



STRATEGIC PLAN

SAN FRANCISCO
RECREATION
AND PARKS | 2023-27
UPDATE

Inspire, Connect, Play!







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Special thanks to the Park, Recreation, Open Space Advisory Committee (PROSAC)





Our Mission (what we do)

The San Francisco Recreation and Park Department's mission is to provide enriching recreational activities, maintain beautiful parks, and preserve the environment for the well-being of everyone in our diverse community.

Our Vision (what we aspire to achieve)

Inspiring a more livable city for all, San Francisco's parks connect us to play, nature, and each other.

Inspire, connect, play!

Our Values (how we work)

RESPECT

We honor each other, the park users we serve, and the land we steward.

RESILIENCE

We address challenges with empathy, perspective, and determination. We creatively adapt to change.

RELATIONSHIPS

Our greatest strength lies in the teamwork and trust we cultivate with our colleagues, our park partners, and the park users we serve.

RESPONSIVENESS

We communicate openly, honestly, and reliably.

RESULTS

Because of our efforts our City is more livable; visitors revel in their experiences and return.



Our Strategies



Inspire Space

Keep today's parks safe, clean, and fun; promote our parks' historic and cultural heritage; and build the great parks of tomorrow



Inspire Play

Promote active living, well-being, and community for San Francisco's diverse and growing population



Inspire Investment

Through community engagement, advocacy and partnerships, cultivate more financial resources to keep San Francisco's parks and programs accessible for all



