

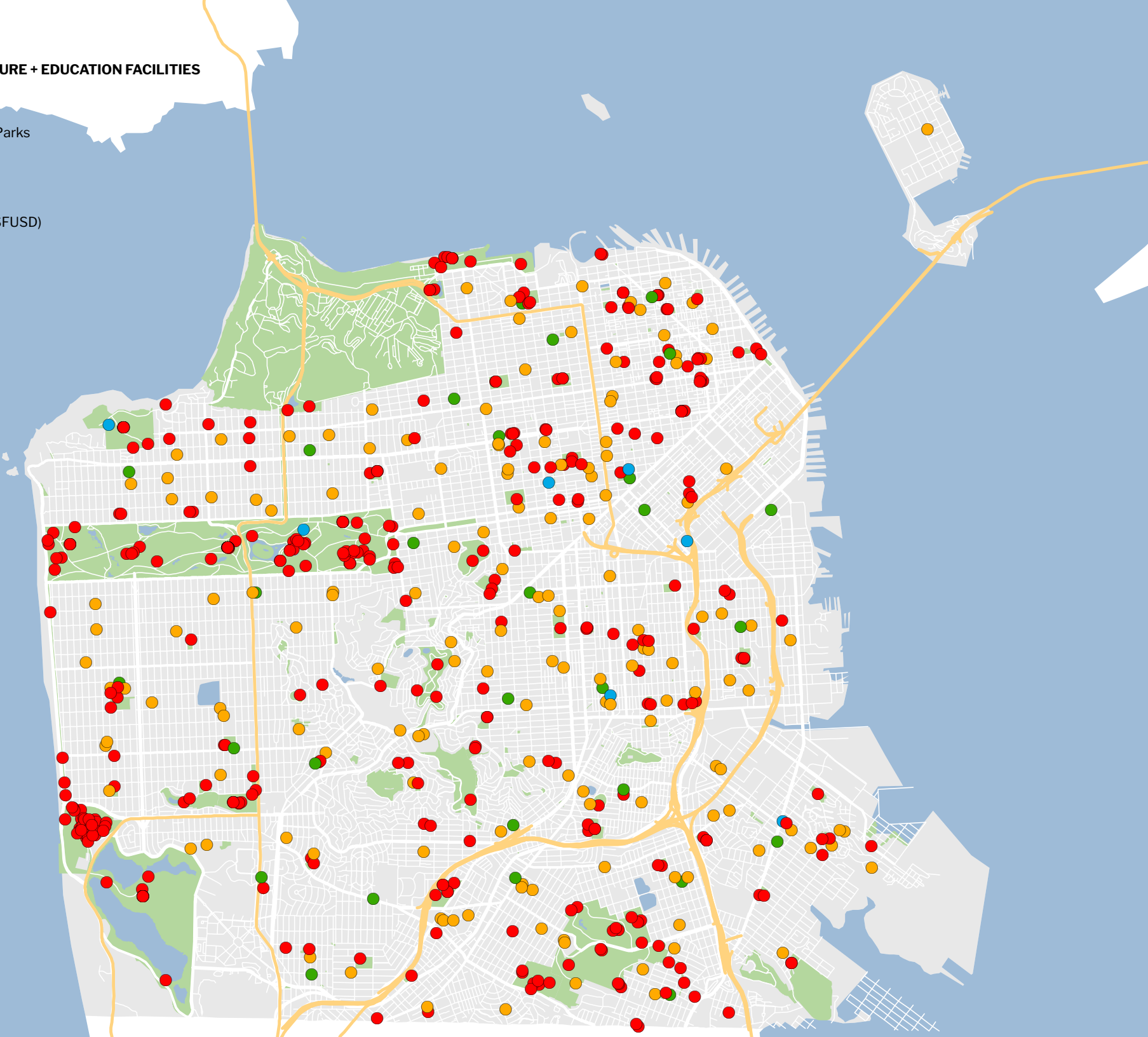


12. Recreation, Culture + Education

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RECREATION, CULTURE + EDUCATION FACILITIES

- Recreation and Parks
- Public Library
- Arts
- School District (SFUSD)



12. RECREATION, CULTURE + EDUCATION

REC: Recreation and Parks Department

AAM: Asian Art Museum

ARTS: Arts Commission

FAM: Fine Arts Museums

SCI: Academy of Sciences

WAR: War Memorial and Performing Arts Center

LIB: San Francisco Public Library

CCSF: City College of San Francisco

SFUSD: San Francisco Unified School District

The Recreation, Culture, and Education Service Area encompasses much of what makes San Francisco a rich and vibrant city. San Francisco's park system has more accessible green space than any other city in the United States. Libraries provide free access to information as well as diverse literary and educational programs, and they are increasingly relied upon to meet San Francisco's resilience challenges. Our City museums and cultural centers showcase wide-ranging exhibitions and complement the City's own civic art collection of over 4,000 objects and monuments. An essential part of the City's social and cultural fabric is our student body; each year San Francisco Unified School District serves 57,000 students, and City College of San Francisco serves 35,000 full-time equivalent students. These educational institutions serve a significant share of San Francisco's young people of color.

Many of these San Francisco institutions have experienced significant disruptions as a result of COVID-19. Restoring their operations in a resilient and equitable way may require capital support, especially as revenues from regular operations are reduced due to the pandemic.

Overview

San Francisco's recreational, cultural, and educational resources drive our quality of life and underlie our shared experience as a city. Keeping these institutions in a state of good repair is a priority. Within each subsection of this chapter, projects are discussed in the following order: Parks (REC), Cultural Facilities (AAM, ARTS, FAM, SCI, WAR), and Educational Institutions (LIB, CCSF, SFUSD). The projects for this service area are estimated to create over 18,000 jobs over the next 10 years.

Parks

The Recreation and Parks Department administers more than 225 parks, playgrounds, and open spaces, including two outside the city limits. The system includes 27 recreation centers, nine swimming pools, five golf courses, and numerous sports venues. The Department's responsibilities also include the Marina Yacht Harbor, the San Francisco Zoo, Camp Mather, and the Lake Merced Complex.

In June 2016 the voters of San Francisco approved Proposition B, a set-aside of the City's General Fund for the Recreation and Parks Department to fund ongoing and one-time capital needs. These General Fund dollars complement the voter-approved Neighborhood Parks and Open Space General Obligation Bonds program, passed in 2008 and 2012 and anticipated to continue in this Plan. Park facilities are also supported by the Open Space Fund, a property tax earmark approved by voters in 2000. With these resources, the Recreation and Parks Department aims to continue making progress against the department's substantial deferred maintenance needs and to address increasing demands on the system due to population growth.

