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Introduction

Named for its remarkable views, Buena Vista Park is a woodland haven in an otherwise dense urban landscape (Figure 1). As the oldest park in San Francisco, Buena Vista has long been a central and critical natural resource to San Francisco and its residents. The Park is heavily used, attracting locals and visitors alike to its many features including secluded, winding trails and one of the City’s few remaining coast live oak groves. Centrally located, the park is also within walking distance of off-leash dog play areas and children’s play areas, including a new Panhandle Play Area slated for 2016 (Figure 2).

As a long standing and well-used park, the site is experiencing environmental degradation and risks worsening conditions if not addressed. Consequently, there are many opportunities for capital improvement projects within Buena Vista Park that address a broad range of environmental and safety concerns. In 2015, the San Francisco Recreation and Park Department (RPD) and the Department of Public Works (DPW), in coordination with the Buena Vista Neighborhood Association (BVNA), embarked on a planning effort to build consensus around priority capital improvement projects for Buena Vista Park. The goal of the process was to identify both long- and short-term strategies to help sustain and improve Buena Vista Park, as well as to identify park advocacy strategies and potential funding opportunities to support these projects.

Figure 1: Buena Vista Park context and vistas.
Capital improvement projects are those relating to key physical features such as paths, recreation facilities, and trees but not to their maintenance (the latter is considered operations). The short-term objective of this process was to identify and prioritize three small-scale, high-priority and feasible projects. Small-scale projects are those with costs below $500,000 that can be funded through grants or other city, state and federal funds. By funding a series of small scale projects, the intent is to create momentum for a larger capital improvement effort down the line. This process also serves long term objectives by establishing the overall magnitude of costs for larger and more extensive park restoration and improvement strategies. It also helps anticipate and plan for the availability of larger funding opportunities that may become available in the future, to build on the success of the smaller scale projects.

<table>
<thead>
<tr>
<th>PARK</th>
<th>DISTANCE</th>
<th>AMENITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corona Heights/Sts St</td>
<td>.25 miles</td>
<td>Off-leash Dog Area, Trails, Tennis Court</td>
</tr>
<tr>
<td>Panhandle</td>
<td>.5 miles</td>
<td>Children's Play Area (Renovation 2016), Basketball Court</td>
</tr>
<tr>
<td>Duboce</td>
<td>.5 miles</td>
<td>Children's Play Area, Basketball Court, Off Leash Dog</td>
</tr>
<tr>
<td>Alamo Square</td>
<td>.75 miles</td>
<td>Children's Play Area, Recreational Facility, Tennis Court</td>
</tr>
</tbody>
</table>

Figure 2: Buena Vista Park in relation to other parks and park amenities.
Recommendations

After a three-meeting community planning process for the prioritization of Buena Vista Park Capital Improvement projects, it is recommended that four sets of small-scale projects be pursued. These projects align with both community values and identified capital improvement goals, are easy to implement, and provide opportunities for a pilot-based approach. These include:

1) Perimeter Entry Improvements
   a. Below-path planting and irrigation
   b. Repair perimeter walk and stairs

2) Water Management
   a. Pilot stormwater retention project
   b. Introduce alternative water source options (e.g. capturing rain, fog, dew)

3) Soil Management
   a. Implement erosion control at high risk zones
   b. Pilot circulation control project

4) Tree Management
   a. Remove hazardous trees
   b. Prune hazardous tree limbs
Planning Process

Community members were invited to provide feedback on the Buena Vista Park Capital Improvement Plan at three community meetings over the course of four months. The intent was to reach consensus around a series of small-scale projects to improve the aesthetics, safety and environmental integrity of Buena Vista Park in the short-term, and establish a strategy to sustain the park in the years to come. These projects were to address an immediate need, while also supporting the long-term vision for Buena Vista Park.