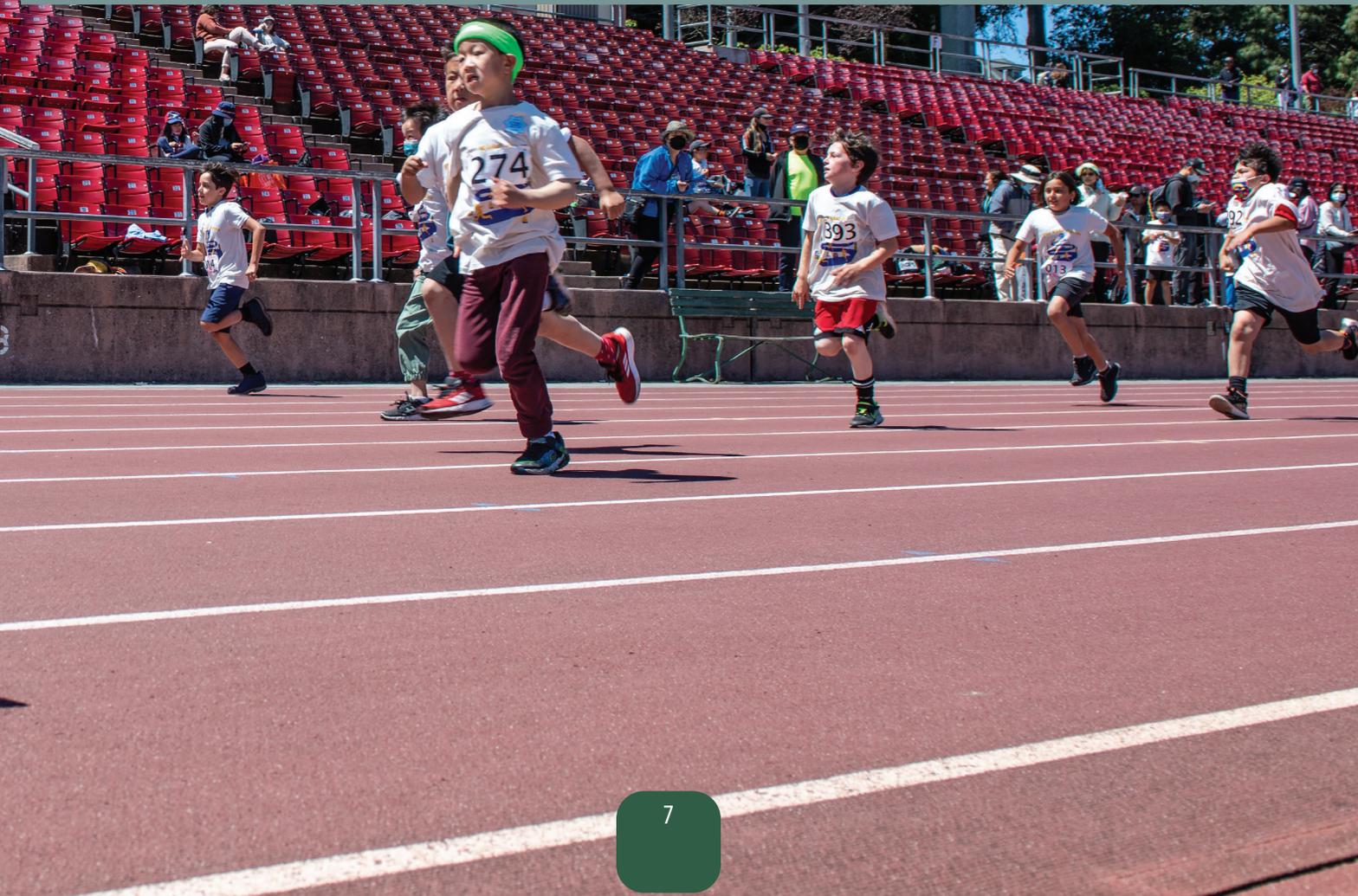
Inspire Stewardship

Strengthen the City's climate resiliency by protecting and enhancing San Francisco's precious natural resources through conservation, education and sustainable land and facility management practices



Inspire Our Team

Encourage innovation and cultivate a connected, engaged and aligned workforce that delivers outstanding service





Strategy 1: Inspire Place

Keep today's parks safe, clean, and fun; promote our parks' historic and cultural heritage; and build the great parks of tomorrow

OBJECTIVE 1.1

Develop more open space and improve access to existing facilities to address population growth in high-need and emerging neighborhoods

- a** Take over the ownership, maintenance and programming of Mission Bay Parks
- b** Identify next acquisition opportunity in high-needs area
- c** Finalize MOU and complete planning work for Gene Friend Annex Pool at 88 Bluxome Street
- d** Develop and codify streamlined open space review process for developer-provided open space with partner City agencies
- e** Develop a plan to increase open space and recreation opportunities on Caltrans property
- f** Begin construction on 2020 Bond named Neighborhood Park projects and commence planning for Citywide Parks and Programs



Complete construction of India Basin Parks



Finalize concept plan and complete CEQA for development of 11th & Natoma Park



Conduct the Great Highway Pilot Project with expanded data collection, public outreach, coordination with SFMTA, the SF Estuary Institute Dune Study and the SFPUC's Long-Term Climate Adaptation Project



Expand connections between public open spaces through improved bicycle and pedestrian connections within and between parks



Partner with Treasure Island Development Authority on how best to integrate Treasure Island parks, open space and recreational amenities into city park system

OBJECTIVE 1.2 Strengthen the quality of existing parks and facilities



Complete asset data collection to implement TMA Preventative Maintenance module



Complete concept design, environmental clearance, Commission approval and construction documentation for the SF Marina Improvement and Remediation Project (formerly East Harbor Project)



Continue to reimagine public rights-of-way as recreation-focused public open space in Golden Gate Park, Upper Great Highway and John McLaren Park



Refresh and renovate three mini parks in Equity Zones; increase activation and programming in all mini parks

- e** Develop and install onsite signage and/or temporary activation elements in advance of capital renovation projects
- f** Implement an annual ADA barrier removal project, prioritized in partnership with the Mayor's Office on Disability
- g** Update and modernize capital project design standards
- h** Engage community in a vision, planning and feasibility assessment to guide future of Gleneagles Golf Course
- i** Create a capital improvement plan for the Gardens of Golden Gate Park

OBJECTIVE 1.3 Steward and promote good park behavior

- a** Continue expanding Park Ranger unit to meet evolving growth and best practice staffing ratios
- b** Enhance public safety initiatives at Civic Center, Embarcadero, Twin Peaks, Union Square, Stern Grove, Portsmouth Square and the Palace of Fine Arts
- c** Work with SFPD to reduce car break-ins on park property
- d** Add uniformed park ambassadors in high profile tourist spaces
- e** Add retractable bollards in high-profile pedestrian safety areas

OBJECTIVE 1.4 Preserve and celebrate historic and cultural resources

- a** Develop strategies to recognize and celebrate Native American culture and history
- b** Inventory and incorporate into Lifecycle database all historic and cultural resources
- c** Develop interpretive signage standards to better share information about our park system in coordination with events and online engagements to celebrate the rich history and culture of SF communities
- d** Evaluate the cost and feasibility of a future expansion to the McLaren Lodge Annex to allow conversion of McLaren Lodge into a public Welcome and Conference Center
- e** Scope feasibility and develop a plan to address Camp Mather's deferred maintenance and operational needs to support growing and diverse SF population while maintaining its historic features





