalk/plaza level, rolled curbs for emergency vehicle access
Patterned Sidewalk	3,314	30	99,420	sidewalk improvement to include plaza patterning
Park Hardscape	7,080	45	318,600	patterned plaza
Forum Constructed Landscape	4,472	300	1,341,600	stepped concrete auditorium w/ inlayed text, planted sod and tree planters
Pavilion Constructed Landscape	6,770	300	2,031,000	stepped concrete wedge w/ tubular pavilion, planted sod and tree planters
Other Bench Elements	100	200	20,000	bench elements outside of Park Hardscape zone
Urban Furniture in Forum Plaza	200	200	40,000	modular concrete seating and stage areas
Storytelling Elements	450	300	135,000	waterjet cut stainless steel, painted
Lighting	15	1000	15,000	additional park lighting (step lights) and power points for program elements

PATHWAY				
Pathway Plaza	3,000	100	300,000	raising level of street to sidewalk/plaza level, rolled curbs for emergency vehicle access
Patterned Sidewalk	1,700	30	51,000	sidewalk improvement to include plaza patterning
Other Bench Elements	100	200	20,000	bench elements outside of Park Hardscape zone
Planted Berm	2,400	68	163,200	cast in place concrete wall and seating elements w/ planted earthen berm
Storytelling Elements	300	300	90,000	waterjet cut stainless steel, painted

GATEWAY				
Gateway Sculpture	750,000	1	750,000	35 foot tall bronze and glass sculpture. Bid received from Gizmo Art Production
Gateway Plaza	2,390	100	239,000	patterned plaza with embedded text in plaza
Storytelling Elements	50	300	15,000	waterjet cut stainless steel, painted
Lighting	8	3000	24,000	focused illumination of sculpture

SOFT COSTS	25% of hardcost estimate, includes professional fees and permit costs
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ORAL HISTORY PROJECT	Full cost of Oral History Project included in base cost of Small, Medium + Large Options
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SMALL PROJECT	COST	QTY	TOTAL
Street Plazas			NIC
Patterned Sidewalk			NIC
Park Hardscape	318,600	0.75	238,950
Forum Constructed Landscape	1,341,600	1	1,341,600
Pavilion Constructed Landscape			NIC
Other Bench Elements	20,000	1	20,000
Urban Furniture in Forum Plaza	40,000	1	40,000
Storytelling Elements	135,000	1	135,000
Lighting	15,000	0.25	3,750
SMALL FORUM			1,779,300

		3	PLAZAS
Pathway Plaza	300,000	3	900,000
Patterned Sidewalk			NIC
Other Bench Elements	20,000	3	60,000
Planted Berm	163,200	3	489,600
Storytelling Elements	90,000	3	270,000
SMALL PATHWAY			1,719,600

Gateway Sculpture	750,000	1	750,000
Gateway Plaza	239,000	1	239,000
Storytelling Elements	15,000	1	15,000
Lighting	24,000	1	24,000
SMALL GATEWAY			1,028,000

SMALL PROJECT SUBTOTAL	4,526,900
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SMALL PROJECT SOFT COSTS	1,131,725
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ORAL HISTORY PROJECT FULL COST	200,000
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SMALL PROJECT	5,658,625
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**Small Project includes** the North side of Forum (Forum Constructed Landscape), the Forum Hardscape Plaza and seating/stage elements, along with (3) Pathway Plazas and the Complete Gateway Sculpture and Plaza.

**Small Project does not include** the South Side of the Forum (Pavilion Constructed Landscape) or the Street Plazas and Patterned Sidewalks on the East and West Side of the Forum Plaza. The Small Project also omits the patterned Sidewalk improvement at the Pathway Plazas.

MEDIUM PROJECT	COST	QTY	TOTAL
Street Plazas	100,000	1	100,000
Patterned Sidewalk	99,420	1	99,420
Park Hardscape	318,600	1	318,600
Forum Constructed Landscape	1,341,600	1	1,341,600
Pavilion Constructed Landscape			NIC
Other Bench Elements	20,000	1	20,000
Urban Furniture in Forum Plaza	40,000	1	40,000
Storytelling Elements	135,000	1	135,000
Lighting	15,000	0.5	7,500
MEDIUM FORUM			2062120

		4	PLAZAS
Pathway Plaza	300,000	4	1,200,000
Patterned Sidewalk			NIC
Other Bench Elements	20,000	4	80,000
Planted Berm	163,200	4	652,800
Storytelling Elements	90,000	4	360,000
MEDIUM PATHWAY			2292800

Gateway Sculpture	750,000	1	750,000
Gateway Plaza	239,000	1	239,000
Storytelling Elements	15,000	1	15,000
Lighting	24,000	1	24,000
MEDIUM GATEWAY			1,028,000

MEDIUM PROJECT SUBTOTAL	5,382,920
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MEDIUM PROJECT SOFT COSTS	1,345,730
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ORAL HISTORY PROJECT FULL COST	200,000
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MEDIUM PROJECT	6,728,650
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**Medium Project includes** the North side of the Forum (Forum Constructed Landscape), the Forum Hardscape Plaza and the Street Plazas and Patterned Sidewalks to the adjacent east and west property lines. Medium Project also included (4) Pathway Plazas and the Complete Gateway Sculpture and Plaza.