To that end, participants were invited to share insights and feedback pertaining to potential projects and priorities for Buena Vista Park. Initially, participants were introduced to the Capital Improvement Plan process and provided with background on park history, previous site assessments and existing conditions. They were then given the opportunity to offer initial feedback on both the planning process itself as well as their own concerns and priorities for Buena Vista Park. Based on this information, general project typologies were identified, which culminated in the selection of several smaller-scale park improvements, including the identification of costs and potential funding sources. Following the meetings, presentations and discussions were synthesized and distributed to participants via the Buena Vista Park Capital Improvement Plan project webpage.

Participants in the planning process included:

- Local residents and neighbors of Buena Vista Park
- Members of the Buena Vista Neighborhood Association (BVNA)
- Landscape architects from the San Francisco Department of Public Works (DPW)
- Director, Park Service Area Manager and planners from the San Francisco Recreation and Park Department (RPD)
Meeting 1: Site Assessment & Community Input

February 10, 2015

The inaugural Buena Vista Park Capital Improvement Plan community meeting had three main objectives:

1. Introduce participants to the Capital Improvement Plan process and goals,
2. Provide site context and a preliminary site assessment, and
3. Invite community feedback and insights relating to potential small-scale improvement projects.

An introduction was provided by the Buena Vista Neighborhood Association (BVNA), while the Department of Public Works (DPW) and Recreation and Park Department (RPD) explained the process and goals, contextualized the park historically, and reviewed site assessments. Assessments addressed a variety of topics, including forest health and tree groupings, park circulation and paths, erosion control and irrigation (Appendix A). Issues were contextualized within three primary regions of the park: perimeter, woodland and ridge (Figure 3). Potential projects were identified for each region to address goals pertaining to design, infrastructure, tree management and landscape management (see pages 8-10).

Following the presentation, participants were invited to ask questions, voice concerns and contribute project ideas. Participants suggested a host of potential projects, ranging from relocating the existing playground and installing better lighting on the park perimeter, to moving the existing dog play area and formalizing the circulation network (Appendix B).

The general consensus was that small-scale projects should relate to the following overarching goals:

a. Improve park safety through a mix of physical and programmatic improvements.
b. Encourage positive park use through program enhancement.
c. Enhance environmental conditions such as creating an open perimeter, removing hazardous trees, slope stabilization, perimeter lighting, and signage.

Figure 3: Buena Vista Park regions: Perimeter, Woodland, and Ridge
Perimeter: Potential Projects

1. **Design Goals:**
   - Build park identity with consistent signage/wayfinding
   - Celebrate primary entries
   - Introduce consistent edge treatment along roadway

2. **Infrastructure:**
   - Erosion Control
   - Irrigation
   - Improve compromised paths
   - Introduce more “informal” stairs to deter “cutting” across perimeter berm
   - Restore and add lighting

3. **Tree Management:**
   - Remove hazardous trees
   - Implement Forest Management Plan

4. **Landscape Management:**
   - Create attractive, consistent, drought-tolerant landscape
Woodland: Potential Projects

1. **Design Goals:**
   - Build park identity with consistent signage/wayfinding
   - Enhance “The Window”
   - Prune / Manage trees to frame important vistas

2. **Infrastructure:**
   - Erosion Control
   - Simplify path network
   - Irrigation
   - Renovate compromised paths
   - Renovate Child Play Area
   - Relocate dog play area

3. **Tree Management:**
   - Remove hazardous trees
   - Implement Forest Management Plan

4. **Landscape Management:**
   - Create attractive, consistent, drought-tolerant landscape
Ridge: Potential Projects

1. **Design Goals:**
   - Build park identity with consistent signage/wayfinding
   - Enhance the three gathering spots – The Outlook, Grassy Knoll, and Grove – to reflect the inherent and unique qualities of each space

2. **Infrastructure:**
   - Erosion control
   - Irrigation
   - Remove fallen trees
   - Extend ADA path to the Outlook

3. **Tree Management:**
   - Remove hazardous trees
   - Implement Forest Management Plan
   - Landscape Management:
   - Create attractive, consistent, drought-tolerant landscape
Meeting 2: Proposed Potential Projects

March 24, 2015

The second Capital Improvement Plan meeting provided a forum for the presentation and discussion of potential park improvement projects. Seven general project typologies were developed based on priorities and feedback from the kick-off meeting, which addressed immediate needs while contributing to the long term improvement of Buena Vista Park. Additionally, each project was vetted using various evaluation criteria such as the value added to the park, cost, and readiness or ease of implementation.