Strategy 2: Inspire Play

Promote active living, well-being and community for San Francisco's diverse and growing population

OBJECTIVE 2.1

Strengthen the quality, responsiveness, and accessibility of recreation programs

- a** Track and increase outreach and education about scholarship availability in Equity Zones
- b** Promote greater diversity at Camp Mather through expanded outreach, lottery adjustments, partnerships, camperships, programming, and/or staff recruitment
- c** Identify new dedicated spaces to accommodate growth in pickleball
- d** Identify at least two additional spaces for urban skateboarding installations





OBJECTIVE 2.2

Strengthen and promote the safety, health, and well-being of San Francisco's youth and seniors

- a** Pilot targeted outreach and marketing efforts to Equity Zones and/or specific recreational activities
- b** Identify possible site locations for additional senior center

OBJECTIVE 2.3

Work with partners to activate parks through organized events, activities, and unstructured play

- a** Develop system to capture data on current drop in program offerings and participation; add recreation program hours to mitigate any identified inequities across Equity Zone neighborhoods
- b** Track community events delivered or sponsored by Recreation Division and measure percentage of events being held in Equity Zones
- c** Complete environmental review and concept design for Lake Merced West recreation area in 2023 and issue RFP for the project delivery and management in 2024



OBJECTIVE 2.4

Work with India Basin partners to prioritize and implement at least one initiative in each of the Equitable Development Plan's focus areas

- a** Arts, Culture & Identity— Create park signage program that reflects Bayview Hunter's Point unique history and culture and the neighborhood's cultural diversity
- b** Workforce & Business Development— In partnership with San Francisco's Office of Financial Empowerment, conduct a Community Financial Needs Assessment and then provide tailored Smart Money Coaching to at least 100 Bayview Community members
- c** Connectivity— Support and advocate for safe access to the park
- d** Healthy Communities & Ecology— Work with partners to establish an expanded Community Hub that can be used to pilot community programming
- e** Youth Opportunities— Expand the Bayview Swim & Splash program to provide swimming and water safety lessons to youth who live or attend school in 94124
- f** Housing Security— Partner with the Mayor's Office of Housing and Community Development to target BVHP residents, broaden eligibility and expand availability of down payment assistance grants for first-time home buyers, with a focus on Black residents and other underserved community members



Strategy 3: Inspire Investment

Through community engagement, advocacy, and partnerships, cultivate more financial resources to keep San Francisco's parks and programs accessible for all

OBJECTIVE 3.1

Increase public investment to better align with infrastructure needs and service expectations

- a** Work with regional open space agencies and partners on potential state funding measure for climate adaptation in parks
- b** Identify long-term partner/tenant for the Palace of Fine Arts
- c** Develop a feasibility analysis for future renovations at Boxer Stadium and other regional recreation assets to accommodate changing recreational trends
- d** Explore innovative financing strategies, such as a potential revenue bond funding measure, CFD funding, parcel tax and federal infrastructure funding, to provide reliable funding for delivery of ongoing operations and capital improvements
- e** Create public benefit standards for commercial leases and concessions



OBJECTIVE 3.2

Broaden engagement and strengthen external communications with park users and park patrons

- a** Train and hire at least 10 Bayview residents for jobs on the construction project at India Basin Park
- b** Support Community Opportunity Fund proposals with an emphasis on Equity Zone parks
- c** Implement real-time counting technology in all parks and facilities

OBJECTIVE 3.3

Cultivate increased philanthropic support

- a** Engage with Friends of Jackson Playground to renovate the site
- b** Launch program with SF Giants to renovate Crocker Amazon baseball diamonds
- c** Revise partnership structure of India Basin Initiative and develop park partners
- d** Work with partners to meet target fundraising goals for the India Basin Park project
- e** Launch philanthropic campaign for Camp Mather's centennial celebration
- f** Begin philanthropic campaign for the Kezar renovation



Strategy 4: Inspire Stewardship

Strengthen the City's climate resiliency by protecting and enhancing San Francisco's precious natural resources through conservation, education and sustainable land and facility management practices

