

PARKS + RECREATION MASTER PLAN

City of South San Francisco

California

Adopted July 22, 2015



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TABLE OF CONTENTS

ACKNOWLEDGEMENTS 11

1-INTRODUCTION..... 1

PURPOSE OF DOCUMENT 1

DOCUMENT ORGANIZATION..... 1

GOALS AND RECOMMENDATIONS SUMMARY 3

2-CONTEXT 5

THE SETTING 6

PLANNING CONTEXT 7

3-DEMOGRAPHICS & TRENDS 11

DEMOGRAPHIC ANALYSIS..... 11

TRENDS ANALYSIS..... 15

DEMOGRAPHIC TRENDS 15

RECREATION TRENDS 18

TREND IMPACTS..... 20

4-INVENTORY 23

CLASSIFICATION SYSTEM 24

INVENTORY OF SERVICE PROVIDERS..... 76

5-COMPARATIVE ANALYSIS 81

METHODOLOGY..... 81

BENCHMARK DEPARTMENTS..... 81

BENCHMARKING LIMITATIONS..... 82

TABLE OF CONTENTS, CTD.

FINDINGS	82
6-COMMUNITY OUTREACH	89
SURVEYS.....	89
COMMUNITY WORKSHOPS	92
FOCUS GROUPS	94
7-PROGRAM ASSESSMENT.....	95
DEPARTMENT RESOURCES	95
MISSION STATEMENT	95
PROGRAM ASSESSMENT	98
8-GOALS AND RECOMMENDATIONS.....	101
PARKS, TRAILS AND OPEN SPACE.....	101
COMMUNITY FACILITIES	113
9-IMPLEMENTATION.....	127
FUNDING STRATEGIES	128

TABLE OF FIGURES

FIGURE 2.1: PARK AND FACILITIES MAP 25

FIGURE 5.1: MAP OF BENCHMARKED CITIES AND
SOUTH SAN FRANCISCO (GREEN)..... 81

FIGURE 8.1: PLANNED AND POTENTIAL FUTURE PARK SITES..... 103

FIGURE 8.2: 1/4 MILE WALKING ACCESS TO EXISTING CITY PARKS 106

FIGURE 8.3: 1/4 MILE RADIUS FROM EXISTING AND
POTENTIAL PARKS, TRAILS, AND SCHOOLS..... 107

FIGURE 8.4: DIAMOND FIELD MAP 110

FIGURE 8.5: RECTANGLE FIELD MAP..... 111

FIGURE 8.6: ORANGE MEMORIAL PARK MASTER PLAN 114

FIGURE 8.7: BAY FRIENDLY PRINCIPLES 124

TABLE OF TABLES

TABLE 3.1: POPULATION BY AGE GROUP.....	11
TABLE 3.2: POPULATION BY RACE.....	12
TABLE 3.3: HISPANIC OR LATINO ORIGIN BY RACE.....	12
TABLE 3.4: LANGUAGE SPOKEN AT HOME (ACS 2009-2011)	13
TABLE 3.5 - NATIVITY (ACS 2009-2011).....	13
TABLE 3.6: OVERWEIGHT AND OBESITY AMONG CHILDREN IN SAN MATEO COUNTY CITIES - 2010	14
TABLE 5.1: BENCHMARK DEVELOPMENT STANDARDS	85
TABLE 5.2: MAINTENANCE COSTS.....	86
TABLE 5.3: SPORT FIELDS AND COURTS.....	86
TABLE 7.1: COST RECOVERY	100
TABLE 8.2: JOINT USE SCHOOL SITES.....	101
TABLE 8.1: EXISTING PARKS.....	101
TABLE 8.3: POPULATION AND PARK ACREAGE.....	102
TABLE 8.4: PROPOSED OR POTENTIAL FUTURE PARKS.....	102
TABLE 8.5: SPORTS FIELD SUMMARY.....	109
TABLE 8.6: SQUARE FOOTAGE NEEDS FOR COMMUNITY CENTER	117
TABLE 8.7: PARKING NEEDS FOR COMMUNITY CENTER.....	117

CHAPTER I

introduction



I - INTRODUCTION

PURPOSE OF DOCUMENT

In its General Plan, the City of South San Francisco sets out a vision for an integrated network of parks and open space which will serve the evolving needs of residents and employees. It includes standards and policies that support the vision, and identifies potential sites to meet the standards as the city continues to grow and change over time. The city previously completed a Parks Recreation and Open Space Master Plan in 1990, and updated the Plan in 1997. The General Plan identifies the updating of the Master Plan as an Implementing Policy to carry out the General Plan's Guiding Policies concerning Parks and Recreation. This updated Parks and Recreation Master Plan studies the existing park system, facilities, and recreational programming, and identifies a planning blueprint to expand, improve and protect these assets for the future.

The Parks and Recreation Master Plan process is similar to many strategic plan processes: the scope of work is defined, demographic analysis is prepared, an inventory of resources is conducted, a needs assessment is performed, goals and recommendations are identified, and an implementation plan is structured. This plan builds on itself, section by section, with each chapter using the previous chapter's information to define steps required to address issues identified.

The Parks Master Plan provides:

- background and context for evaluating the existing parks system;
- an inventory of existing parks and recreation facilities, and current conditions;
- an analysis of the need for new, expanded or renovated parks and facilities, and for changes in recreational programming;
- recommendations for improving and maintaining the existing park and recreation system;
- recommendations for acquiring or obtaining access to additional properties for future park uses;
- a strategy for meeting the need for, managing and maintaining recreational facilities; and
- an approach for implementation of improvements and long term maintenance.

The Parks and Recreation Master Plan provides both a long-term vision for the city's park system, and specific policies and standards to direct day-to-day decisions. It sets forth a framework that will allow the city to respond to new opportunities as they arise.

As the implementing document, the Parks and Recreation Master Plan provides a clear path to accomplishing the community's vision through achievable steps in both the short term and long terms, maximizing the potential, and ensuring sustainability of the park system itself. The efforts that the city has made to date, discussed in the following chapter, are invaluable resources that inform and complement a comprehensive plan.

Extensive community involvement guided this Master Plan process. Input from city staff and from an Advisory Committee informed the process. Community engagement has ensured that the Plan reflects the priorities of the evolving community. In this built-out city, identifying opportunity sites and potential partnerships, and developing strategies to maximize the use of currently under utilized parks and facilities, is key to accomplishing the city's goals of providing for the community's needs.

DOCUMENT ORGANIZATION

The Parks and Recreation Master Plan is organized in the following manner:

CHAPTER 1: INTRODUCTION

This Chapter gives a brief overview of the purpose of the Parks and Recreation Master Plan and a summary of its contents.

CHAPTER 2: CONTEXT

This Chapter discusses the physical context as well as the planning context for the Master Plan. It identifies Plans whose provisions relate to Parks and Recreation in the city, and notes policy direction and impact.

CHAPTER 3: DEMOGRAPHICS AND TRENDS

This Chapter provides a detailed look at the city's current demographics and projections regarding future growth in this evolving city. Further, it examines emerging trends in recreation, fitness and leisure activities, as well as health and wellness trends.

CHAPTER 4: INVENTORY

A comprehensive inventory of the city's parks and its recreation facilities is included in this Chapter. Thirty-seven parks and open spaces and eight recreation facilities are described.

CHAPTER 5: COMPARATIVE ANALYSIS

Three comparable cities, Milpitas, San Bruno and Redwood City responded to detailed questionnaires regarding their parks and facilities, recreational programs and financial operations. This Chapter analyzes South San Francisco's parks and programming in relation to these cities, in order to gain insights to: (1) measure performance, (2) establish goals, and (3) develop action plans.

CHAPTER 6: COMMUNITY OUTREACH

This plan was informed and guided by extensive community outreach. This Chapter describes the process, and briefly summarizes results. More complete details of outreach outcomes are found in the Appendices.

CHAPTER 7: PROGRAM ASSESSMENT

Based on the information gathered through outreach, observation, interviews with staff, and comparative analysis, the city's recreational programming is assessed in this Chapter. Capacity, demand, funding, and resources are analyzed.

CHAPTER 8: GOALS AND RECOMMENDATIONS

Overall goals and specific recommendations are set forth in this Chapter. Areas addressed include acreage standards, park access, sports field standards, park features and amenities, maintenance, Orange Memorial Park Master Plan and Aquatics Center, community center facilities, performing arts facilities, programming, open space access, sustainability and technology.

CHAPTER 9: IMPLEMENTATION

This Chapter discusses funding strategies for implementing the recommendations.

APPENDICES

- Benchmarking Questionnaire and Matrix
- Survey Reports (Statistically valid phone survey, on-line resident survey, and on-line employee survey)
- Community Workshop Summaries (Participant preferences and comments, scanned copies of interactive exhibits)
- Focus Group Meeting Notes (Performing Arts, Sports, Aquatics, Seniors, and Childcare/Special needs)
- Preliminary Costs (Aquatics Center, Community Center)
- Description of the South San Francisco's Public Art holdings
- Sign Hill Study (being finalized, to be added when complete)
- Parks Deferred Maintenance Study (in process, to be added when complete)

GOALS AND RECOMMENDATIONS SUMMARY

Following is a summary of the Goals and Recommendations of the Parks and Recreation Master Plan. Recommendations pertaining to each goal follow that goal.

PARKS, TRAILS AND OPEN SPACE

GOAL 1: South San Francisco should provide a minimum of 3 acres of developed parkland per 1,000 residents, and 0.5 acres of parkland per 1,000 employees.

R-1.1 Provide 3 acres per 1,000 new residents of developed park land and 0.5 acres of parkland per 1,000 new employees.

R-1.2 Strengthen and update the Joint Use Agreement with South San Francisco Unified School District in order to ensure continued public use of school recreational facilities.

GOAL 2 : Every South San Francisco resident should be within a 5-minute walk of a park, trail or open space.