The Recreation and Parks Department recently updated its asset lifecycle management tool and its associated calculation of deferred maintenance. The Department has continued its planning to address the development, renovation, replacement, and maintenance of capital assets, as well as the acquisition of real property. An annual capital

plan is a requirement of Proposition B and includes an equity analysis using Recreation and Parks Commission-adopted metrics.

Cultural Facilities

With some of the oldest and newest construction in the City's capital portfolio, San Francisco's cultural institutions present a wide range of needs. From repairing the roofs of the Legion of Honor and Opera House, to protecting the de Young and Academy of Sciences against the foggy conditions in Golden Gate Park, to restoring the publicly held Civic Art Collection, the City's arts agencies have distinct capital needs.

In November 2018, San Francisco voters approved Proposition E, which allocates 1.5% of the base hotel tax to arts and cultural purposes through the Hotel Room Tax Fund. Proposition E will provide a set-aside for various arts and cultural services including grants and a cultural equity endowment. Arts-related capital projects such as those at the City's cultural centers would be

an eligible use for the Arts Commission from this source which is expected to continue with an annual baseline for capital.

Educational Institutions

Having recently completed the \$196 million Branch Library Improvement Program, the San Francisco Public Library is in the process of planning the renovation of three outstanding branches. The Library's mission is evolving as access to technology and the provision of services take on a greater role in providing services to the public. The City is committed to serving local communities' needs into the future and continues to program our spaces accordingly.

Although City College of San Francisco and the San Francisco Unified District do not fall within the City's administrative purview, descriptions of their capital priorities are included here to provide a comprehensive look at the infrastructure needs in this Service Area. San Francisco voters approved an \$845 million bond for CCSF in 2020, and SFUSD is planning for a 2022 G.O. Bond ballot measure.

Caption Text

Renewal Program

The overall renewal needs for the City's Recreation, Culture, and Education facilities total nearly \$2 billion over the next 10 years. Given funding constraints, the Plan recommends nearly \$372 million from the General Fund and other local sources to meet these needs, as shown in Chart 12.1.

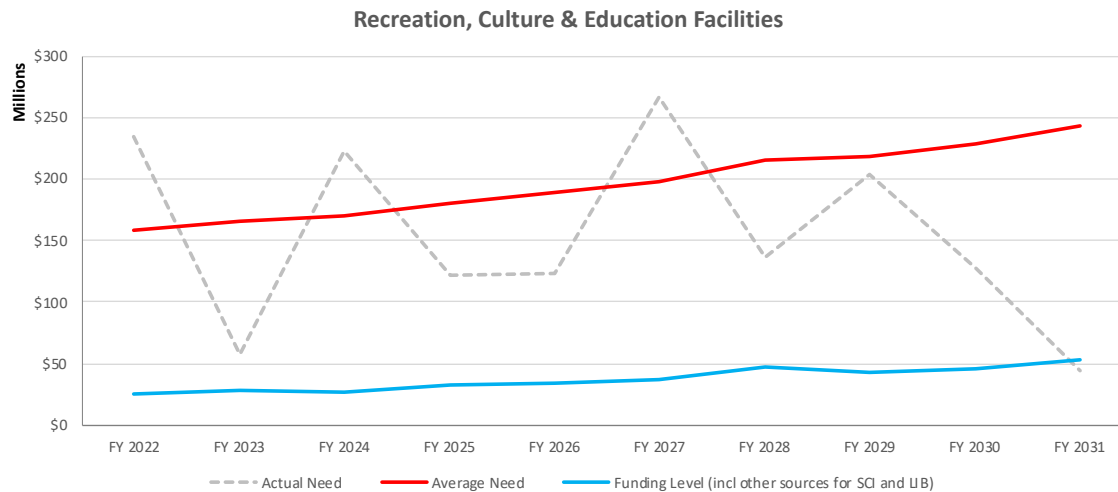


CHART 12.1

Because the majority of renewal funds for Parks and Libraries are protected by voter-approved set-asides, there is relatively less COVID-19-related risk to their funding. The same is not true for the City's Civic Art Collection, cultural centers, and museums.

Priority parks renewal needs include pathway improvements, court resurfacing,

and playfield and playground repairs. The 2020 Health and Recovery Bond included a program to address priority deferred maintenance needs in the Recreation and Parks portfolio.

The Arts Commission has completed a needs assessment for the Civic Art Collection. Roofing and masonry projects

at the Legion of Honor and the Opera House also represent significant needs. Mechanical and electrical components in the Steinhart Aquarium require replacement at the Academy of Sciences.

Not included in the renewal curve shown here are the needs for CCSF and SFUSD. CCSF has identified \$900 million in planned capital projects over the next 10 years, which still leaves a deferred maintenance backlog of \$1.7 billion. Planned CCSF renewal projects include utility infrastructure replacement, boiler and roof repairs, and district-wide asphalt, concrete, and painting projects. SFUSD has a five-year plan to estimate deferred maintenance needs. With less state funding available for deferred maintenance, such projects are being funded through G.O. bonds. Needs that must be addressed before bond proceeds become available include repairs to roofing, boilers, HVAC and electrical systems, fire alarms and suppression systems, plumbing, and aging modular building replacement.