**Medium Project does not include** the South Side of the Forum (Pavilion Constructed Landscape) and omits the patterned Sidewalk improvement at the Pathway Plazas.

LARGE PROJECT	COST	QTY	TOTAL
Street Plazas	100,000	1	100,000
Patterned Sidewalk	99,420	1	99,420
Park Hardscape	318,600	1	318,600
Forum Constructed Landscape	1,341,600	1	1,341,600
Pavilion Constructed Landscape	2,031,000	1	2,031,000
Other Bench Elements	20,000	1	20,000
Urban Furniture in Forum Plaza	40,000	1	40,000
Storytelling Elements	135,000	1	135,000
Lighting	15,000	1	15,000
LARGE FORUM			4,100,620

		7	PLAZAS
Pathway Plaza	300,000	7	2,100,000
Patterned Sidewalk	51,000	7	357,000
Other Bench Elements	20,000	7	140,000
Planted Berm	163,200	7	1,142,400
Storytelling Elements	90,000	7	630,000
LARGE PATHWAY			4,369,400

Gateway Sculpture	750,000	1	750,000
Gateway Plaza	239,000	1	239,000
Storytelling Elements	15,000	1	15,000
Lighting	24,000	1	24,000
LARGE GATEWAY			1,028,000

LARGE PROJECT SUBTOTAL	9,498,020
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LARGE PROJECT SOFT COSTS	2,374,505
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ORAL HISTORY PROJECT FULL COST	200,000
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LARGE PROJECT	11,872,525
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**Large Project includes** all elements of the proposal.



OCTAVIA HISTORY COMMEMORATIVE PROJECT  
CONSTRUCTION COST ESTIMATE\_A LA CARTE FORUM / GATEWAY

FORUM	AREA	COST/SF	COST	NOTES
Street Plazas	1,000	100	100,000	raising level of street to sidewalk/plaza level, rolled curbs for emergency vehicle access
Patterned Sidewalk	3,314	30	99,420	sidewalk improvement to include plaza patterning
Park Hardscape	7,080	45	318,600	patterned plaza
Forum Constructed Landscape	4,472	300	1,341,600	stepped concrete auditorium w/ inlayed text, planted sod and tree planters
Pavilion Constructed Landscape	6,770	300	2,031,000	stepped concrete wedge w/ tubular pavilion, planted sod and tree planters
Other Bench Elements	100	200	20,000	bench elements outside of Park Hardscape zone
Urban Furniture in Forum Plaza	200	200	40,000	modular concrete seating and stage areas
Storytelling Elements	450	300	135,000	waterjet cut stainless steel, painted
Lighting	15	1000	15,000	additional park lighting (step lights) and power points for program elements

A LA CARTE REDUCED FORUM	COST	QTY	TOTAL
Street Plazas			
Patterned Sidewalk			
Park Hardscape	318,600	0.75	238,950
Forum Constructed Landscape	1,341,600	0.75	1,006,200
Pavilion Constructed Landscape			
Other Bench Elements	20,000	0.5	10,000
Urban Furniture in Forum Plaza	40,000	0.5	20,000
Storytelling Elements	135,000	1	135,000
Lighting	15,000	0.25	3,750

A LA CARTE REDUCED FORUM CONSTRUCTION COST 1,413,900

SMALL PROJECT SOFT COSTS	353,475
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ORAL HISTORY PROJECT	0
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NOT INCLUDED

A LA CARTE REDUCED FORUM PROJECT COSTS	1,767,375
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A LA CARTE REDUCED FORUM includes the North side of Forum (Forum Constructed Landscape) and the Forum Hardscape Plaza at a reduced scope and complexity. It also includes 50% of the concrete benches, seating and stage elements and 100% of the Storytelling Elements from the full “Forum” proposal.

A LA CARTE REDUCED FORUM does not include the South Side of the Forum (Pavilion Constructed Landscape) or the Street Plazas / Patterned Sidewalks on the East and West Side of the Forum Plaza. Neither A La Carte Option includes the Oral History project due to the reduced scope and scale of the memorial storytelling elements.