The seven projects were:

Perimeter Apron Improvements
1. Plant apron with consistent palette of low-water use plants
2. Install water-conserving irrigation system
3. Repair walk and bricks edging where needed

Primary Entry Improvements
1. Install historic pole lights at 5 main entries
2. Plant apron with consistent palette of low-water use plants
3. Repair stairs and walls where needed
Perimeter Pathway Lighting
1. Install historic pole lights at 100’ spacing along perimeter path

Playground Improvements
1. Renovate playground with new equipment and surfacing OR
2. Create new larger playground at prominent north-west corner of park

Water Management
1. Stormwater retention strategy for on-site groundwater recharge
2. Install quick coupler irrigation system for short term establishment of planting
Tree Management
1. Remove hazardous trees
2. Prune hazardous branches
3. Remove fallen trees
4. Reforestation of critical areas

Soil Management
1. Improve soil health and control erosion at slopes
2. Remove non-critical paths
3. Install erosion control fences to deter foot traffic
Following the presentation, participants were given the opportunity to ask questions, vote for their top three preferred projects, and discuss how those choices reflected their vision for the park (Appendix C). The outcome was a ranking of the preferred projects from highest to lowest priority:

1. Perimeter Apron Improvements
2. Water Management
3. Soil Management
4. Tree Management/Primary Entry Improvement
5. Perimeter Pathway Lighting
6. Playground Improvements
Meeting 3: Outcomes & Priorities

May 20, 2015

The intent of the third and final meeting was to present participants with a list of recommendations for future park improvement projects and to provide guidance on which projects BVNA should focus on implementing in the near term. DPW and RPD staff first presented a full menu of potential projects that could be implemented throughout the three identified park regions (perimeter, woodland, and ridge) and then described in further detail the four identified priority projects based on feedback from the second meeting (Table 1).

In order to guide decisions on both short and long-term projects, a matrix of potential funding sources was provided, which included application deadlines, available funding, and additional grant stipulations (Appendix E). Long-term comprehensive park improvements are estimated to cost between $25-$30 million, while the immediate priority projects range from between approximately $250,000 and $1.5 million.

DPW and RPD staff advised taking a pragmatic approach for the short term by focusing on projects that are easy to implement, but which also provide an opportunity to test out strategies (i.e., hazardous tree removal, soil management in high risk areas and rain water capture). For example, soil management and erosion control projects might include fencing regions to protect newly-planted areas or erosion blankets to protect the park’s hillsides. Likewise, in the case of perimeter apron improvements (the highest priority project identified in Meeting 2), establishing a demonstration plot along the park’s apron might enable the use of more readily available funds (such as from the City’s General Fund) and could serve as a best practice for the remainder of the perimeter as funding becomes available.

In addition to financial support, the representatives from the BVNA, as well as the RPD Park Service Area Manager emphasized the importance of in-kind support. The Buena Vista volunteer program will resume in fall 2015 with regular volunteer days held on the first Saturday of every month. Volunteers are encouraged to help gardeners weed, plant or mulch. Park users and neighbors are also urged to act as park stewards by reporting/photographing damage, illegal behavior, or other health and safety hazards to the Park Service Area Manager. Park patrons may use the Buena Vista Park quadrant map (Appendix F) to report issues within a specified location.
Next Steps...

The next step for BVNA is to prepare an advocacy strategy and funding roadmap for the identified projects, including joint funding opportunities with RPD, district supervisors as well as seeking state and federal grant funding. The roadmap will also help define maintenance needs, moving towards a fully renovated park.