Enhancement Projects

Project Name	Description
REC – Neighborhood Park Projects & Open Space Improvements	<p>Neighborhood parks typically include a mix of facilities and amenities, such as playgrounds, courts, fields, clubhouses, restrooms, and dog play areas. This program focuses on improving and modernizing facilities to provide recreational opportunities that meet current and future demand. New investment is needed to modernize the system, increase open space and recreational opportunities, improve the quality of park experience, and address currently unmet as well as future needs in high growth areas. These projects often have partnership investment, which are developed along with the projects, particularly for projects delivered from the Community Opportunity Fund.</p> <p>This program will receive \$25 million from the 2020 Health and Recovery G.O. Bond. Additional funding is expected from the REC set-aside within the General Fund and the planned 2028 G.O. Bond, pending voter approval.</p>
REC – ADA Improvements to Parks Facilities	<p>In coordination with the Mayor's Office on Disability (MOD), this program includes disability access improvements to specific sites and facilities as cited for ADA complaints and barrier removals. Corrections include toilet and shower alterations, walkway and pathway paving to compliant accessible slopes, ramp and stair handrails and provision of accessible parking. In addition, REC is leveraging grants and other capital funds where possible.</p> <p>The planned funding for this program is \$600,000 per year from the REC set-aside within the General Fund. MOD continues to receive complaints related to physical access within this portfolio, and may make additional requests from the General Fund.</p>
REC – Buchanan Street Mall Improvements	<p>Buchanan Street Mall is comprised of five consecutive blocks of green space, asphalt paths, and underperforming playgrounds from Eddy Street to Grove Street. Presently within the five blocks are several temporary gardens, tree planters, seating areas, decorative lighting, and interactive sculptural multimedia installations that explain the neighborhood's history. Developed through a robust community process, the project is intended to reinvigorate a long-underfunded community by creating a place that serves as a primary gathering place for the neighborhood, starting with the block between Golden Gate Avenue and Turk Street. Key design elements on the initial block renovation include playground and exercise equipment for all-age play, flexible spaces, landscaped area, and intimate gathering areas with seating options. Remaining funding could support a memory walk with a variety of interpretive elements.</p> <p>This project will receive \$2 million from the 2020 Health and Recovery G.O. Bond. In addition, \$3 million is expected from the Market Octavia Plan Area in FY2022. Previously appropriated funding sources include \$515,000 from the IPIC Market Octavia Plan Area and \$578,000 from the General Fund. REC is also seeking to supplement this funding with Prop 68 grant funding in partnership with the Trust for Public Land.</p>
REC – Buena Vista Park	<p>Buena Vista Park is a 36-acre park and includes a children's play area, dog play area, tennis courts, restroom facilities, park maintenance facilities, trails, pathways, and landscaped and natural areas. The park contains one of the City's few remaining coast live oak groves on its northern side. Improvements may include the restoration and repair of existing park elements such as circulation and hardscape improvements; soil management and erosion controls; forestry and planting improvements; water conservation and irrigation improvements; and enhancement of site furnishings and lighting.</p> <p>This program will receive \$3 million from the 2020 Health and Recovery G.O. Bond.</p>
REC – Chinatown/Portsmouth Square Improvements	<p>This program would fund much-needed improvements to Portsmouth Square to create a central community space that is safe and welcoming to all, including the many residents of nearby affordable housing. REC has a preferred plan at Portsmouth Square that is currently undergoing environmental review. Improvements may include a reconstruction of amenities such as the playground or addition of other amenities; pathway and accessibility improvements; landscaping and beautification; removal of the pedestrian bridge over Kearny Street; expanded clubhouse footprint; and lighting improvements.</p> <p>This project is estimated to cost \$65 million, and will receive \$54 million from the 2020 Health and Recovery G.O. Bond. The project has previously received \$9 million in Transit Center Community Facilities District funding and plans to use \$500,000 of Downtown Park Fund fee revenue.</p>

Enhancement Projects

Project Name	Description
REC – Citywide Parks	<p>Together, San Francisco’s citywide serving parks – Golden Gate Park, John McLaren Park, and Lake Merced Park – comprise almost 2,000 acres of open space, each with vast, ongoing capital needs. This program renovates and improves park features, including restoration of natural features, recreational assets, and connectivity and access at these citywide parks.</p> <p>This program will receive \$13 million from the 2020 Health and Recovery G.O. Bond.</p>
REC – Crocker Amazon Playground	<p>Crocker Amazon Playground is a host to numerous fields, tennis and basketball courts, three concrete bleachers structures and a clubhouse. It is a regional hub for ground sports athletics, soccer, lacrosse, baseball, and softball, and an important facility for neighbors. REC is exploring a potential public-private partnership with the San Francisco Giants to support equitable access through a variety of youth enrichment programs, such as baseball, softball, academic support, etc. Identified opportunities could include renovation of the baseball diamonds, ancillary structures, and other amenities including educational facilities, restroom improvements, security, pathways, parking improvements, site amenities, and potential development of multi-use natural grass areas.</p> <p>This project will receive \$15 million from the 2020 Health and Recovery G.O. Bond. An additional \$15 million is expected from a San Francisco Giants grant.</p>
REC – Gene Friend Recreation Center	<p>Located in an area where open space and recreation opportunities are limited, this facility is heavily used by children, seniors, and people who live and work in the SoMa neighborhood – which is also one of the city’s fastest growing neighborhoods. REC collaborated with the Trust for Public Land on a feasibility study and concept plan, which replaces the existing facility with one almost twice the size. The new facility would include a double basketball court gym and a second story of program space with triple the number of multipurpose rooms. The project includes improved lighting, security, and new outdoor amenities: a basketball court, plaza space, playground, and landscaping.</p> <p>This project will receive \$30 million from the 2020 Health and Recovery G.O. Bond. Previous funding includes \$27.8 million from Eastern Neighborhood and Central SoMa impact fees.</p>
REC – Golden Gate Park Botanical Garden Nursery	<p>In collaboration with the San Francisco Botanical Garden Society, a new nursery will be built at the Golden Gate Park Botanical Garden. The proposed project will replace several of the Botanical Garden’s existing aging structures, related equipment and storage as well as infrastructure required for growing plants. In addition, the project will consolidate the Botanical Garden’s existing growing grounds and greenhouse facilities into a single, contiguous area at the site of its current nursery.</p> <p>REC has budgeted \$150,000 of General Fund in FY2022 to supplement the previously allocated \$181,000 in FY2021. SFBGS is leading a \$6.8 million fundraising campaign for the project, which has so far reached 85% of their stated goal.</p>
REC – Herz Playground New Recreation Center	<p>Herz Playground, situated on the southeast corner of John McLaren Park, serves the Visitacion Valley neighborhood. The Herz project includes the construction of a new rec center on park property. The new facility will be approximately 11,500 square feet and feature an indoor basketball court, bleachers, office space, a multi-purpose room, restrooms, and other spaces for storage and building systems equipment. Outdoor improvements will include a plaza at the entrance, installation of adult fitness equipment, lighting, removal of hazardous trees, and pathway and circulation improvements to connect the park with the Sunnysdale community and neighboring Community Center that will be developed as part of the HOPE SF Sunnysdale redevelopment.</p> <p>This project will receive \$10 million from the 2020 Health and Recovery G.O. Bond. In collaboration with HOPE SF, REC is also developing a partnership agreement estimated at \$10 million that consists of both funding and services.</p>