GATEWAY	AREA	COST/SF	COST	
Gateway Sculpture	750,000	1	750,000	35 foot tall bronze and glass sculpture. Bid received from Gizmo Art Production
Gateway Plaza	2,390	100	239,000	patterned plaza with embedded text in plaza
Storytelling Elements	50	300	15,000	waterjet cut stainless steel, painted
Lighting	8	3000	24,000	focused illumination of sculpture

A LA CARTE GATEWAY	COST	QTY	TOTAL
Gateway Sculpture	750,000	1	750,000
Gateway Plaza	239,000	1	239,000
Storytelling Elements	15,000	1	15,000
Lighting	24,000	1	24,000

A LA CARTE GATEWAY CONSTRUCTION COST 1,028,000

SMALL PROJECT SOFT COSTS	257,000
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ORAL HISTORY PROJECT	0
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NOT INCLUDED

A LA CARTE GATEWAY PROJECT COSTS	1,285,000
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A LA CARTE GATEWAY includes all elements of the Gateway Sculpture and Plaza.

A LA CARTE GATEWAY does not include the Pathway Plaza along the southbound frontage road between Haight and Waller or the other “Pathway” elements (Planted Acoustic Berm / Seating elements). Neither A La Carte Option includes the Oral History project due to the reduced scope and scale of the memorial storytelling elements.

As the A LA CARTE GATEWAY is much reduced in scope, some additional funding would be required and design changes made to include more memorial storytelling elements to capture the full scope of the layered history of the freeway story.



ANNUAL MAINTENANCE + PROGRAMMING COST PROJECTION

ANNUAL MAINTENANCE COSTS

Annual Maintenance costs assume the "Friends Of" or Community Benefit District would hire staff to provide maintenance and vandalism repair beyond what the city would provide. The projected Annual Maintenance Costs are scaled to the built area of the Small, Medium and Large projects. Either of the A La Carte Forum or Gateway projects would likely be equal to the Small Project Annual Maintenance Costs.

	AREA	ANNUAL COST
SMALL PROJECT	28,372	
1/3 Time Staff		21,450
Supplies and Tools		2,475
Vandalism Repairs		6,600
Insurance and Overhead		4,125
SMALL PROJECT ANNUAL MAINTENANCE COSTS		34,650

	AREA	ANNUAL COST
MEDIUM PROJECT	39,856	
1/2 Time Staff		32,500
Supplies and Tools		3,750
Vandalism Repairs		10,000
Insurance and Overhead		6,250
MEDIUM PROJECT ANNUAL MAINTENANCE COSTS		52,500

	AREA	ANNUAL COST
LARGE PROJECT	74,726	
(1) Full Time Maintenance Person		65,000
Supplies and Tools		7,500
Vandalism Repairs		20,000
Insurance and Overhead		12,500
LARGE PROJECT ANNUAL MAINTENANCE COSTS		105,000

ANNUAL PROGRAMMING COSTS

Annual Lecture and Programming Series centered around the Forum space, with an average of one event per month (though likely not holding events during our inclement weather months.) Programming Costs also include an annual, on-going, Oral History Project operating at a lower level of intensity.

	ANNUAL COST
Curatorial Staff (Part-Time)	30,000
Speaker Fees	5,000
Audio / Visual	15,000
Event Staff	20,000
Communications / Outreach	30,000
On-going (Annual) Oral History	25,000
ANNUAL PROGRAMMING COSTS	125,000

ORAL HISTORY PROJECT COSTS

Fixed Cost based a 12 month intensive oral history project including interviewing, recording, editing and cataloguing. Does not include a collaboration with StoryCorps, but assumes hiring skilled staff / consultants. Note that annual programming costs above also include an ongoing, lower intensity oral history project on an annual basis.

	TOTAL COST
Recording + Editing Staff	100,000
Recording Site (rent)	25,000
Scheduling and Outreach	35,000
Management	35,000
Audio Equipment / Media Storage	5,000
ORAL HISTORY PROJECT COSTS	200,000



STEWARDSHIP, MAINTENANCE AND SECURITY PLAN

STEWARDSHIP and MAINTENANCE

Stewardship of the Octavia History Commemorative Project is envisioned as a three-tiered program of care, maintenance and cleaning.

The first tier is the City and County of San Francisco:

The Octavia History Commemorative Project will exist within the public spaces of the City of San Francisco: the side street travel lanes and sidewalks of Octavia Boulevard between Fell and Market as well as Patricia’s Green, a City Park. These areas include combined/and or overlapping purview by the Department of Public Works (DPW), The San Francisco Municipal Transit Authority (SFMTA) and the SF Department of Recreation and Parks. With this, we see a general (already budgeted) level of care, maintenance and cleaning to continue as a baseline, including the care of non-property owner maintained trees and landscape elements as well as trash removal services through the entire zone.