R-2.1 Prioritize provision of parks and open space in underserved areas.

R-2.2 Improve connectivity to existing parks and trails.

R-2.3 Reduce barriers to park use such as safety concerns or lack of information.

GOAL 3: South San Francisco should provide well maintained sports fields, including diamond and rectangle fields suitable for regular practice, games, and tournament play.

R-3.1 Maintain the existing ratio of sports fields per population.

R-3.2 Increase the playability of existing fields to accommodate a higher level of use.

PARK FEATURES & AMENITIES

GOAL 4: Incorporate innovative amenities to serve multiple user groups as new parks and facilities are developed or existing parks are renovated.

R-4.1 Renovate existing playgrounds to update play features, and add play elements to existing open spaces where feasible.

R-4.2 Redesign underused parks to update programming to attract more users.

R-4.3 Open space requirements for new development should include consideration of program elements to meet the needs of multiple user groups.

R-4.4 Provide locations for active sports in employment areas.

R-4.5 Incorporate art in parks and open spaces as focal and functional elements.

MAINTENANCE

GOAL 5: South San Francisco's parks and facilities should be regularly maintained to the highest standard, and the backlog of deferred maintenance should be eliminated.

R-5.1 Ensure adequate staffing to maintain parks and facilities.

R-5.2 Provide for adequate maintenance funding for new and existing parks and facilities.

R-5.3 Develop maintenance standards for facilities, parks, open spaces, trails

COMMUNITY FACILITIES

GOAL 6: Complete the development of the 2007 Orange Memorial Park Master Plan, including purchase or long term agreement for use of the property currently owned by Cal Water, and construction of an expanded indoor aquatics facility.

R-6.1 Develop a plan to complete the Orange Memorial Park Master Plan with funding identified for each phase of work.

R-6.2 Design and construct an expanded indoor aquatics center.

R-6.3 Implement interim measures to maximize access and use of existing facilities, and to provide desired amenities.

GOAL 7: Develop a multi-use Community Center that will support the range of programming desired by the South San Francisco community.

R-7.1 Design and construct a multi-generational, multi-use Community Recreation Center.

R-7.2 Consider co-location of parks and recreation functions and library functions on the former Public Utilities Commission sites adjacent to El Camino Real and Chestnut Avenue.

GOAL 8: Provide facilities to support South San Francisco’s thriving performing arts community.

- R-8.1 Renovate or construct wood floor practice studio space to accommodate the city’s dance programs.
- R-8.2 Continue to explore and to use partnership, rental and sponsorship opportunities to meet the need for a large performance venue.
- R-8.3 Pursue alternative options for additional program, practice and performance space.

PROGRAMMING

GOAL 9: Expand programming capacity and efficiencies to effectively serve South San Francisco’s diverse community.

- R-9.1 Build on the successes of the city’s current programming by increasing staff, expanding facilities, and improving communications.
- R-9.2 Enhance multi-generational use of existing facilities
- R-9.3 Build and sustain partnerships to support program and facility needs.

OPEN SPACE ACCESS

GOAL 10: Enhance access and educational value of South San Francisco’s open spaces, while protecting and restoring unique habitat.

- R-10.1 Improve access to Sign Hill, San Bruno Mountain and the Bayfront.
- R-10.2 Actively manage Sign Hill habitat for protection and restoration of its unique habitat.

SUSTAINABILITY

GOAL 11: Incorporate sustainable features into parks and facilities to increase water conservation, energy efficiency, and habitat values, to encourage non-motorized transportation, and to educate about the environment.

- R-11.1 Conserve water by updating irrigation systems, installing water-saving elements in buildings, and replacing high water use landscaping with lower water use landscaping.
- R-11.2 Use energy efficient features in parks and facilities.
- R-11.3 Improve habitat values with sustainable and native landscaping in parks.

TECHNOLOGY

GOAL 12: Continue to develop technology for efficient administration, tracking, and communications.

- R-12.1 Incorporate and upgrade Department technology on an ongoing basis.

SUSTAINABLE FUNDING

GOAL 13: Develop a Parks and Recreation Sustainable Funding Strategic Plan.

- R-13.1 Adopt a business-like model of operations.
- R-13.2 Update and expand park impact fees on new development.

CHAPTER 2

context



2-CONTEXT

The Parks and Recreation Master Plan for South San Francisco is not an isolated document, but is a part of a larger planning framework. It supports the city's economic health, and its residents and employees' physical health. It is grounded in the physical conditions of the setting, and is tailored to the demographics and interests of the city's unique population. The following chapter discusses the context for the Plan.

VALUE OF PARKS

One of the first studies ever undertaken evaluating the economic benefit of parks was completed by Frederick Law Olmsted. In this study, he demonstrated that the value of properties neighboring Central Park in New York increased more rapidly over time than properties located further away from the park. Similarly, after Centennial Olympic Park in Atlanta was built in 1996 for the Olympic Games, the price for condominiums bordering the park rose from \$115 to \$250 per square foot. Almost any residential real estate sales ad will use descriptors such as "backs up to open space" or "walking distance to park" as positive selling features for a property.

In addition to increasing property values, parks can be a driver for economic development by encouraging commercial development. While parks such as Golden Gate Park in San Francisco and Balboa Park in San Diego are primary tourist destinations, drawing tourists from around the world, even more modest size parks can prime the economic pump by enticing developers to the area. Sugar Beach park, a 2-acre park in Toronto is estimated to have been the driver for \$2.6 billion in investment from developers, which significantly increased city tax revenues.

Cities with outdoor amenities such as parks attract and retain residents. Increasingly people are becoming more aware of how healthy lifestyles contribute to overall quality of life, and more and more people are choosing to bike to work, they are making healthy food choices, and they are interested in living in communities that reflect their healthy lifestyles. Parks appeal to employees, families with children, and retirees with disposable income, who are particularly interested maintaining their physical and mental health through physical exercise and community engagement.



Parks also have the ability to decrease city infrastructure and services costs through their positive impact on human and environmental health. Parks provide all demographic groups with an inexpensive means to maintain their health, and healthy individuals are less likely to require medical treatment (decreasing the burden of government funded social services). Studies in the Netherlands have shown lower rates of anxiety disorders, particularly among children, the closer they lived to a park or green space. In Chicago, researchers found that children with ADHD had significantly improved concentration if they had access to an urban park for as little as 20-minutes. As a corollary, increasingly hospitals have been recognizing the anxiety reducing benefits of access to green spaces, and are making the investment to incorporate gardens into their hospital designs to reduce stress and speed patient recovery.

Parks can help improve air and water quality, and reduce stormwater impacts. This "green infrastructure" removes air and water pollutants, and reduces the burden of excess stormwater runoff on municipal sewer systems, thereby reducing the demands on city health services and infrastructure. The Bay Area produces approximately 9 million tons of carbon dioxide annually, and "Spare the Air" days have become more frequent occurrences. Parks help to mitigate these impacts, as one mature tree can sequester 48 pounds of carbon dioxide annually. Water quality can also be improved by parks. Paved surfaces carry numerous pollutants into our Bay and local water ways, particularly during heavy rains which can lead to sewer overflow events.



Parks provide landscape and other permeable surfaces, capturing and filtering polluted runoff, reducing pollution to our local water supplies.

In summary, parks are an integral component of creating physically and economically healthy communities, and provide a wide variety of economic value that includes attracting and retaining residents, increasing property values, increasing tax revenues by attracting developers and employers, and reducing city services and infrastructure costs.

THE SETTING

OVERVIEW

South San Francisco, with a land area of approximately 9 square miles, is located in San Mateo County on the San Francisco Peninsula. Its geography is varied from sea level to approximately 600 feet elevation. It is bordered on the north by the San Bruno Mountains which provide habitat for several endangered plants and butterflies, and is bordered on the west by the Coast Range. The San Francisco Bay functions as the city’s eastern boundary, with the San Francisco Bay Trail traversing approximately 6 miles of bay frontage.

The city’s climate is mild, averaging from the 50’s to the mid-60’s throughout the year. The climate allows for outdoor recreation through most of the year, although there is typically winter rain, and summer fog and wind.

In 1923, a large “South San Francisco The Industrial City” sign was constructed on the side of Sign Hill, located north of the city. Visible for miles, this sign highlights the city’s industrial roots. In 1996, it was listed in the National Register of Historic Places and the California Register of Historic Places, as a tribute to the city’s role in developing industry which drove the regional economy. South San Francisco is now a densely populated city, with little undeveloped available land. The city is currently home to some 65,000 residents, and a daytime population of over 100,000, almost doubled by the influx of employees. Residents and employees alike enjoy access to the city’s parks and open spaces, and to the recreational facilities and its wide range of program offerings. The city’s demographics are discussed further in the following chapter.

PLANNING CONTEXT

GENERAL PLAN, 1999

The city's General Plan sets forth a vision of pedestrian friendly improvements and streetscape improvements. It also provides an inventory and classification system for existing parks and open spaces, proposes new parks, sets acreage standards for future development and employment, and establishes transportation standards and guidelines. Habitat conservation policies are also established in this plan to preserve habitat on San Bruno Mountain and Sign Hill, and to work with organizations such as the Bay Conservation and Development Commission (BCDC) to develop Concept Plans for parks adjacent to the Bay.

Implementing Policy 5.1-I-1 states: Maintain the PROS (Parks, Recreation and Open Space) Master Plan as the implementing tool for General Plan park and recreation policies and proposals. It states that Park proposals and standards in the General Plan should be reflected in the next update of the PROS Master Plan.