OBJECTIVE 4.1 Conserve and strengthen natural resources

- a** Implement recycled water delivery to Lincoln Golf Course, Lower Great Highway, and the San Francisco Zoo
- b** Develop and populate a tree management database to record plantings, maintenance and status of park trees
- c** Collaborate with PUC on stormwater management opportunities
- d** Participate in collaborative initiatives to implement the City's Climate Action Plan; undertake initiatives that are consistent with RPD park management objectives
- e** Initiate the planning and conversion of small gas-powered landscape equipment to viable zero-emission alternatives



OBJECTIVE 4.2 Increase biodiversity and interconnectivity on City parkland

- a** Expand GGP's nursery propagation efforts to include more locally sourced native plant material in support of biodiversity enhancement
- b** Support implementation efforts for coastal access from Sloat to Skyline for the SFPUC's long-term climate adaptation project



OBJECTIVE 4.3

Enhance the connection of children and nature

- a** Expand program at EcoCenter to provide meaningful, qualified science curriculum in programs with SFUSD
- b** Increase usage, accessibility, and awareness of Randall on the Road; track usage in Equity Zones
- c** Formalize Community Shuttle and Junior Ranger programs
- d** Increase engagement and education in our natural areas with a variety of outreach strategies, with a focus on whole family and Equity Zone residents
- e** Establish new Greenager cohort based in the Tenderloin
- f** Increase YSP participation in Equity Zones by adding at least three new schools
- g** Formalize children and nature connection by adding nature program elements to after school programs
- h** Deliver five new nature-based amenities in Equity Zones



Strategy 5: Inspire Our Team

Encourage innovation and cultivate a connected, engaged and aligned workforce that delivers outstanding service

OBJECTIVE 5.1

Strengthen organizational efficiency and support innovation

- a** Expand Workforce Development programs to include lifeguard training
- b** With Department of Emergency Management and Department of Technology, develop, conduct and participate in cybersecurity exercises
- c** Undergo a workforce analysis to right-size classifications and staffing levels across the Operations division
- d** Conduct a LEAN management analysis of the position approval process with the goal to digitize the current form and reduce approvals steps for all backfill positions
- e** Conduct a LEAN management analysis of the accounts payable and reimbursement process
- f** Develop and implement comprehensive reporting strategy of park activity to develop insights into planning, programming, outreach and engagement
- g** Identify and implement a new vision and objectives for Operations and community alignment within Recreation & Community Services Division



OBJECTIVE 5.2 Strengthen internal communications and collaboration

- a** Support youth-serving recreational staff and Youth Stewardship Program (YSP) leaders with learning opportunities about nature connection, equity and inclusion training, and professional development
- b** Create an RPD employee mentoring program to support new staff
- c** Produce at least four job fairs annually in Equity Zone parks
- d** Implement Racial Equity Action Plan (REAP) Phase I with an initial project to improve digital access and connectivity with staff
- e** Develop REAP Phase 2