Enhancement Projects

Project Name	Description
REC – India Basin / 900 Innes	<p>Located in the Bayview-Hunters Point neighborhood, the 900 Innes property, acquired in 2014, is a brownfield that needs substantial remediation before development. By connecting the site to adjacent India Basin Shoreline Park, REC will be able to create one grand waterfront park, close a critical gap in the San Francisco Bay Trail, and increase access to open space in an under-served area of the city. Along with planned improvements to India Basin Open Space funded by the adjacent housing development, a 20-acre network of new and/or improved open space will be created. With an emphasis on access, social equity, waterfront recreation, sea level rise resiliency, and marsh and wetland habitat, this project will feature pedestrian and bicycle shoreline access, passive open space, fishing areas, tidal marshes, plazas and event spaces, picnic areas, site furnishings, and historical and educational displays.</p> <p>The India Basin / 900 Innes project is projected to cost \$128 million, of which \$76.3 million has been identified. This project will receive \$29 million from the 2020 Health and Recovery G.O. Bond, \$25 million from the John Pritzker Family Fund, and the remaining from combination of local, state and federal sources. REC is planning a private fundraising campaign, along with pursuing public grants, to bridge the remaining funding gap.</p>
REC – Jackson Playground	<p>The 4.9-acre Jackson Playground is located in Potrero Hill and occupies an entire city block. Jackson Playground includes picnic areas, tennis and basketball courts, two ball fields, a children's play area and clubhouse. REC, in collaboration with the Friends of Jackson Park community group, is working on a design for the renovation of the park. REC has a preferred plan at Jackson Playground that is currently undergoing environmental review. Improvements may include reorientation and renovation of some existing park amenities such as the sports fields, construction of a new playground, and the relocation, renovation and possible extension of the historic clubhouse.</p> <p>This project will receive \$10 million from the 2020 Health and Recovery G.O. Bond. In addition, the playground is projected to receive \$3 million per year in FY2024 and FY2025 from Eastern Neighborhoods IPIC funding. The project has also previously been appropriated \$1.6 million of Eastern Neighborhoods IPIC funding.</p>
REC – Japantown Peace Plaza Improvements	<p>Japantown Peace Plaza, located in the heart of Japantown, was last renovated in 2000. For many years, the plaza has been leaking water to a public garage situated below the mall and plaza. The Japantown project will resolve the water intrusion and provide a reinvigorated space for the community. The renovation will include new planting, shade structures, paving, seating, lighting, and potential structural reinforcement of the Plaza and Peace Pagoda, if deemed necessary. The new community-driven, culturally sensitive design will provide more functional access to the Plaza, both for everyday and special event use, while harnessing the symbolism that this site holds within the neighborhood, city, and region.</p> <p>This project will receive \$25 million from the 2020 Health and Recovery G.O. Bond.</p>
REC – Richmond Senior Park	<p>Richmond Senior Park Improvements would be delivered near the Golden Gate Park Senior Center to provide outdoor elements for senior or intergenerational engagement. These improvements could include outdoor, intergenerational exercise equipment to provide opportunities for both independent and guided activities, landscaping, communal gardening beds, pathways, and benches.</p> <p>This project will receive \$1 million from the 2020 Health and Recovery G.O. Bond.</p>
REC – South Ocean Beach	<p>As part of the City's first Climate Adaptation Project at South Ocean Beach, this initiative will create a new multi-use trail between Sloat Avenue and Skyline Boulevard with a restroom and a parking lot near Skyline, connecting the Lake Merced Trail and the Lower Great Highway Trail. The trail, restroom and parking lot project will be implemented in conjunction with other improvements at South Ocean Beach such as the creation of dune habitats, improved pathways to the beach, and the SFMTA, Caltrans and PUC-led projects in the area. Other anticipated projects include conservation, protection and restoration efforts, such as forest management; water conservation measures; energy generation and conservation measures; landscaping with native plants; acquisition, improvement, or expansion of urban agriculture sites; and development of new spaces to improve resiliency.</p> <p>This project will receive \$14 million from the 2020 Health and Recovery G.O. Bond. Previously, the trail project has received \$1.7 million in funding from the Federal FLAP program, \$264,000 from Prop K sales tax, and \$45,000 from an in-kind donation from SPUR.</p>

Enhancement Projects

Project Name	Description
REC - South Sunset Playground	<p>South Sunset Playground is a 4-acre park featuring ball fields, basketball and tennis courts, a playground, a paved multi-use play area and the clubhouse. The 2,600 square-foot single-story clubhouse includes a multi-purpose room, restrooms, a kitchen, and an office. The building was originally constructed in 1957 and has not seen any major renovation in decades. Improvements to the park could include the reconfiguration or renovation of interior spaces or building systems in the clubhouse, access improvements, landscaping, and beautification.</p> <p>This project will receive \$3 million from the 2020 Health and Recovery G.O. Bond.</p>
REC – Kezar Pavilion Seismic Upgrade	<p>With a seating capacity of more than 5,000, the historic Kezar Pavilion, situated in the southeastern corner of Golden Gate Park, is used for large sporting events, and could be used for functions such as shelter, mass care and mutual aid after a major disaster. In 2013, an engineering study by Public Works found that Kezar Pavilion needs a seismic upgrade to ensure safety for staff and public use. The facility also requires comprehensive systems upgrades and historic rehabilitation.</p> <p>The cost estimate for this project is \$88 million. It will receive \$70 million from the 2020 ESER G.O. Bond, and \$5 million from the 2020 Health and Recovery G.O. Bond. Additional funding sources are yet to be identified.</p>
REC - Esprit Park	<p>The Esprit Park renovation is a partnership project between REC, UCSF and the Dogpatch and Northwest Potrero Hill Green Benefit District. Renovation of this roughly 2-acre park includes drainage and irrigation improvements, refined circulation throughout the park, retaining the urban forest feel, clarifying functional use areas and providing infrastructure and amenities for different user groups including children, adult fitness community, and off-leash dog walkers. Concept plans will be finalized in spring of 2021.</p> <p>The project has received \$5 million from UCSF, \$2.7 million through IPIC Funding and a \$35,000 General Fund contribution.</p>
REC – New Park Acquisitions and Capital Development Needs	<p>REC is currently reviewing potential site acquisitions for future parks in San Francisco. The recently acquired site at 11th Street in western SoMa needs to be remediated, planned, designed and developed. Planning for the new park is expected to begin in early 2021.</p> <p>The 11th & Natoma project has received \$8.8 million in Impact Fees from Eastern Neighborhoods and is expected to receive \$3 million from Market Octavia Impact Fees. This project has also received \$9.7 million for acquisition and \$275,000 for remediation needs from REC's Open Space Acquisition Fund.</p>
REC – Bond Planning and Implementation	<p>This program funds staff time to progress and complete neighborhood park projects and citywide programs associated with the 2020 Health and Recovery G.O. Bond and future G.O. Bonds.</p> <p>The projected funding for this program is \$9.2 million over five years coming from the Central SOMA Interagency Plan Area.</p>
LIB – Strategic Plan and Facilities Master Plan	<p>An updated Facilities Master Plan will aid the Library in addressing evolving community needs, the City's growing population, and resiliency planning. The Facilities Master Plan will consider projects that best support the conclusions and recommendations of the Strategic Plan. Some important aspects to be elaborated on by the Strategic Plan include equity, climate change, providing technology, meeting needs of specific communities, and supporting the Library's traditional role in bringing opportunity, learning and knowledge to the citizens of San Francisco.</p> <p>This planning effort is expected to cost approximately \$500,000 and will be funded with Library Preservation Funds.</p>
CCSF – Ocean Campus Utility Infrastructure Replacement	<p>Infrastructure replacement and capital improvements at the Ocean Campus will address systems at risk of catastrophic failure and correct deficiencies that represent significant hazards to students, faculty, staff and the public. The scope of the project will repair, modify, replace, and/or construct the following infrastructure systems: fire suppression systems, potable water, sanitary sewer, storm drainage, natural gas and electrical distribution, data and emergency notification, video surveillance, lighting, boilers, and steam distribution.</p> <p>The budget for this effort is \$73.9 million and will be funded out of the California Chancellor's Office Capital Outlay Program.</p>