PARK, RECREATION & OPEN SPACE MASTER PLAN, 1997

The 1997 Park, Recreation and Open Space Master Plan updated the 1990 Plan. It provided inventories and recommendations, identified various deficiencies and opportunities, and prioritized improvements to be made. Many of the Priority Projects identified in the 1990 and 1997 Plans have been accomplished, such as Alta Loma and Avalon park development, Colma

Creek Linear Park (Sister Cities Park), and improvement projects in various parks. Other identified needs have still to be addressed, such as the lack of a neighborhood park in the Downtown area, and in the Sunshine Gardens neighborhood. This current Parks and Recreation Master Plan re-assesses needed improvements to the Parks and Recreation system in light of the changes that have occurred and the accomplishments of the past 17 years.



EAST OF 101 AREA PLAN, 1994

This plan envisioned the development of the Eastern portion of the city as an employment center, but one with park and open space amenities to serve not only employees, but residents of the city as well. It recognized the value of increased access to the city's bayshore, and called for park in-lieu fees or park dedication to satisfy the demand generated by expected employment.

ORANGE MEMORIAL PARK MASTER PLAN UPDATE, 2007

Orange Memorial Park is the city's premier park, including a swimming pool, baseball and soccer fields, playgrounds, basketball courts, tennis courts, a bocce complex, skate park, picnic areas and picnic shelter, sculpture garden, artist's studios, and a recreation building among other things. It is the site for many citywide events, and is the most visited park in the city. In 2007, a community process was undertaken to plan for the expansion and updating of the park. The updated Master Plan would result in expansion of the aquatics facility, addition of baseball and soccer fields, and access from Chestnut and Commercial Streets. Completion of the plan would address a number of community needs, but additional property must be acquired or leased to complete the plan.

SOUTH SAN FRANCISCO BICYCLE MASTER PLAN, 2011

The primary goal of this plan is to increase bicycle use and make bicycle transportation a feasible transportation alternative, legitimizing bicycling as a transportation mode. To that end, an integrated system of bike paths proposed has been developed, that will improve safety and improve bicycle access. The Bicycle Master Plan will integrate bike paths with regional plans such as the San Francisco Bay Trail Plan, with the overarching goal to improve access in the community by connecting places of work, transit, commercial centers and community amenities.

Three existing Class 1 Multi-Use Paths described in the Bicycle Master Plan, Centennial Way between the San Bruno and South San Francisco BART Stations, the SF Bay Trail, and Sister Cities Park, are considered linear parks.

The Bicycle Master Plan identifies and prioritizes several additional Class 1 projects that could also function as linear parks, or that increase access to South San Francisco's existing parks and open space.



EL CAMINO REAL/CHESTNUT AVENUE AREA PLAN, 2011

The El Camino Real/Chestnut Avenue Area Plan establishes an open space plan that serves as a framework for development and includes an active park, open space frontage along the Colma Creek corridor, and extensions of Centennial Way. Common open space for residents, and a network of enhanced walkways and plazas are additional elements of the plan.

SOUTH SAN FRANCISCO GATEWAY STUDY, 2013

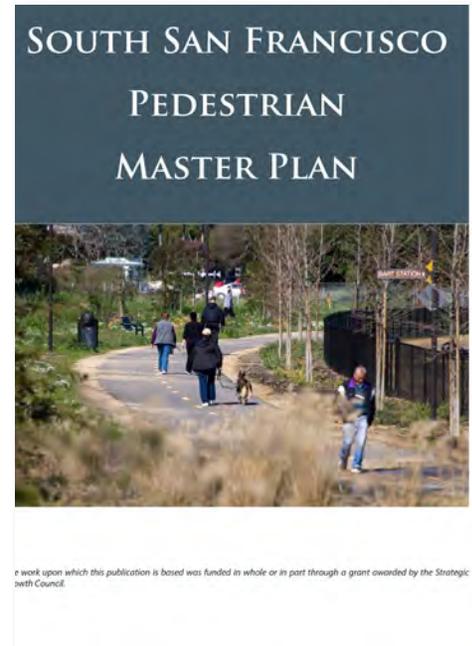
The Study identifies 12 potential gateway locations in the public rights of way that are appropriate for gateway signage, art and/or planting, and creates a unifying design theme for all gateways into the city. It further identifies three priority gateways, and includes preliminary designs and cost estimates for these sites

CLIMATE ACTION PLAN, 2014

The Climate Action Plan, adopted in 2014, focuses on reduction of greenhouse gasses. It calls for reduction and efficiencies in water and energy use. Conservation, use reduction, efficiencies and innovative practices are integrated into this Parks and Recreation Master Plan.

SOUTH SAN FRANCISCO PEDESTRIAN MASTER PLAN, 2014

This plan outlines opportunities to create more pedestrian friendly streets through plan and policy changes. Such changes would include, collaborating with transportation agencies such as Caltrain and BART, evaluating speed limits relative to pedestrian volume, crosswalk improvements, and ADA transition. These general policies, as well as specific concept plans in the Master Plan document, will increase safe and comfortable access to parks and recreation facilities and reduce some barriers to park use.



SOUTH SAN FRANCISCO ADA TRANSITION PLAN, 2014

To ensure compliance with the Rehabilitation Act of 1973, the city has prepared an ADA Transition Plan. The plan seeks to ensure both program and physical accessibility to ensure there is no discrimination. To that end, facility surveys were completed and recommended improvements were identified, including improvements to city parks, buildings, parking lots and other city facilities.

(DRAFT) DOWNTOWN STATION AREA SPECIFIC PLAN, 2014

The Downtown Station Area is currently being developed. The plan contains provisions for transit plazas, enhanced streetscapes and sidewalks, and flex space where full or partial street closures could accommodate public events. A neighborhood center on Linden Avenue at Pine Street, illustrated below, is an example. The Plan does not currently identify the need for additional active park space in the Downtown area, but does encourage property owners in the Eastern Neighborhood to provide usable public open spaces in dedicated parks or in publicly-accessible portions of development sites.



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CHAPTER 3

demographics & trends



3-DEMOGRAPHICS & TRENDS

Market research was used to assess the market conditions that impact the demand for recreational activities and programs and measure the capacity of the market to respond to that demand. The steps of this analysis were to:

1. Examine the demographics of the city and identify demographic trends
2. Analyze trends that impact South San Francisco
3. Assess market potential and demand
4. Inventory commercial, public, and private service providers
5. Assess capacity of the market to serve the demand
6. Identify gaps in service or unmet demand

DEMOGRAPHIC ANALYSIS

The City of South San Francisco Parks and Recreation Master Plan is a strategic planning tool to ensure the residents’ vision is documented and a course is developed. Demographic analysis identifies the characteristics of the population residing with the city and how those characteristics may affect the Parks and Recreation Department programs, parks, and facility needs. Demographics also aid in making comparisons of South San Francisco population trends to state and national trends.

POPULATION FORECAST

The City of South San Francisco encompasses 9.63 square miles with a population of 63,632 at the time of the 2010 Census. The daytime population is estimated to swell to 101,651 based on daytime employment. Census data shows that the City of South San Francisco grew 8% from 2000 to 2012. The ABAG (Association of Bay Area Governments) City of South San Francisco Housing Needs Assessment draft report estimates the 2013 population to be 65,127 with the projected 2030 population to be 75,200. This is a projected increase of 18% for South San Francisco from 2010-2030. This is a similar rate of growth for the County of San Mateo (20%) and the State of CA (18%) over the same period resulting in a gradual growth model. These figures indicate that the existing population appears to be stable and remaining in place while gradually being joined by new residents.

<i>Under 5 years</i>	6.2%
<i>5 to 14 years</i>	11.7%
<i>15 to 19 years</i>	6.3%
<i>20 to 29 years</i>	13.8%
<i>30 to 39 years</i>	14.7%
<i>40 to 49 years</i>	14.8%
<i>50 to 59 years</i>	13.9%
<i>60 to 69 years</i>	9.3%
<i>70 years and over</i>	9.4%
	100%

Table 3.1: Population By Age Group

AGE DISTRIBUTION

A profile of the population’s age provides important information to assist in parks and recreation programming since different age groups have different requirements, needs, and desires for their participation using parks and recreation facilities. The 2010 Census age group breakdowns are provided in Table 3.1.

The median age for South San Francisco is 38 years, which is slightly younger than the San Mateo County median age of 39 years and older than the State at 35 years.

According to the 2010 Census figures, school age youth ages 19 and younger represent approximately 25% of the population. Within this cohort is the 5-14 years age group representing 11.7% of the population. This is the group targeted for after school programs, youth sport programs, aquatics, and teen club programs. There will continue to be a demand for programming which targets this age group suggesting a market and desire for after school and summer camp programs, recreational youth sport leagues, and recreational activities and spaces for children and families. Also among this cohort are those 5 years and younger representing 6.2% of the population, which is the age group participating in the very popular licensed childcare programs. The number of pre-school age children (3-5 years) is 2,294. The Family Forming Adults age group, 20-39 years, is 28.5% of the population. This is a strong indicator that there will continue to be a high demand for licensed childcare

programs within the city as these households have children. Conversely, 18.7% of the population is over the age of 60. This is a result of the baby boomer generation aging and life expectancy increasing. The trend of senior population growth is projected to continue within the city as these boomers “age in place” to be close to family, maintain home ownership, and economic situations that prevent them from moving. As the total population of the City of South San Francisco gradually grows, the need for park and recreation amenities will grow in demand with the high percentage of young age groups, family forming units, and increasing senior population that typically rely on community recreation for their leisure services.

HOUSEHOLD COMPOSITION

There are currently 20,938 households in South San Francisco as reported in the 2010 Census. Of this number, 73.2 % are considered Family Households with 48.8% of those households living with children under the age of 18 years. Conversely, 8.8% of households are seniors 65 years of age and older living alone. Households with a senior age 65 years and older living with them is 29.2%. The average family household size is 3.45 compared to 3.28 for the County.

The number of family households with extended family living with them is an indicator that there will be high interest and support for youth activities as well as activities and facilities that serve families and senior members. Community and special events bringing families together with a variety of age appropriate and interest activities will be important in the delivery of leisure opportunities for these community members.