Funding will first be sought for the most immediate projects: perimeter apron improvements and woodland tree, soil and water management. BVNA plans to meet with an irrigation specialist to determine how to effectively and efficiently irrigate the site with potable water (currently, grey water is not an option), and to mulch as much of the periphery soil and landscape beds as possible.

BVNA is looking to make organizational improvements, including electing new leadership and recruiting additional members for the Safety Committee, and the Landscape and Forestry Committee. As projects materialize, BVNA will continue to work closely with the Park Service Area Manager while staff from RPD and DPW will continue to serve an advisory role as needed.
Appendix A - Site Assessment Diagrams

a) Existing Tree Groupings
b) Circulation Pathways & Programs

LEGEND
- **Entry Point**
- **Accessible Entry Point**
- **Proposed path to remove**

Primary Circulation Paths

Secondary Circulation Paths

Tertiary Circulation Paths

Potential Paths to Remove
c) **Erosion Control Areas**

![Erosion Control Areas Map]

- South east improvement zone
- Ranked erosion areas

---

d) **Antiquated Irrigation System**

![Antiquated Irrigation System Map]

- Existing quick coupler
Appendix B - Meeting 1 Notes

Community Concerns & Project Ideas

1. Safety
   a. Perform an analysis of pedestrian traffic including characterization of current flow, users and high use area.
   b. The park should be more hospitable to children and generally more open to people and families
   c. Many people live in the park, which is a safety concern and a question of who the park is for
   d. Safety needs to be addressed first – both physical safety from trees as well as security (i.e. from a family perspective)
   e. Get input from Park Police on what can be done to enhance security (i.e., formal feedback)
   f. Deal with the homeless problem to solve the issue, not simply disrupt the camp
   g. Hiring park security should be considered (similar to a business improvement district funding model i.e., Castro Community Assessment District for capital and maintenance)

2. Site Conditions and Access
   a. Different weather patterns on west side vs east side should be taken into account (prevailing winds are from the west)
   b. There are more and more visitors (international/out of state) visiting the park
   c. It is difficult for the differently abled population to access the park – better access is needed
   d. There should be a management approach, not just structural improvements
   e. None of the park rules are enforced – they should be; there is no way to call the park station

3. Park Amenities
   a. Move the existing dog play area (DPA) – possibly to Haight St – the existing one is not heavily used
   b. Add another DPA to supplement the existing one (many commercial dog walkers who use the park during the day)
   c. The Golden Gate Park Carousel area is exemplary and should be used as a model playground for the existing Buena Vista Park play area
   d. More and better looking trash cans should be added
   e. There should be more public amenities
   f. There should be more drinking fountains

4. Landscaping and Lighting
   a. Clean out low bushes/brush to keep the park more open; open membrane on the perimeter
   b. Lighting should be added around the perimeter
   c. Is more lighting worse for animal life? This should be considered when adding lighting
Appendix C - Meeting 2 Notes

Community Q & A

**Questions [Q], Answers [A]**

**Q** Were maintenance costs included in the project costs displayed?  
**A** Only capital costs were included – RPD is accepting the maintenance cost in constructing the project; however, increased maintenance costs must be weighed when selecting a project.

**Q** Will the Dog Play Area be moved to Haight Street?  
**A** No, due to lack of community support.

**Q** Isn’t it normally up to RPD to take care of tree management?  
**A** Yes, but the agency is underfunded – there is only 1 tree maintenance team for the entire park system and they are only able to respond to emergency situations.  
**A** Kezar Track is a good example of this – constituents organized a coalition and lobbied the mayor and board of supervisors to replace the track.

**Q** Does tree management (i.e., one of the 7 options) include pruning?  
**A** Yes.

**Q** Is there an emergency fund for tree damages?  
**A** This is part of the forestry budget for the current work being done.

**Q** What are the ramifications of selecting a project?  
**A** This enables the city to refine the details and flesh out a proposal for the selected projects and present them at the next meeting – this process will also help organize lobbying efforts, make the case for more investments (i.e., COF opportunities and priorities to invest collective energy.

**Q** If we are considering one of these projects for a COF grant, should we take into account?  
**A** Choose a project that’s important to you.