Enhancement Projects

Project Name	Description
CCSF – 750 Eddy Street Seismic and Code Upgrades	<p>This project will add structural integrity to the building by bringing it into conformance with current building code. Concurrently, upgrades will be made to mechanical, plumbing, electrical, communication, building envelope, interior walls, floors, and ceilings as required by code and to facilitate seismic enhancements.</p> <p>The revised budget for this project is \$25.5 million, and CCSF is requesting additional funding from the California Chancellor's Office Capital Outlay Program.</p>
CCSF – Evans Center Renovation	<p>Structural and seismic and earthquake safety upgrades, including roof and window repairs to address water leaks, and reconfigure and upgrade skill-building spaces.</p> <p>The budget for this project is \$24.6 million through FY2031</p>
CCSF - Diego Rivera Theater with Mural	<p>This project would construct a new performing arts theater. The black box theater will make possible credentialed programs not currently available. The theater will be the future home of the Diego Rivera Pan American Unity mural.</p> <p>The budget for this project is \$95.7 million through FY2031</p>
CCSF - STEAM Center	<p>This project will build a multi-story facility to anchor programs for the Science Technology Engineering Arts and Math (STEAM) disciplines demanded by students. Also, new class spaces and offerings will help students gain hands-on learning experiences needed to secure good-paying jobs.</p> <p>The budget for this project is \$151 million through FY2031</p>
CCSF - Student Success Center	<p>This project will consolidate over 30 student development programs such as academic counseling, tutoring, career center, and transfer center. Improved access to services is key to increasing and maintaining future enrollment. The entire student body will be better served, especially historically marginalized student populations.</p> <p>The budget for this project is \$126 million through FY2031</p>
CCSF – Science, Arts and Media Building Renovations	<p>City College will address high priority structural upgrades and facility renovations at the Science Hall Academic building, and the Creative Arts and Multi Media building.</p> <p>The budget for these projects is \$132.3 million through FY2031</p>
CCSF - New Child Care Center	<p>This project will replace the current onsite childcare center, currently located in a temporary portable structure, with a facility that better serves faculty, staff and student families.</p> <p>The budget for this project is \$11.5 million through FY2031</p>
SFUSD – Various Modernization, Expansion, and Seismic Improvement Projects	<p>SFUSD has several long-standing seismic deficiencies and deferred maintenance needs. In addition, current demographic projections anticipate that SFUSD enrollment will grow by between 7,400 and 16,000 new students over the next 10 years, and this growth will require the expansion of current schools, as well as the possible construction of new schools. Also, SFUSD plans to continue making improvements for greater building efficiency, sustainability, and education-minded design.</p> <p>This wide range of projects will be funded primarily by the \$744 million 2016 SFUSD G.O. Bond and a planned \$1 billion G.O. Bond in FY2022. Other funding sources may include state grants, impact fees, and other local sources.</p>

Deferred Projects

Project Name	Description
REC – Recreation & Parks Roads	<p>REC is responsible for all roadways within Golden Gate Park, Lincoln Park, McLaren Park and Balboa Park, and does not have a dedicated funding source to maintain them. REC continues to look for projects with funding opportunities that can improve the roadway infrastructure and enhance parks accessibility, such as the Mansell Streetscape Improvement Project in collaboration with SFMTA within McLaren Park.</p> <p>The estimated roadways backlog is approximately \$77.5 million, of which nearly \$70 million is within Golden Gate Park.</p>
ARTS – African American Art & Culture Complex Retrofit & Renovation	<p>A facility assessment for the African American Arts and Culture Complex (AAACC) was completed in January 2020. AAACC received an SHR rating of 4. A renovation plan to improve the building to an SHR rating of 3 includes a structural retrofit; roof replacement and insulation; repairing exterior walls; replacement of all skylights, exterior doors, windows, louvers, interior doors; ADA barrier removal; a new fire alarm system; code required HVAC; new electrical switchgear, and new EV charging stations.</p> <p>The cost estimate for this project is \$15 million.</p>
ARTS – SOMArts Cultural Center Retrofit & Renovation	<p>A facility assessment for the SOMArts Cultural Center (SOMArts) was completed in March 2019. SOMArts received an SHR rating of 4. A repair plan to bring the building to an SHR rating of 3 includes structural retrofit; partial exterior cladding replacement; limited replacement of exterior doors, windows, plumbing fixtures, lighting; replacement of HVAC system; minor roof and gutter repairs; new fire water connection and new double detector check valve; additional electrical outlets per code to address safety issues; and partial sitework replacement (paving, landscaping and fencing).</p> <p>The cost estimate for this project is \$15.5 million.</p>
LIB – Branch Library Major Projects	<p>Originally planned as a renovation, work for the Ocean View Branch Library has more recently been planned as a new large facility, to serve a beacon for the OMI neighborhood and beyond. Planning work has begun, engaging the community during the last two years to discuss project scope, and identifying a probable site. There has been discussion about dovetailing the Library project with traffic improvements in the area long been desired by SFMTA, which may impact the timeline.</p> <p>The Chinatown Branch Library renovation will address the needs of the community and include the latest innovations in delivery of library collections, programs, and learning. The Chinatown Branch has special historical architectural significance, and the restoration of previously lost historical features will also be explored.</p> <p>The estimated cost for the Ocean View construction project is \$47 million, and the estimated cost for the Chinatown renovation is \$29.4 million. As of FY2021 \$22.5 million has been funded from the Library Preservation Fund for these efforts.</p>
LIB – Main Library Seismic Moat and Joint	<p>Initial exploration and design work were accomplished on the seismic moat, working with Public Works architects and engineers. In the meantime, the moat covers have remained stable enough that minor repairs are maintaining the covers safely for the time being. It is believed safe to defer this project temporarily due to the fiscal challenges presented by COVID-19.</p>
CCSF – Districtwide Projects	<p>CCSF has identified several projects that have been deferred due to lack of funding: the renovation and seismic upgrade of Cloud Hall at Ocean Campus, renovation of the Science Building and the Performing Arts Education Center at Ocean Campus, construction of a Performing Arts Education Center, modernization of the Downtown Center and the Evans Center, and an addition to the John Adams Center.</p> <p>The total budget for CCSF's deferred projects is \$450 million. The College will continue to pursue State funding for deferred projects.</p>