RACE/ETHNICITY

Race and ethnicity play an important role in the population’s parks and recreation needs and desires. Trends can be found in the ways that different races/ethnic groups use parks and recreation facilities and the types of programming they seek. The population of the City of South San Francisco is very diverse with no one racial group comprising a majority. This greatly influences the type of participation in recreation and park services. Recognizing the cultural heritage of those who are served by recreation

and park providers assists in addressing their particular cultural needs and interests. This presents opportunities to offer a variety of parks and recreation programs that celebrate the specific interests and cultures of its residents and as an opportunity to bring diverse cultures together. According to 2010 Census and South San Francisco data, the racial composition of the city is 37.3% White, 36.6% Asian, 2.6% African American, 0.6% American Indian/Alaska Native, 1.7% Native Hawaiian/Pacific Islander, 15.1% “Some Other Race”, and 6.1% “Two or More Races.” Among the Asian population, 20.2% identify as Filipino. The ethnic composition of South San Francisco is 34% Hispanic/Latino origin (compared to 66% who are not of Hispanic/Latino origin). According to the 2010 Census, of those who do not identify as being of Hispanic/Latino origin, 22.0% are White, 2.3% are African American, 36.0% are Asian, 1.7% are Native Hawaiian/Pacific Islander, .5% are “Some Other Race”, and 3.3% are two or more races.

White alone	23,760	37.3%
Black or African American alone	1,625	2.6%
American Indian and Alaska Native alone	395	0.6%
Asian alone	23,293	36.6%
Native Hawaiian and Other Pacific Islander alone	1,111	1.7%
Some Other Race alone	9,598	15.1%
Two or More Races	3,850	6.1%
Total	63,632	100%

Table 3.2: Population By Race

Not Hispanic or Latino:	41,987	66.0%
White alone	14,016	22.0%
Black or African American alone	1,480	2.3%
American Indian and Alaska Native alone	138	0.2%
Asian alone	22,923	36.0%
Native Hawaiian and Other Pacific Islander alone	1,054	1.7%
Some Other Race alone	287	0.5%
Two or More Races	2,089	3.3%
Hispanic or Latino:	21,645	34.0%
Total	63,632	100%

Table 3.3: Hispanic or Latino Origin By Race

An estimated 60.3% of South San Francisco residents speak a language other than English at home (2007-2011 ACS). Next to English (39.7%), the top languages spoken at home are Asian/Pacific Islander languages (26.1%) and Spanish (25.9%). These statistics suggest that the Department’s communications and outreach efforts should be multi-lingual. Marketing and program materials, to be accessible to the community, should be readable by both English and non-English speakers.

	<i>Estimate</i>	<i>Percent</i>
Total (Pop. 5 years and over)	59,052	100%
English Only	23,444	39.7%
Language Other Than English	35,608	60.3%
Spanish	9,223	25.9%
Other Indo-European Languages	2,243	6.3%
Asian and Pacific Islander Languages	9,294	26.1%
Other Languages	712	2.0%

Table 3.4: Language Spoken at Home (ACS 2009-2011)

Those who are foreign born comprise 42.9% of the city’s population. In comparison, 26.9% of the State of California is foreign born. This compositional quality (high percentage of non-native members of the population) creates specific demands on and opportunities for departmental programming. For example, there may be high interest in bilingual educational programming related to English Literacy and ESL (English as a Second Language), citizenship and naturalization, or community and adult education.

	<i>Estimate</i>	<i>Percent</i>
Native	39,425	60.3%
Foreign Born	26,009	39.7%
Total	65,434	100.0%

Table 3.5 - Nativity (ACS 2009-2011)

EDUCATION AND INCOME

Research indicates that a person’s physical activity level is determined by a number of factors, including education, income, and gender. In the City of South San Francisco, for those 25 years of age or older, 84.2% are a high school graduate or higher in their education-- 20.2% have some college, and another 40.8% hold an AA degree or higher. Education has been highly correlated to participation in parks and recreation activities including fitness and enrichment classes – the higher a community’s education level, the more interest there will be in parks and recreation activities. ⁱ Additionally, those who are highly educated tend to have diverse parks and recreation interests when compared to those who are not as highly educated. This indicates a need to provide a variety of classes, activities, and facilities. There is high participation in city educational and enrichment activities, such as homework programs, after school programming and resources, preschools for school readiness, and adult classes such as ESL. The City of South San Francisco recognizes the need to support the educational goals of its residents and supports these efforts with a focus on educational programming and partnerships.

The Big Lift is an initiative of the Peninsula Partnership Leadership Council, led by the San Mateo County Superintendent of Schools, the County Board of Supervisors, and the Silicon Valley Community Foundation. Its goal is to close the achievement gap and improve third-grade reading proficiency in the County from 58% to 80% by 2020. 2014 enrollment data from this initiative reports that the South San Francisco district (including part of Daly City) has an estimated 1,426 three and four year olds. ⁱⁱ The same data reports a preschool space shortage of 212. This leaves 35% of those eligible for State Preschool and Head Start programs (2012 totals) not served. South San Francisco’s preschool program plays a vital role in addressing this shortage towards increasing reading proficiency.

The rising of the young worker class and the influence of tech companies in the area support the demand for educating the workforce. According to ABAG projections, South San Francisco will increase its workforce by 16% in 2025. The job growth is predicted to be in financial and professional services sector and in health, educational and recreational services.

The median household income in South San Francisco is \$73,568, less than the County median of \$91,958, however more than the State at \$63,816.

Approximately 31.4% of the total households have an income less than \$50,000 per year. In 2010, families with children living below the poverty level in South San Francisco were 6.1%. South San Francisco residents living at poverty level or below benefit from subsidized programming offered by the Parks and Recreation Department. Subsidized programming presents the opportunity for low-income residents, especially families with young children, access to safe places to recreate, be creative, learn new skills, socialize, and be active. Reduced rates and fees to provide accessible programming opportunities to low income residents is an important consideration when determining cost recovery expectations of specific program areas.

TRAVEL TIME TO WORK

The average travel time to work for a South San Francisco resident is approximately 24.2 minutes. This suggests that the community is mobile, without long travel distances between place of residence and work, so leisure activities may be pursued right after the end of the workday. The shorter commutes by residents may result in the opportunity to include family members in programs and extended time to share the day’s activities with parents of preschool, after school, and camp program participants.

RECREATION AND PARKS AS COMMUNITY BUILDERS

An important consideration for the City of South San Francisco is the diversity and number of those foreign-born within in the community. According to the “Park and Recreation Trends in California” 2005 report by the California State Parks Resources Agency, “a remarkable 37% of California’s foreign-born have arrived since 1990, making California a large and important center for recent immigrants. Many of these recent immigrants have limited experience with the ready availability of outdoor recreation and public lands”. The City of South San Francisco is encouraged to develop strategies to engage a culturally diverse population to become users of, and advocates for, parks and recreation services.

Research has also shown that the availability of opportunities to engage in physical activity is positively correlated with the amount of physical

CITY	2010 OBESE + OVERWEIGHT
South San Francisco	47.0%
San Bruno	43.4%
Daly City	39.2%
Redwood City	37.4%
San Mateo County	34.1%
San Mateo	33.2%
Pacifica	33.1%
Foster City	29.9%
San Carlos	29.2%
Menlo Park	26.1%
Millbrae	24.8%
Burlingame	24.4%

Table 3.6: Overweight and Obesity among Children in San Mateo County Cities - 2010

activity in which people engage. The availability of parks and recreation services are vital to increasing physical activity across all age groups and play an essential role in reducing obesity rates. South San Francisco has the highest rate of overweight or obese children in San Mateo County, according to 2010 data. ⁱⁱⁱ 47% of children in South San Francisco are overweight or obese, while 34% are overweight or obese within the County of San Mateo. For a healthy community, South San Francisco must provide opportunities for youth to become active. When evaluating the availability of these opportunities,

an important consideration is their accessibility and proximity to residents in addition to their existence. Physical barriers, safety concerns, and distance to parks and facilities can prevent residents from using the facilities and programs. Research has found that larger sizes of parks and open spaces do not increase the frequency or intensity of use, but rather the distance to the park or open space is the greatest deterring factor. The value of parks, recreation, and healthy eating programs in combatting obesity is well recognized.^{iv}

ⁱ American Sports Data, Inc. and the International Health, Racquet, and Sportsclub Association. (2000). IHRSA/ ASD Health Club Trend Report. Hartsdale, NY: American Sports Data, Inc.

ⁱⁱ Silicon Valley Community Foundation. “Big Lift Subsidized Preschool Data for Low-Income 3 and 4 Year Olds.” Updated April 22, 2014. <http://www.siliconvalleycf.org/sites/default/files/documents/thebiglift/rfp-resource-1-subsidized-preschool-data-2.pdf>

ⁱⁱⁱ Get Healthy San Mateo County. “Overweight and Obesity among Children in San Mateo County Cities - 2010.” Web. <http://www.gethealthysmc.org/sites/default/files/docs/Publications/Childhood%20obesity.pdf>

^{iv} UC Regents, “Parks and Recreation Programs Help to Reduce Childhood Obesity” (July 2011) http://active-livingresearch.org/sites/default/files/PolicyBrief_ParkProximity_0.pdf; National Recreation & Park Association

TRENDS ANALYSIS

State and national social, economic, and environmental trends will have an impact on the demand and the delivery of recreation services in the City of South San Francisco. The population of South San Francisco is expected to reach 75,200 by 2035, according to the Association of Bay Area Governments (ABAG).ⁱ Trends analysis identifies changing social patterns that shape societal characteristics, preferences, and interests. As a forecasting tool, it can be used to predict potential demand for amenities and services for recreational and leisure pursuits within the city's growing population.

Key demographic trends shaping the City of South San Francisco include aging Baby Boomers, increasing diversity, growth of the Sandwich Generation and multigenerational households, youth and childhood obesity, and the emergence of the Millennial Generation. Trends that are significant to recreation include community design and social recreation, sustainability, health and disease prevention, and unstructured outdoor play. These are described in more detail below.