**Q** Funding some projects is easier than others? How do we think about whether a project is more “fundable”?  
**A** Start with values and let those guide the projects you choose – it’s important to have consensus and commitment to the projects.
Comments

i. Must keep in mind how to tackle “ground zero” of unsafe activity with perimeter work.

ii. If there is no money for maintenance, the project will deteriorate over the years.

iii. For environmental issues, there is a cost in NOT doing something.

iv. Proposed Panhandle playground will likely be located in the same area.

v. Buena Vista Park can be used in other ways by kids that aren’t monkey bars.

vi. Safety issues on paths were not addressed in the 7 proposed projects; it’s safe on the main paths at night, but not on the secondary paths. Fewer social paths would be safer.

vii. Broken window theory – if the perimeter gets a facelift, there would be a lot of bang for the buck in terms of who it attracts from curb appeal.

viii. Where does volunteerism fit in? Monthly activity is lightly attended. [Perimeter planting and maintenance is scalable and volunteer friendly – there is an existing RPD volunteer program that can be utilized].

ix. We should get safety input from the Police Department – will these projects impact what the police do? [RPD is reaching out to PD]

x. Install cameras in high crime areas [RPD does this in certain places; it is not effective if not fully staffed and cameras can get stolen].

xi. There are privacy issues about being filmed on security cameras.

xii. Small fence around trees seems to have cleared out a homeless encampment.

xiii. Every two weeks there are formal visits to break up homeless encampments and this is also monitored by BVNA but enforcement is one small part of the puzzle.

xiv. Moving the playground to a more prominent area would address crime and illegal activities.

xv. There might be a way for the neighborhood association to band with other neighborhood groups to the lobby the city to better fund tree maintenance activities.
Appendix D - Meeting 3 Notes

Community Q & A and Comments

Questions [Q], Answers [A], Comments [C]

1. Playground
   [C] The existing playground is just fine – it’s been used in a family friendly way
   [C] If there is going to be a restored playground in the Panhandle, that’s very close to us
   [Q] How many school children live around the park? Where is the Panhandle Playground going to be?
   [A] The community design process will determine the location

2. Dog Play Areas
   [C] Corona Heights turned into a huge dog play area (DPA) – it’s probably better suited for Buena Vista Park to not have a DPA
   [C] The whole park [Buena Vista Park] is a dog park
   [A] That’s where the fencing comes in and would prevent some of the erosion issues
   [C] A better DPA in another zone [of the park] would be effective to at least have some place, and it may also deter people from hanging out there

3. Funding
   [Q] Is funding for the initial projects coming from the City?
   [A] No, this money will be raised through grants or fundraising
   [C] Alta Plaza had a large private fund raising effort

4. Process
   [Q] What are the success stories of parks that have gone through this process?
   [A] Alta Plaza, Mission Playground [on Valencia], Mission Dolores
   [C] Glen Canyon has been very successful with erosion control

5. Next Steps
   [Q] What is the next step after this meeting?
   [A] For the community, through BVNA, to create an advocacy strategy to fund the identified projects
   [C] I want to make sure that whatever is done does not go into disrepair

6. Endangered Species
   [Q] Has there been an inventory of endangered species in an effort to attract more?
   [A] There is remnant virgin oak forest and there has been a coyote sighting in the Park. There was an inventory of eco zones; this inventory should be used help develop a road map for the team to follow.