Project Name	Description
CCSF - Cloud Hall Academic Building Renovation	This project will upgrade the building and address seismic safety needs. Elevators will be added to improve accessibility, and both indoor and outdoor student gathering/study spaces will be added at ground level.
SFUSD – Deferrals	The unfavorable bidding climate has resulted in the deferral of 17 school site renovation projects, estimated at \$508 million, originally slated for completion prior to the next SFUSD G.O. Bond in 2022.

Emerging Projects

Project Name	Description
REC – Camp Mather Master Plan	Located near Yosemite National Park, Camp Mather is a family camp with 337 acres, a pool, lake, tennis and basketball courts, staff housing dormitories, kitchen/dining hall and 100+ rustic cabins that serve as guest accommodations. This site is heavily used and a long-neglected resource. It is also revenue generating. A master plan, including environmental review, would help guide the improvements needed at the facility. In addition, significant improvements are needed to existing structures, including a modern wastewater treatment facility to meet current environmental standards.
REC – Civic Center Plaza Modernization	In collaboration with Public Works and the Mayor's Office on Disability, this project is meant to address the most significant trip hazards in the Civic Center Plaza pavement. The project proposes to replace and reinforce the pavement at the Plaza's high-traffic zone to support year-round events on the Larkin Street side of plaza and center area, and remediate trip hazard and pavement maintenance issues at identified areas near Grove and McAllister Streets. This project will be completed in coordination with the City's Civic Center Public Realm Plan led by the Planning Department.
REC – Geneva Car Barn Enhancement – Phase 2	Phase 2 of the Geneva Car Barn Enhancement Project includes renovation of the Car Barn building. This project will include a seismic upgrade, the installation of modern utility systems, restoration of historic features, hazardous materials remediation and new circulation systems to accommodate ADA access. The renovated Car Barn will include space for new art studios, a cafe, an event space, a theater, a community meeting room, a student lounge, and retail.
REC – Golden Gate Park - 9th Ave & Lincoln Gateway	This project proposes improving the prominent gateway into Golden Gate Park with placemaking improvements including an expanded paving area on each side of 9th Avenue, with seating, specimen planting, and improved signage to welcome park visitors. Crossings will be brought to ADA compliance and the existing bus shelter may be relocated to create a more usable space.
REC – Golden Gate Park Senior Center	The popular Golden Gate Park Senior Center is a dated building which requires modernization and enhancements to bring it up to code and meet future needs. A needs assessment will determine the scope of required improvements and cost of two scenarios: one that addresses building deficiencies, ADA and circulation, and one that includes a building expansion and potential relocation of the existing senior center garden.
REC – Golf Course Improvements	Significant facility upgrades are needed at the City's golf courses. The Lincoln Park course has several needs including netting along Clement Street, a new clubhouse, a new perimeter fence, as well as rehabilitation of the entire course. Similarly, the Sharp Park course and other courses within the City also require substantial upgrades.
REC – Marina East Yacht Harbor Renovation	The Marina West Harbor Improvements were completed in 2013, but renovation and deferred maintenance needs remain at the Marina East – both waterside and landside. Waterside renovations would include the installation of a new breakwater, reconstruction of portions of the riprap slopes, and replacement and reconfiguration of the floating docks and slips. Additional waterside amenities could include pump-out stations, a new fuel dock, and kayak launch. Landside improvements include renovation of the existing harbor office into boater/public restrooms, adaptation of the degaussing station into a new harbor office, and parking and landscape improvements.
REC – McLaren Lodge Seismic and Code Upgrades	John McLaren Lodge, situated at the entrance to Golden Gate Park, requires seismic improvements, including improvements to the newer annex (a two-story administrative building directly behind the Lodge), the breezeway which connects both buildings, and an ADA compliant elevator.
REC – Mission Rec Center – Neighborhood Parks	After the Gene Friend Recreation Center project, REC plans to modernize recreation centers that have not been addressed recently, starting with Mission Recreation & Arts Center, and followed by Potrero, Mission, Bernal Heights and St. Mary's Recreation Centers. These recreation centers need renovation for seismic safety, upgraded access, and replacement of failing structures, systems, and play features. Mission Recreation & Arts Center will undergo seismic, structural and feasibility studies to identify potential improvements.