DEMOGRAPHIC TRENDS

AGING BABY BOOMERS



The aging of the population is a significant trend of both national and regional scale. Baby Boomers, those born between 1946 and 1964, and who are between the ages of 50 and 68, are a significant and sizeable demographic: seventy-six million American children were born between 1945 and 1964. According to the 2010 census, South San Francisco boomers make up 32.6% of the city's population, including age

ranges from active (1.39%) 50 year olds to those 70 years and older with less mobility (9.4%).

Generational trends of boomers include a positive concept of age and an interest in moderate activity as a way of maintaining physical health.

Today's older adults have a youthful self-concept as over 63 percent of baby boomers state that they feel younger than they are.ⁱⁱ An AARP study found that 87% want to take better care of their physical health; 72% plan to spend more time on their interests and hobbies; and 47% want to do more volunteering.ⁱⁱⁱ As baby boomers approach what was formerly retirement age, most do not plan to retire like the generations before them. A recent study found that 7 in 10 Americans plan to work following retirement from their mainstay career. An additional 14 percent plan to continue their work as volunteers.^{iv}

These trends will influence delivery methods for traditional "senior" services. In the past, senior and adult programming, activities, and classes have been offered during the workday. As more seniors continue working, it will be important for programs, activities, and facility hours to be adapted. This may include offering more adult classes that target this working population in the evening or on weekends. Furthermore, the generation's priorities of personal/physical health and staying active result in increased demand for spaces, services, and a variety of programming. Meeting the needs of the Baby Boomer Generation includes wellness and fitness classes and programming, such as personal fitness training, yoga, and adult lap swim.

DIVERSITY

According to the Association of Bay Area Governments, diversity is one of the major demographic trends shaping Bay Area communities.^v In their report *Plan Bay Area: Strategy for a Sustainable Region*, the Bay Area will become "substantially more racially and ethnically diverse" by 2040, with noticeable increases in both Asian and Latino/Hispanic populations. According to the report, *Key Housing Trends in San Mateo County*, the two racial/ethnic groups growing the most rapidly in San Mateo County are Asians and Hispanics/Latinos.^{vi} This shift is in-line with the city's current demographic composition, which is significantly diverse and with sizable Asian and Hispanic/Latino populations. According to the same report:^{vii}

"...The increase in the Asian population is largely due to recent immigration. Immigrant families are more likely to live in multi-family housing in denser neighborhoods (Pitkin and Myers). They are also more likely to live in intergenerational housing. In addition, recent immigrants

are more likely to be linguistically isolated, which could create problems for the provision of services. The Hispanic population in San Mateo County is mostly growing due to “natural increases,” i.e., births are exceeding deaths. According to demographic data, Hispanic families often have more children than families of other races, partially because the Hispanic population is younger. Both Asian and Hispanic families are more likely to live in multi-generational housing, though this trend diminishes as people have been in the United States for a longer period of time (e.g. second and third generation immigrants) (Pitkin and Myers 2008). ”

According to the Bay Area Open Space Council,^{viii} recreation patterns among Latinos show a strong emphasis on family and larger social gatherings. Furthermore, Latino park users tend to value outdoor leisure activity as a way of family bonding, and value recreation activities in developed natural areas that feel safe. U.S. born Latinos tend to match the recreational patterns of the general population more than those born in Mexico or Central America.

The Asian American population is extremely heterogeneous, and use patterns cannot be generalized.^{ix} Higher income and education, U.S. citizenship, and greater linguistic acculturation have been found to correlate to greater outdoor recreational participation among Asian Americans. According to the 2010 Census, Filipinos are the largest subset among the Asian population in South San Francisco (12,829 of 23,293). Chinese are the next largest group, at 6,952. One study of Bay Area Asian American recreation patterns found that Chinese respondents rated nature as a high motivation for outdoor recreation, and shared higher ratings in social interaction motivations with Filipino respondents.^x

Recreation is often a way of preserving cultural heritage and traditions, especially for non-native born and immigrant members of the community.^{xi} Understanding and accommodating cultural activities and preferences is one way for the department to encourage participation. South San Francisco’s park and recreation programs should address a diverse range of interests and needs, such as providing programming that serves larger group, family and multigenerational needs, and tailoring communications to address language barriers and utilize ethnic media sources.

SANDWICH GENERATION

In the US, nearly half (47%) of adults in their 40s and 50s have a parent age 65 or older and are either raising a young child or financially supporting a grown child (age 18 or older). And about one-in-seven middle-aged adults (15%) is providing financial support to both an aging parent and a child.^{xii} The term “Sandwich Generation” describes this population of adults who provide some care for a parent and are either raising or supporting their own children. It is estimated that 20 million Americans are currently doing so and that number is expected to double in the next 10 years.

Offering a variety and mix of programming opportunities for all ages and abilities is key. The traditional senior center model no longer meets the diverse recreational, social, and physical needs of today’s seniors, or those of multigenerational households. Multigenerational centers are designed to serve the needs of senior adults in a single location, along with the needs and interests of children and adults. Outdoor settings and programs should, similarly, accommodate a wide range of physical abilities and age preferences, as well as groups of users.



YOUTH AND CHILDHOOD OBESITY

Childhood obesity, pandemic to households across the US, has gained significant awareness in recent years as a major national public health concern. In 2014, more than one third of US children and adolescents were overweight or obese.^{xiii} The percentage of inactive 6 to 12 year olds — youths involved in no physical activities over a 12-month period — rose to 19.5% in 2012 from 16% in 2007, according to a survey by the Physical Activity Council.^{xiv} 2010 data indicates that 47% of children in South San Francisco are overweight or obese, the highest rate among cities in San Mateo County (34.1%). The health consequences for children resulting from the disappearance of play are already apparent and include greater risks of

lung disease, diabetes, asthma, and cancer.^{xv} If current trends in obesity and physical inactivity continue, today's youth will be the first generation in this nation's history to face a shorter life expectancy than their parents.^{xvi}

Although the prevalence of obesity is high among all children regardless of race/ethnicity, children of color are disproportionately affected. Currently, African American girls and Mexican American boys in the United States have the highest rates of childhood obesity.^{xvii} Recent research suggests that these disparities are mirrored in California, with higher rates of obesity and overweight among Latinos, African Americans, and American Indians than among whites and Asians.^{xviii}

To sufficiently motivate children and youth to increase their level of physical activity, experiences must be enjoyable. Studies indicate that children and adolescents are more likely to become physically active and fit if they have a wide range of accessible, safe, and affordable recreation opportunities. This includes providing a wide range of sports and recreational activities, and the instruction of necessary skills by competent, knowledgeable, and supportive adults. Programming trends for children and adolescents include programs that are designed to engage children in physical activity, introduce children to leisure activities, and to teach skills that they will maintain throughout their adult life.

The San Mateo County Youth Commission's *2013-2014 Adolescent Report* includes recommendations to promote youth and adolescent health and well-being. Some of their research findings highlight the importance of: equipping educators and administrators with social and emotional learning training to better serve the emotional and mental needs of students; providing quality after school and youth development programs; increasing physical activity opportunities; increasing access to programs for young children (birth through age 8) targeting low-income children; implementing universal school breakfast programs; supporting programs that introduce nutritional education, such as school gardens; providing outdoor neighborhood and recreation environments that are safe; and ensuring safe bike and walking routes to school.

MILLENNIALS

The Millennial Generation – also referred to as Generation Y or Echo Boomers – describes Americans born between the years of 1982 and 2000. Millennials are now between the ages of 14-32 years and comprise roughly 24.5% of South San Francisco's population, according to the 2010 Census. It is estimated that the population of young adults will increase 14% between 2015 and 2035 in San Mateo County.^{xix}

This generation is the most educated generation of Americans, is the most ethnically diverse generation in U.S. history, and possesses the most disposable income.^{xx} Often raised with more sheltered and regimented upbringings than previous generations, Millennials tend to value structured and social, team-oriented activities in their recreational pursuits. The generation is "less accustomed to unstructured play than previous generations and apprehensive of the outdoors [...] They spend most of their time indoors, leaving home primarily to socialize with friends and families."^{xxi} Additionally, the generation places a "high value on teamwork and belonging.' They start working in teams at an early age, and 'tend to be more inclusive, optimistic and tech-savvy than their elders.'"

This generation is highly accustomed to using technology for information. South San Francisco holds a young generation that is very diversified in their upbringing and cultures. They are also very aware of social media and use this as a primary source of recreation and communication. Programming that targets this demographic should provide highly structured activities and programs with goals, opportunities to exercise and recreate in a social, group setting, and integration with technology and social media. For South San Francisco, this may mean increased "hot spots" in parks and facilities and integrating programs with social media. Millennials view technology not just as a communication device but also as a way to improve life, make better choices, and contribute to society. South San Francisco will reach this generation through a strong social media presence, user-friendly website, and engaging them with relevant, fresh content. (Trendscan, May 2014).

WORKFORCE OCCUPATION & TECHNOLOGY

With the 1976 opening of Genentech, one of the world’s largest biotech firms, South San Francisco became known as “the birthplace of biotechnology.” The proximity to UCSF, Stanford University, and UC Berkeley position South San Francisco as a central location within easy access to these institutions. Preparing a workforce to support this new industry and maintain the local economy is important to the city. At least 60% of jobs in 2020 will require some degree of higher education (Shaping Tomorrow, December 2014).

South San Francisco works with local business to maintain a healthy workforce by encouraging participation in the recreation activities and the use of parks. Additionally, more than 40% of the American workforce will be freelancers, contractors and temporary workers in 2015 (Shaping Tomorrow, December 2014). To serve the interest of both types of workforce, the department must provide opportunities that increase the level of experience or personal involvement by the participants.