The second tier is a new neighborhood or memorial-specific stewardship entity:

In order to care, maintain and clean the majority of the Octavia History Commemorative Project specific improvements as well as the new public gathering areas, we envision the creation of a new stewardship entity. This entity could be in the form of either a Community Benefit Organization, such as the East Cut or Tenderloin Community Benefit Districts, or it could be under the model of a “Friends of” organization, such as Friends of the High Line in New York City. With either of these, there would be a maintenance, care and programming staff that would oversee and maintain the Octavia History Commemorative Project, working as an added level of care to the City and County of San Francisco’s current level of stewardship. We see this entity as providing the predominant level of care and maintenance, especially with regard to the elements of the memorial — cleaning, repair of vandalism, removal of graffiti, as well as maintaining any electrical, lighting or audio elements. In relation to programming, the neighborhood stewardship entity would also fund and direct an annual programming series for the Forum convening space, with a focus on lectures and discussions around the creation and care of a more livable and equitable city.

The third tier of stewardship would be at a sponsor level for the new street plazas within the Octavia History Commemorative Project:

The new public plazas created within the side travel lanes of each block of Octavia Boulevard (between Market and Fell) are envisioned to be programed and cared for by individuals, businesses or non-profit organizations who would apply to become sponsors of those spaces. One example of this could be a Hayes Valley Art Works sponsorship of the plaza on the east side of Octavia between Oak and Lily Streets — where one could see art events, daily engagement and general conviviality happening immediately in front of their art garden. We see these plazas as a place for more individual expression within the Octavia History Commemorative Project and a place for everyday citizens to commit themselves to the place. The sponsorship of these plazas would come with both rights and responsibilities — the right to program, have pop-up services and events / the responsibility to provide additional levels of care and maintenance above that of tiers 1 and 2 and to follow all rules + guidelines of both the City and the District. Through our stewardship of PROXY, we have learned first hand the pleasures of caring directly for a piece of the City that is open to the public 24/7/365 and we see opportunity in these plazas for other individuals or entities to become more directly involved in the care of the neighborhood.

SECURITY

Our first approach to security is inclusiveness within the process and the management / programming of the Project. When people are included in the process of conception, realization or see their interests represented within the ongoing programming of the space, they will be more likely to actively care for and much less likely to vandalize / degrade the spaces and elements of the Project. We see an inclusive outreach process adding to the security of the elements of the Octavia History Commemorative Project.

Our second approach toward security is in the detailing and materiality of the proposed elements that make up the Octavia History Commemorative Project. We are proposing durable city-tested materials such as cast concrete, painted water-jet cut stainless steel, bronze and tempered laminated glazing with protective outer layers. All elements will be cast in place or bolted into concrete with concealed fasteners so that elements cannot be removed or stolen. When product are specified, such as lighting or urban furniture elements, we will select vandal-tested products that have been tested for prolonged urban use. The use of durable and easy to mend materials will ensure that the Octavia History Commemorative Project will last for generations with less cost to maintain.



## FEASIBILITY AND PRACTICALITY STUDY

The core concept of our proposal is a cohesive vision for the next step in the evolution of the Octavia Boulevard corridor toward a more pedestrian friendly set of public gathering areas within the city right-of way. These new public gathering areas are both the site for a wide-ranging memorial as well as spaces for the community to come together in diverse ways. The project intentionally cuts across jurisdictional boundaries with the goal of creating a cohesive and inspirational set of public plazas across Octavia Boulevard. The project also extends the vision of those who fought to take down the freeway and further the goals of the Market-Octavia Plan by proposing an urban plan that foregrounds a more pedestrian centric boulevard.

From a feasibility standpoint, the project will require interagency support, collaboration and consensus building between the SF Planning Department, the SF Municipal Transportation Agency (SFMTA), the SF Recreation & Parks Department (SFRPD), the SF Fire Department (SFFD), the Department of Public Works (DPW) and the Public Utilities Commission (PUC). The project will also require significant community engagement for the various aspects of the project — the Memorial Storytelling Elements, the Park Improvements in Patricia’s Green, the Street Plazas in portions of the side travel lanes and the Gateway Sculpture and Plaza — in order to manifest a project that is both visionary and meets the needs and desires of neighborhood.

From a material and constructibility standpoint, we have specified durable and easy to implement strategies — cast in place concrete, water jet stainless steel, bronze tubing and vandal-resistant laminated glass. Our project team has experience in the detailing, permitting, and delivery of permanent improvements in the urban realm.

While we believe the “North Star” vision for the larger project is important to articulate, we also see the possibility of either phasing the larger project in the component parts — Forum, Gateway and Pathway — or to implement a less ambitious project that would be manifest at one or two of the proposed locations. However, even with a reduced scope, we believe the goals of pedestrianization of the side travel lanes of Octavia (between Market and Fell Streets) is still an important next step in the evolution of Octavia Boulevard and the implementation of the values embedded in the Market Octavia Plan.



Thank you.

MARK BAUGH-SASAKI  
+  
ENVELOPE ARCHITECTURE + DESIGN