Project Name	Description
REC – Murphy Windmill	The historic windmill, which has undergone some restoration work in the early 2000s, requires rehabilitation of the tower and dome of to address operational safety concerns.
REC – Sharp Park Wetland Restoration	This project would improve the habitat for special status species, such as California Red Legged Frogs and San Francisco Garter Snakes, at the Laguna Salada Wetland Complex by creating an additional 19 acres of habitat and re-establishing the connection with Mori Point.
REC – Twin Peaks Promenade and Trail Improvements	This project would convert the pilot road closure at Twin Peaks into a permanent linear park along the trail system. It would improve pedestrian and bicycle access, along with defined trail connections and corridors. The promenade scope includes roadway surfacing, barrier removal, planting, signage, seating, and bike racks. The associated trails scope includes replacement of trail and natural surface box steps on the south peak, as well as two other trail segments that connect the promenade to the neighborhood and public transit.
REC – Zoo Improvements	The Zoo is currently undergoing a Master Planning process to analyze current capital needs. Since 2000, the Zoo has spent approximately \$70 million on new construction, renovation, and enhancement. While the western side of the Zoo has seen significant improvements, there are many structures that still need repair, including the Mothers Building, the last remaining building with culturally significant WPA murals from the Fleishacker Pool. On the eastern side of the Zoo, substantial work needs to be performed to renovate the lion house and bear grottoes along with the other original structures from the 1920s and 30s.
ARTS – 706 Mission Interior Buildout	Pursuant to an agreement between 706 Mission (Millenium) and the Office of Community Infrastructure and Investment (OCII), Millenium agreed to construct a 4 story, approximately 48,000 square foot warm shell space (Cultural Component) as part of their 706 Mission Street hi-rise residential mixed use project. The project is nearing substantial completion and Millenium is preparing to turn over the Cultural Component to the City pursuant to their agreement. Additional funding may be required to complete the interior buildout of the facility.
OEWD – Old Mint Restoration Project	<p>Cost estimates for the completion of the Old Mint Restoration Project – the City’s effort to transform the landmark United States Old Mint building into a new, destination cultural facility – are approximately \$125 million. A more complete and detailed financing plan will be developed through Phase II of the evaluation period, presently underway, but this total project cost will be met with a mix of local, state, and federal funding sources. As adopted, the Community Benefits Package from the City’s Central SoMa Plan includes a major investment in the Mint’s restoration. This local funding, generated from assessments of the plan area’s Community Benefits District, will be leveraged to raise additional public and private support. Additionally, the Phase II assessment will examine the use of Historic Preservation Tax Credits and General Fund debt financing tools to complete the project’s funding. Developed in collaboration with the California Historical Society, the City’s official partner on the project, Phase II of the evaluation will also produce a campaign feasibility analysis exploring the market for private and philanthropic participation in the project.</p> <p>In close coordination with RED, OEWD works to keep the Mint active and maintained – until such time as the full restoration project can begin in earnest – through a near-term partnership with a local event production and venue operator group.</p>
LIB – Main Library	The Main Library is 24 years old, and while the building is in excellent condition, there have been many changes in how libraries provide service to their patrons. It is likely that the Strategic Planning and Facilities Master Plan processes will identify opportunities for remodeling the building to make it even more effective and enjoyable for all users. Given the size and nature of the building, and the reality that building mechanical systems will be approaching their third decade of service before a major remodel occurs, it is likely that such a project will involve a substantial capital investment, to be determined.
LIB – Climate Resilience Improvements	The Library’s Strategic Plan and Facilities Plan will address climate change issues in accordance with the City’s strategic plans and desired goals for weather relief centers. Working together with City partners such as the Department of Emergency Management and Department of Public Health, it is likely that some library locations will be identified for the installation of enhanced cooling and/or air filtering systems to provide shelter for community members during smoke or heat days.

Emerging Projects

Project Name	Description
SCI – Replacement of Natural Gas Infrastructure	In order to comply with the City's net-zero greenhouse gas emissions target, the California Academy of Sciences is exploring replacing all natural gas infrastructure and appliances with electric infrastructure and appliances.
SCI – Expansion of Cooling Systems	This project would increase the capacity and resilience of the chiller/cooling tower plant to reduce the need for load shedding, support business continuity, and add capacity to meet Aquarium requirements for existing and new exhibits. It may include adding a chiller and/or dedicated chill water loop, and adding to the square footage of the Central Utility Plant.
SCI – Expansion of Generator Capacity	This project would increase resiliency and capacity of generators to add redundancy for business continuity, reduce potential load shedding, increase load shedding flexibility, and support future animal holding and exhibit infrastructure. Scope expected to include adding day tank capacity which should require adding square footage to the Central Utility Plant.
CCSF – Ocean General Campus Wide Improvements	Project scope includes campus wide renovations and systems upgrades identified through City College's recently complete Facilities Master Plan.
CCSF – District-wide IT Infrastructure Improvements	This project will address district-wide technology data center improvements, area network connections and hardware, audio-visual modernization, smart classrooms, computer replacements, security upgrades and improvements, telecommunications upgrades and network infrastructure modernization.
SFUSD – Real Estate Portfolio Strategy	SFUSD needs to build a cohesive, comprehensive strategy for the siting of students, staff, partner organizations, and non-instructional uses. Over the next year, SFUSD will identify a vendor to complete an asset inventory and condition assessment for all SFUSD properties. This assessment will shape a proactive real estate management strategy to manage current and future uses of SFUSD properties, as well as future capital plans.
SFUSD – Ruth Asawa School of the Arts at 135 Van Ness	The 2016 SFUSD G.O. Bond allocates \$100 million for the Ruth Asawa School of the Arts/Art Institute project at 135 Van Ness. With support from the Baker St. Foundation, SFUSD partnered with IDEO to develop and refine the programming model for the Art Institute.
SFUSD – Mission Bay School in Mission Bay	<p>The 2016 SFUSD G.O. Bond allocates funding for a new school located in San Francisco's Mission Bay. This is a site identified in the University of California, San Francisco (UCSF) Mission Bay's Long-Range Development Plan (LRDP) for a public school. SFUSD's demographic projections show enrollment of young students to grow significantly both in this region as well as other South of Market areas. The new facility will be approximately 100,000 gross square feet on a +/- 2.4-acre parcel transferred from UCSF to SFUSD. This new facility will consist of three primary programmatic components:</p> <ol style="list-style-type: none"> 1. A preschool, transitional kindergarten, kindergarten through 5th grade elementary school. 2. A Linked Learning Hub in which high school students from around the District may participate in job training, internships and business partnerships. 3. A Professional Learning facility in which educators will participate in instructional training.