RECREATION TRENDS

COMMUNITY DESIGN & SOCIAL RECREATION

Cities throughout the state and the nation are working to address issues of social alienation and physical inactivity through community design. As inactivity and social isolation increase, so does the incidence of obesity, heart disease, diabetes, depression, and mental illness.^{xxii} Thriving public spaces promote the familiarity and social bonds that make neighborhoods safer and healthier.

For parks and recreation departments, this means making parks usable and vibrant social meeting places. A study titled ‘Project for Public Spaces’ discusses the attributes that most social places share.^{xxiii} The report explains that

“a good place provides a range of things to do (‘uses and activities’); is easy to get to and connected to the surrounding community (‘access’); is safe, clean, attractive (‘comfort and image’); and, perhaps, most important, is a place to meet other people (‘sociability’).”

South San Francisco’s Public Art Program is a good example of how visual arts have been applied to community design. The city’s parks and open spaces invite broad public use and interaction and enhance the user experience through art installations. Public artwork is integrated along trails and paths, creating areas of interest. This enlivened connectivity encourages walking that contributes to a more healthy and socially integrated community.

In promoting social recreation, an important factor is the design and provision of environments for a range of age groups, physical abilities, and ethnic/cultural interests. Beyond simply making facilities and parks social meeting places, departments are working to promote inclusiveness in the design of these spaces. A highlight of this is responding to the needs of extended families and members of the Sandwich Generation by making parks and facilities multigenerational family destinations. No longer is a mother dropping her child off at the ball field. Today, a mother will join her child with perhaps a grandparent to enjoy park and recreational time while her child is nearby.

An application of broadened inclusivity in community design is seen in park play structure design. Parks and play equipment can be designed to allow use by community members with physical restrictions and special needs, as well as older adults. Playgrounds can feature equipment that is accessible, fun, and easy to use by those who require mobility assistance. Firmer material alternatives to sand and wood chips and the utilization of ramps are part of this. Outdoor fitness equipment - designed for adults and seniors of all ability levels - combats obesity and inactivity. Park design should also combine active and passive uses and provide for a variety of leisure activities within close proximity of each other.

ENVIRONMENTAL SUSTAINABILITY



Growing environmental awareness has led to emergence of sustainability as an important trend. Sustainable building and community design, construction, maintenance, and operations – standardized by the U.S. Green Building Council’s LEED Program (“Leadership in Energy and Environmental Design”) – is now frequently a target in planning efforts. Renewable and energy efficient technologies, materials, and systems

should be considered for all new City of South San Francisco building and renovation projects. The capital costs may increase slightly; however, the long-term benefits include a reduction in operating cost and a reduced environmental impact.

The City of South San Francisco has made environmental sustainability a priority, evidenced in its Green Division (Sustainable SSF). Recent city projects requiring LEED design elements include the Joseph A. Fernekes Building and recent upgrades at the Municipal Services Building & Social Hall. The Department can continue to promote green and sustainable practices and awareness, such as offering educational programs on environmental topics, focusing on community gardens, and promoting public and alternative modes of transportation to create connections.

HEALTH & DISEASE PREVENTION

The prevalence of obesity, a steadily aging national population, and other factors have led to disease prevention and improved health becoming key motivations in recreation and exercise. A new study released by The Trust for America’s Health and the Robert Wood Johnson Foundation projects that one half of American adults will be obese by 2030.^{xxiv} Nearly 26 million Americans have diabetes, according to new (2011) estimates from the Centers for Disease Control and Prevention (CDC). The CDC projects that as many as 1 in 3 U.S. adults could have diabetes by 2050 if current trends continue.

The five leading causes of death in South San Francisco include Heart Disease, Alzheimer’s, Stroke, Chronic Lower Respiratory Disease, and Lung Cancer and Pneumonia/Influenza.^{xxv} Many either relate to aging, or are highly preventable and tied to lack of physical activity, unhealthy diet, and smoking.

Parks and Recreation departments are working to stem the tide of obesity by providing popular fitness activities and amenities for community members. Offering programming that both promotes the health benefits of recreation and provides health, lifestyle, and nutrition education, should be considered. Medically oriented programming with experienced, qualified professionals will be of interest to a growing segment of the population with health-related fitness and wellness needs.

Research has also shown that the availability and proximity of opportunities to engage in physical activity is positively correlated with the amount of physical activity people engage in.^{xxvi} Physical barriers, safety concerns, and distance to parks and facilities can prevent residents from using the facilities and programs. According to *Get Healthy San Mateo County*,^{xxvii}

“the built environment can have positive or negative impacts on health. For example, clean and safe parks give people a place to be physically active and connect with other people in their neighborhoods. On the other hand, the presence of liquor stores and poorly lit sidewalks are associated with crime, and can make it unsafe for people to get outside and be active.”

This same source reports that South San Francisco has more liquor stores per 10,000 residents (31.9) compared to San Mateo County overall (6.0). The availability and close proximity of parks and recreation services, as well as the safety and good physical quality of outdoor environments, are vital to increasing physical activity across all age groups and will play an essential role in growing a healthy South San Francisco community.

UNSTRUCTURED OUTDOOR RECREATION

Unstructured outdoor play and unstructured recreation space are significant trends. Parks and open space are primary unstructured environments that offer this recreational need. According to California State Parks, Baby Boomers prefer parks as their location for outdoor activity. The nation’s most-popular fitness activity, walking for exercise, also supports the notion that unstructured outdoor play (and environments that are conducive to this) is a strong recreational preference. Despite recent budgetary cutbacks and deficits in cities across the country, nearly two-thirds of parks respondents included in a survey by Recreation Management said they are planning construction of some kind in the next three years.^{xxviii} Survey respondents ranked the following as the top five features in new park and recreation construction:

1. Playgrounds
2. Park structures, such as shelters, restroom buildings
3. Open spaces, including gardens, natural areas
4. Outdoor sports courts, such as basketball, tennis
5. Trails

This list reflects a growing trend towards unstructured play, access to green spaces, and outdoor fitness. Linking parks together with green corridors and trails is a feature of community design that encourages mobility, accessibility, socialization, fitness, and an appreciation of the natural environment.

TREND IMPACTS

According to a study on park and recreation trends, the following is a list of impacts on the parks and recreation profession:^{xxix}

EXTREME IMPACT

- Deteriorating park and recreation infrastructure
- Increasing crime (violence, drug use, vandalism, gangs) in communities and parks
- Declining park and recreation budgets relative to costs
- Increasing competition for shrinking federal, state, and local tax resources
- Structural funding deficits due to pensions and cost of healthcare

GREAT IMPACT

- Lack of engaging children in active and healthy activities
- Greater cultural diversity (growing and more influential minority populations)
- Greater difficulty in providing equal opportunity for leisure to all people
- Declining quality of life and livability of urban areas (insufficient open space, deteriorating city)
- Greater division between “haves” and “have-nots”

The result is an increased public demand for participation, accountability, and productivity in government. Parks and Recreation departments are required to think in terms of sustainability, be competitive in the marketplace, and incorporate business practices in their operational planning. The City of South San Francisco has experienced these same impacts. Because of budget cutbacks and reduced staffing these impacts are being addressed in varying degrees. The Parks and Recreation Department has met the challenges of fiscal responsibility through repurposing of facilities, prioritizing and providing a variety of programming, and incorporating park spaces, which encourage simultaneous uses by all community members. South San Francisco is looking to the future to incorporate sustainability in its plans for development, encourage informal recreation uses, and increase facilities and programs in areas that encourage fitness and health. The Department is aware of the need for increased multi-use facilities and parks that can address the multitude of cultural differences in leisure programming. Education and staying on the leading edge of technology are essential to maintaining a capable workforce. Providing the very popular licensed childcare/preschool programs is one example of how Parks and Recreation is responding to the community’s needs.

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CHAPTER 4

inventory



4-INVENTORY

South San Francisco currently has 251.2 acres of parkland. This includes 93.7 acres of community parks, neighborhood parks and mini parks; 28 acres of linear parks; 2 acres of specialty parks, 78.4 acres of open space and 49.1 acres of common greens. In addition, the city maintains nine facilities in which recreational programming is offered. This chapter describes each of these parks, common greens, open space areas and facilities.

In addition to these parks and facilities, the Parks & Recreation Department is responsible for the care and maintenance of an extensive collection of public art, including the Sculpture Garden in Orange Memorial Park and numerous other pieces on display in various public sites. These valuable community assets are described in the Appendix.

COMMUNITY PARKS

- Orange Memorial Park
- Westborough Park
- Alta Loma Park

NEIGHBORHOOD PARKS

- Avalon Park
- Brentwood Park
- Buri Buri Park
- Cal West Park
- City Hall Playlot & Grounds
- Hillside Athletic Field
- Irish Town Greens
- Paradise Valley Recreation Center Park
- Pt. San Bruno Park
- Sellick Park
- Southwood Park
- Terrabay Recreation Center Park

MINI PARKS

- Avalon Memorial Lots
- Clay Park
- Cypress & Pine Playlot
- Dundee Playlot
- Elkwood Park
- Francisco Terrace Playlot
- Gardiner Playlot
- Jack Drago Park
- Newman and Gibbs Playlot
- Paradise Valley Pocket Park
- Siebecker Playlot
- Wind Harp Park
- Zamora Park

LINEAR PARKS

- Centennial Way Trail
- San Francisco Bay Trail
- Sister Cities Park

SPECIALTY PARKS

- Centennial Way Dog Park
- Community Garden
- Orange Memorial Park Sculpture Garden

OPEN SPACE

- Sign Hill Park
- Oyster Point Marina Park

COMMON GREENS

- Greenview
- Stonegate
- Westpark
- Willow Gardens
- Carter Park

RECREATION FACILITIES / POOL

- Joseph A. Fernekes Recreation Building
- Orange Memorial Pool
- Municipal Services Building
- Westborough Recreation Building and Preschool
- Terrabay Gymnasium
- Magnolia Center
- Siebecker Center
- Paradise Valley Recreation Center
- Community Learning Center

CLASSIFICATION SYSTEM

This inventory chapter addresses city-owned parks and recreation facilities. South San Francisco's parks and recreational open space areas are comprised of a range of classification types, described below. Additionally, the city has a Joint Use Agreement with the South San Francisco Unified School District for public use and access to certain school facilities. These Joint Use facilities are not described in this chapter as they are not owned or exclusively programmed by the city.