7. Crime
   [Q] Do we have a dangerous crime problem?
   [A] Not from an assault perspective but there are high nuisance areas – there were two murders reported in the park in the last two years, which were not random attacks. However, one is more likely to experience harassment than physical violence.
   [C] Do not try and correct any behavior – it is not safe to do so. Please report what you see.
## Appendix E - Potential Capital Improvement Project Funding Sources

<table>
<thead>
<tr>
<th>Funder</th>
<th>Grant</th>
<th>Coverage</th>
<th>Eligibility</th>
<th>Range</th>
<th>Match</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>SF Parks and Recreation Department</td>
<td>Natural Landscapes Assistance Program</td>
<td>Customers with 2.5 acres or more of irrigated landscape and who can implement a water-saving project</td>
<td>Non-customer of SF Parks and Recreation Department</td>
<td>$40k - 100k</td>
<td>None</td>
<td>August 2015?</td>
</tr>
<tr>
<td>SF Parks and Recreation Department</td>
<td>Urban Design and Landscape Requirements Program</td>
<td>City-wide focus on public open space design and management</td>
<td>Non-customer of SF Parks and Recreation Department</td>
<td>$2.5m available</td>
<td>?</td>
<td>?</td>
</tr>
<tr>
<td>SF Environment</td>
<td>Community Opportunity Fund</td>
<td>Proposed project must be located on land owned by the San Francisco Recreation and Parks Department; Must: Enhance park aesthetic or reduce maintenance. Have broad community support and have a complete design, budget and schedule</td>
<td>Any group or individual with an idea for how to improve their park can apply</td>
<td>up to 500k</td>
<td>?</td>
<td>April 2016?</td>
</tr>
<tr>
<td>SF Environment</td>
<td>Community Challenge Grant Program</td>
<td>Grants fund community-driven initiatives that beautify the neighborhood, enhance public spaces in the community, and/or restore the natural ecology of an area. This year, CCG is interested in projects where greening is a meaningful component.</td>
<td>Nonprofit organizations, community or neighborhood groups, local businesses, and schools</td>
<td>up to 100k</td>
<td>25, 35 or 50%</td>
<td>29-Sep-15</td>
</tr>
<tr>
<td>SF Environment</td>
<td>San Francisco Carbon Fund</td>
<td>Local projects that mitigate carbon and ultimately improve San Francisco’s natural infrastructure and enhance the quality of the living environment. In prior funding cycles the SF Carbon Fund has made awards for biodiesel and urban forest pilot projects.</td>
<td>For the 2013 grant-making cycle, only San Francisco-based nonprofit organizations, community groups and schools may apply. A for-profit business may participate as a sub-contractor to an eligible organization</td>
<td>15k-50k</td>
<td>None</td>
<td>September 2015</td>
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<tr>
<td>CAL FIRE</td>
<td>Urban and Community Forestry Programs</td>
<td>Urban tree planting projects and tree establishment</td>
<td>Cities, counties, qualifying districts, or nonprofit organizations</td>
<td>$150k - 750k</td>
<td>25%</td>
<td>November 2015</td>
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<tr>
<td>CAL FIRE</td>
<td>Greenhouse Gas Reduction Fund (GGRF)</td>
<td>Urban tree planting projects and tree establishment</td>
<td>Cities, counties, qualifying districts, or nonprofit organizations</td>
<td>$28k - 200k</td>
<td>50%</td>
<td>First workday of October 2015</td>
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<tr>
<td>CAL NATURAL RESOURCES AGENCY</td>
<td>Environmental Enhancement And Mitigation Program</td>
<td>Projects that reduce greenhouse gas emissions, increase water use efficiency, reduce risks from climate change impacts, and demonstrate collaboration with local, state and community entities</td>
<td>Any state, local, federal or 501(c)(3) non-profit entity</td>
<td>up to $500k</td>
<td>None</td>
<td>13-Jul-15</td>
</tr>
<tr>
<td>SF Environment</td>
<td>Urban Greening - existing and potential green spaces in cities that increase habitat connectivity, improve community health, capture carbon emissions, and address stormwater</td>
<td>Local governments and non-profits (partnerships encouraged)</td>
<td></td>
<td>$100k - 1M</td>
<td>3:1 minimum</td>
<td>30-May-15</td>
</tr>
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</table>
Appendix F - Buena Vista Park Grid Map

Park Users are encouraged to report/photograph park damage, safety hazards, or illegal activities by contacting Recreation and Park Department and Police Department representatives, and using the following quadrant labels (e.g. new graffiti spotted on bench in quadrant D5).