SAN FRANCISCO UNIFIED SCHOOL DISTRICT FACILITIES

- College
- High School
- Middle School
- Elementary School
- Other

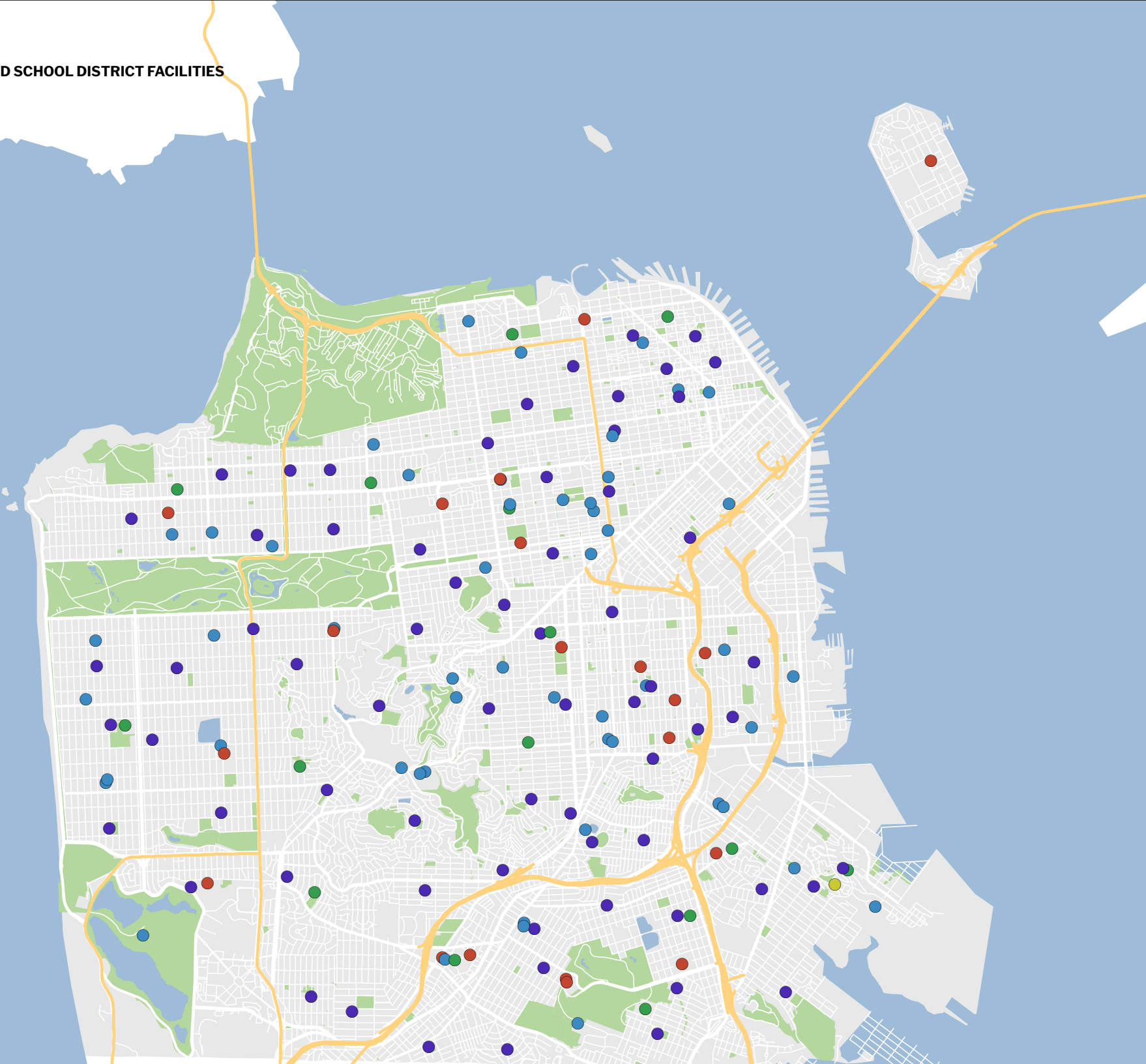


TABLE 12.1 - RECREATION, CULTURE + EDUCATION FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
State of good repair renewal - Need	158,179	165,951	170,843	180,074	188,674	1,105,151	1,968,871	
SPENDING PLAN								DEFERRED
State of good repair renewal - Proposed Uses	25,032	27,781	25,788	31,773	33,529	221,747	365,650	1,423,723
ADA Improvements	600	600	600	600	600	3,000	6,000	-
Enhancements	178,875	80,725	76,524	37,886	3,500	168,500	546,010	263,718
City College	92,124	218,027	230,653	206,197	110,374	43,267	900,641	1,687,990
SFUSD	1,019,750	19,750	20,750	21,750	21,750	1,108,750	2,212,500	-
TOTAL	1,316,381	346,883	354,315	298,205	169,753	1,545,264	4,030,801	3,375,431
REVENUES								
General Fund	1,487	1,680	2,507	7,359	9,018	80,607	102,660	
General Fund - Other	15,150	15,000	15,000	15,000	15,000	75,000	150,150	
ESER G.O. Bond 2020	70,000	-	-	-	-	-	70,000	
Health and Recovery Bond 2020	66,325	74,125	67,300	31,250	-	-	239,000	
Neighborhood Parks and Open Space Bond 2028	-	-	-	-	-	151,000	151,000	
Impact Fees	14,600	11,100	14,724	13,136	10,000	50,000	113,560	
SFUSD Bond	1,000,000	-	-	-	-	1,000,000	2,000,000	
City College G.O. Bond	55,536	176,503	209,262	206,197	110,374	43,267	801,138	
Other Local Sources	24,895	26,951	24,131	25,263	25,361	145,390	271,990	
State	36,588	41,524	21,391	-	-	-	99,503	
Private and Non - Profit Sources	31,800	-	-	-	-	-	31,800	
TOTAL	1,316,381	346,883	354,315	298,205	169,753	1,545,264	4,030,801	
Total San Francisco Jobs/Year	5,896	1,554	1,587	1,336	760	6,921	18,054	

1,256

SFMTA

Operating
Service
Vehicles

448

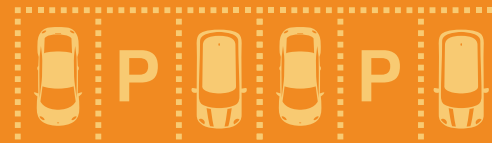
SFMTA

Miles of Marked
Bike Routes



SFMTA

1,246 Signalized Intersections



SFMTA

26,750 Metered Parking Spaces



SFO

4 Runways



SFO

93 Gates



SFO

4 Terminal Buildings

20

SFMTA

Maintenance Yards