- **Community Parks.** Community parks serve a citywide population and usually include sports facilities, such as lighted fields, courts, swimming pools, recreation buildings, and other special use facilities. Restrooms and off-street parking are generally provided. Although community parks have a much larger service area than neighborhood parks, they often serve a neighborhood function as well. They are the city's largest developed parks.
- **Neighborhood Parks.** Neighborhood parks are devoted primarily to serving a smaller portion of the city, usually within easy walking and biking distance from residences. These parks are generally have a variety of program elements, such as play equipment, open turf areas, practice ball-fields, sport courts and picnic tables. Typically, restrooms and off-street parking are provided. Neighborhood parks typically measure between one and seven acres in South San Francisco.
- **Mini Parks.** Mini parks are small play areas or green spaces, usually one acre or less, with limited program elements. They are intended to serve the immediate neighbors. They may contain open turf, children's play structures, sports courts, public art, picnic tables or other amenities. Off-street parking and restrooms are not provided.
- **Linear Parks.** Linear geographic features, such as watercourses and shorelines, public utility and transportation rights-of-way, provide unique opportunities for parks. These corridors often provide access to natural features such as Colma Creek or the Bayfront, and provide the basis for a network of developed trails that link other parks and open space areas.

While these parks are most often used for passive recreational pursuits, play equipment, open turf areas, dog park areas, benches, and picnic tables may be provided, depending upon the width of the corridor.

- **Specialty Parks.** These parks provide highly specialized functions for very specific uses. Parks in this category include the Centennial Way Dog Park and the Community Garden.
- **Open Space.** These lands are most often used for passive recreation activities, such as walking or hiking. Improvements are generally minimal. South San Francisco's extensive frontage along the San Francisco Bay, as well as its open hillsides such as the Sign Hill Park are valued amenities.
- **Common Green Areas.** These areas are maintained by the city, through the Common Green Fund, which is funded by a tax assessment on properties within the designated areas. They are semi-public in nature.
- **Recreational Facilities / Pools.** Facilities for sports such as basketball, tai chi, yoga and even swimming, are often located in indoor recreational facilities to enable year round use. These facilities can accommodate a wide variety of programming for programmed sporting events, non-programmed pick up games, and for birthday parties and other gatherings.
- **Joint Use School Facilities.** Many school playgrounds, sports fields, gymnasiums and other facilities are available for public use. These areas significantly enhance the city's complement of neighborhood parks and athletic fields.

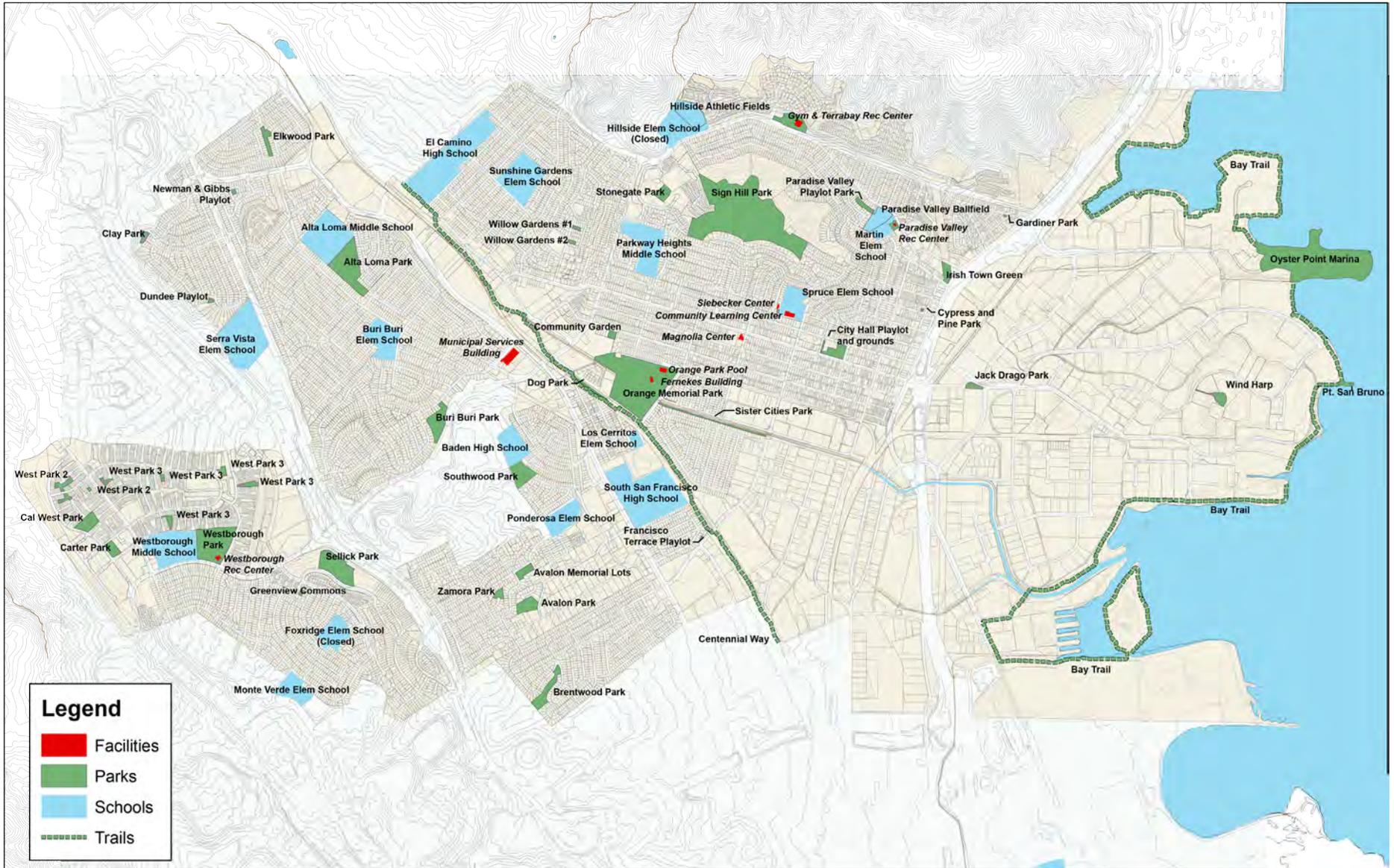


Figure 2.1: Park and Facilities Map

Orange Memorial Park

Orange Ave. & Tennis Dr.

Type: Community Park

Size: 28 acres

Ownership: City

Planning Area: 6

Facilities

- Open Turf
- Children's Play Areas (3)
- Community Building
- Restrooms (3)
- Picnic Tables
- Group Picnic Areas (5 reservable)
- Picnic Shelter
- Tennis Courts (5 courts, lighted)
- Ballfields (1 baseball, 1 softball, lighted)
- Basketball Courts (2 full courts, lighted)
- Walking Trail
- Soccer Field (full size)
- Indoor Swimming Pool
- Sculpture Garden
- Bocce Courts (6 courts, lighted)
- Artists Studios
- Community Gardens (adjacent)
- Skate Park
- On-site Parking



Park Program:

- League and recreational baseball
- Tennis lessons
- Bocce
- Fitness
- Soccer
- Tai Chi
- Special events

Description

Orange Memorial Park is South San Francisco’s first and largest developed park. Orange Memorial Park was constructed in 1934, and expanded and renovated over the years, the last renovation being a new play area built by KaBOOM! in 2010. Centrally located, it is the heart of the city’s park system, well used and well loved. Colma Creek divides the park, framed by an iconic row of palm trees. The park contains a full complement of active and passive use spaces, and is the location of major community wide events, such as Streets Alive! Parks Alive!, Movie Nights in the Park, and the Farmers’ Market. Specialized features such as the sculpture garden, bocce complex and skate park are attractions in addition to the range of sports facilities such as baseball, softball, basketball and tennis.

The ballfields are used by a wide variety of age groups and organizations; users include SSF High School, Dimagio, Colt and Shetland Baseball teams, and Adult softball teams.

There are five reservable group picnic areas that accommodate from 20 to 150 people.

Extensive public input informed the 1990 Orange Park Master Plan, as well as the 2007 Master Plan Update. It is a high priority within the community to complete the Master Plan. There are current discussions in progress regarding the purchase or leasing of the adjacent Cal Water property, in order to complete the plan to include the lighted, multi-use sport fields, with synthetic turf and access control, and to provide additional parking and access from Chestnut Avenue.

For a description of the Joseph A. Fernekes Recreation Building, see page 63. For Orange Memorial Pool, see Page 64.





Callender Associates
March 22, 2007

ORANGE MEMORIAL PARK
Final Concept



Westborough Park

Westborough Blvd. & Galway Dr.