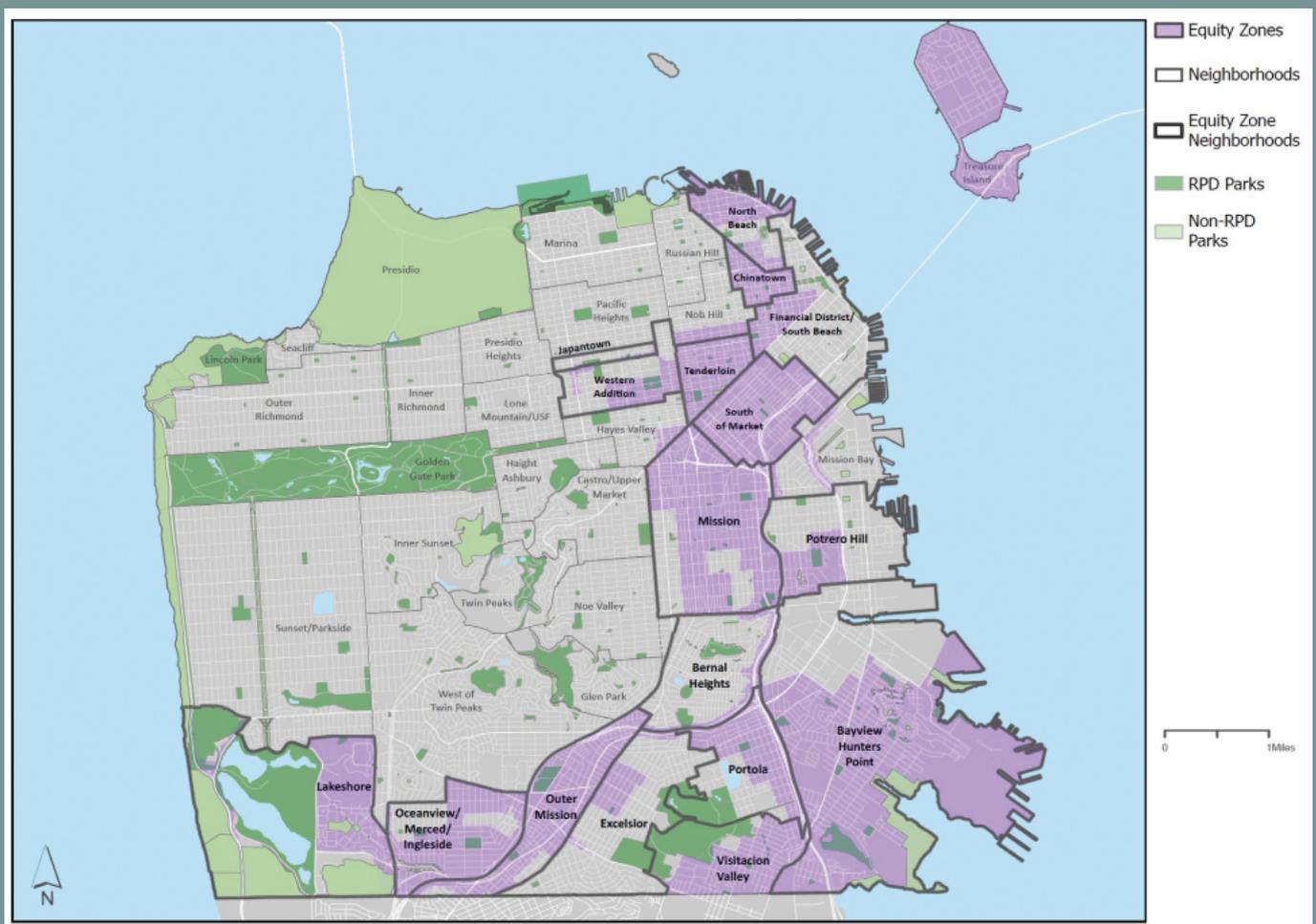


Equity Metrics

The FY22 equity analysis and metrics adopt the methodology developed by the Environmental Planning Division of the San Francisco Planning Department, called Environmental Justice (EJ) Communities. California Senate Bill 1000 requires that cities and counties adopt policies in their General Plan to address environmental justice and develop a map of Environmental Justice Communities (aka “Disadvantaged Communities”).

EJ Communities are defined as the census tracts with the top 30 percent of cumulative environmental and socioeconomic vulnerability across the City in communities of color and low-income communities facing higher pollution and other health risks.

The map is based on CalEnviroScreen 3.0, a tool created by CalEPA, and includes additional local data on pollution and demographics.



Equity Analysis with FY22 Data				
Demographics		Equity Zone	Non Equity Zone	Citywide
	Population	256,791	599,179	855,970
	% Population	30%	70%	100%
	Number of Parks	81 (37%)	139 (63%)	220
	Park Acres	1241 (38%)	2038 (62%)	3,279
Strategic Plan Goals				
Inspire Place	Keep today's parks safe, clean, and fun; promote our parks' historic and cultural heritage; and, build the great parks of tomorrow			
	Park Evaluation Scores	90%	92%	91%
	Maintenance and repair requests completed	84%	86%	85%
	SFPD incidents within 500' of Parks	52%	48%	57,118
	Facilities with public WiFi	53%	47%	38
Inspire Play	Promote active living, well-being, and community for San Francisco's diverse and growing population			
	Recreational Program hours	38%	62%	53,412
	Children's Play Areas	57 (44%)	73 (56%)	130
	Scholarships	1,770 (81%)	405 (19%)	2,175
Inspire Investment	Through community engagement, advocacy, and partnership, cultivate more financial resources to keep San Francisco's parks and programs accessible for all			
	Capital investment	\$45,321,720 (72%)	\$17,544,344 (28%)	62,866,064
	Volunteer hours	46,929 (71%)	18,806 (29%)	65,735
Inspire Stewardship	Protect and enhance San Francisco's precious natural resources through conservation, education, and sustainable land/facility management practices			
	Outdoor Recreation registrants \leq 18	1,293 (37%)	2,194 (63%)	3,487
	Nearby Nature	11 (34%)	23 (68%)	34









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