Year Constructed: 1970

Last Renovated: 2012 (picnic shelter, playgrounds, landscaping)

Type: Community Park

Size: 11.1 acres

Ownership: City

Planning Area: 10

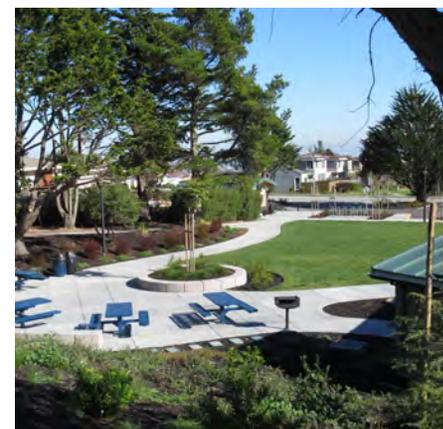
Facilities

- Open Turf
- Children’s Play Areas (2)
- Community Building
- Restrooms
- Picnic Tables
- Group Picnic Areas (2 reservable)
- Picnic Shelter
- Tennis Courts (2 courts)
- Ballfield (high school baseball)
- Basketball Courts (1 full court)
- Walking Trail
- On-site Parking
- Modular classrooms adjacent to rec building for pre-school



Description

Westborough Park is well used and has amenities for a range of ages which include walking paths, picnic facilities, and a tai chi plaza. The young children’s play area is regularly used by the licensed pre-school program operating out of the park building. The ballfield owned by the city is rented annually to Sacred Heart School and a local Dimagio / Colt team. The recent renovation included two restrooms, a new group barbecue and group picnic area with shelter, two new playgrounds with attractive safety surfacing, and renovated landscaping. For information on the Westborough Recreation Building and Preschool, see page 66.



Alta Loma Park

450 Camaritas Ave.

Type: Community Park

Size: 9.7 acres

Ownership: City

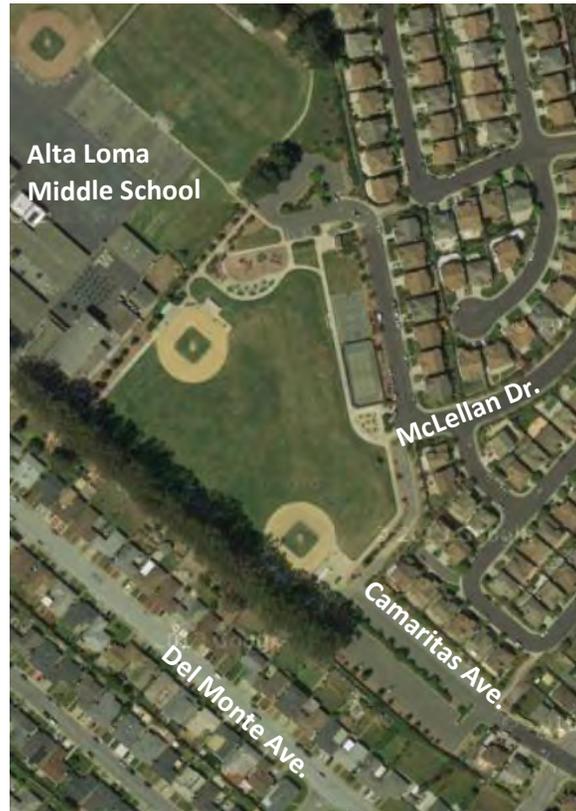
Planning Area: 9

Facilities

- Open Turf
- Children’s Play Area
- Restrooms (2)
- Picnic Tables
- Group Picnic Areas (3 reservable)
- Tennis Court (1)
- Ballfields (2 youth baseball)
- Basketball Courts (1 full court)
- Walking Trail
- Concession Stand
- On-site Parking

Program

- League and recreation baseball



Description

Alta Loma Park, constructed in 1999, is one of two large parks serving the Buri Buri and Alta Loma neighborhoods. The two ballfields, with scoreboards and bleachers, are well used by Bronco and Mustang baseball leagues, as well as Parochial School Baseball. Ample parking is provided in two parking lots. With basketball and tennis courts as well as children’s play area picnic facilities and walking path, the park has amenities for all ages. Occasional use conflicts arise with Alta Loma Middle School classes using the facilities. The irrigation system is in need of repair. The playground is scheduled for renovation in 2015/2016. Three group picnic areas can be reserved, accommodating from 20 to 60 people.



Avalon Park

Dorado Way & Old Country Way

Type: Neighborhood Park

Size: 2.4 acres

Ownership: City

Planning Area: 8

Facilities

- Open Turf
- Children’s Play Area
- Restrooms (1)
- Picnic Tables
- Group Picnic Area (1 reservable)
- Ballfield (1 youth baseball)
- On-site Parking

Program

- League and recreation baseball



Description

The city acquired the site of the former Avalon Grammar School from the school district in 1999, and developed it as a park. The playground was renovated in 2009. With on-site parking, a restroom, concession stand, and a small bleachers, its primary use is youth baseball for Shetland, Pinto and Jr. Giants teams. Trees provide some wind protection, and there is an area of native planting on the slope adjacent to the parking lot. Permits are issued to reserve the group picnic area which can accommodate 50 people.



Brentwood Park

Rosewood Way & Briarwood Dr.

Type: Neighborhood Park

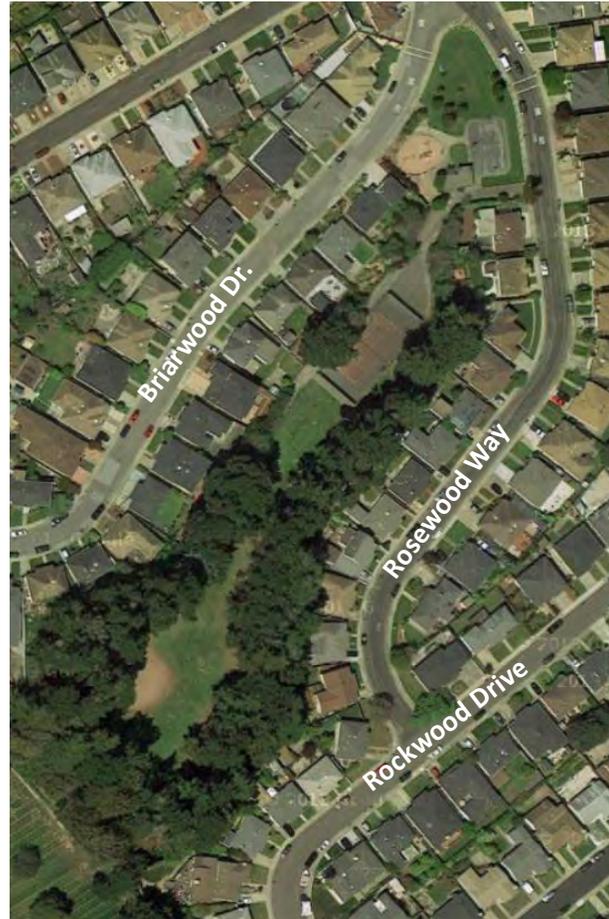
Size: 3.1 acres

Ownership: City

Planning Area: 8

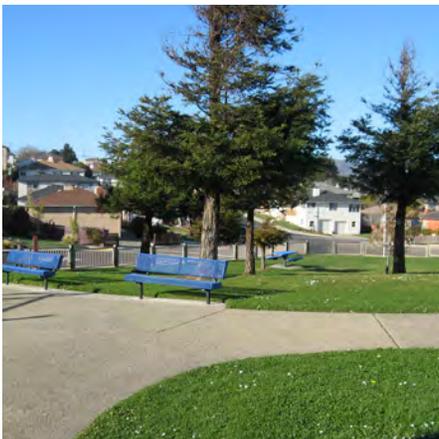
Facilities

- Open Turf
- Children’s Play Area
- Restrooms (1)
- Picnic Tables
- Tennis Court (1)
- Ballfield (1 Youth field)
- Basketball Court (1)
- Walking Trail



Description

Brentwood Park has a range of neighborhood serving facilities, largely tucked behind the rear yards of homes. Visible from the street is a sloped open lawn with a picnic table, children’s’ play area, restrooms and the basketball court. Only one of the two entry points is ADA accessible. At the rear of the park, the small practice ballfield is used by younger players. The tennis court is underused and the surface is in poor condition. Although there is electricity available, the court is not lighted. The park is downslope from the adjacent residences, and the retaining walls are damaged. The walking path is used regularly, but asphalt is also in need of repair. The park was constructed in the 1940’s, and last renovated with the installation of the playground in 1998. The ballfield, pathway and retaining walls are scheduled for renovation in 2015/2016.



Buri Buri Park

200 Block of Arroyo Dr.

Type: Neighborhood Park

Size: 6.0 acres

Ownership: City

Planning Area: 9

Facilities

- Open Turf
- Children’s Play Areas (2)
- Restrooms (1)
- Picnic Tables
- Group Picnic Area (4 reservable)
- Tennis Court (1)
- Ballfield (1 youth baseball)
- Basketball Court (1, lighted)
- Walking Trail
- Concession Stand
- On-site Parking

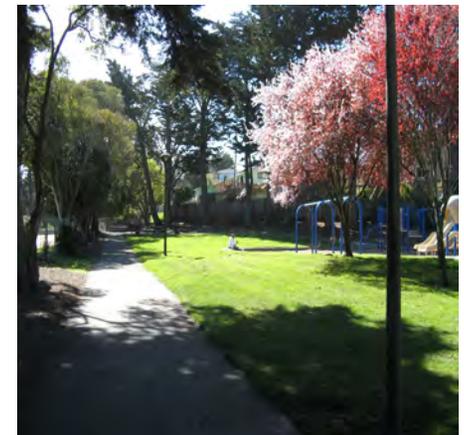
Program

- League and recreation baseball



Description

Built in 1963 and completely renovated in 1992, Buri Buri Park is heavily used and offers a wide range of amenities. Although the access to this park is not obvious, the tennis and court and ballfield make this park a destination not only for neighborhood residents, but also for residents from throughout the city. The ballfield serves as a primary game field for youth baseball, and is used by Pinto and Mustang baseball leagues. Popular features include the walking trails, play areas and picnic sites. Ample on-site parking is provided. The four reservable group picnic areas accommodate from 20 to 70 people. One play area was renovated in 2010. Renovations to the other play area for ADA compliance will be completed in 2015.



Cal West Park

3700 Block of Carter Dr.

Type: Neighborhood Park

Size: 2.6 acres

Ownership: City

Planning Area: 10

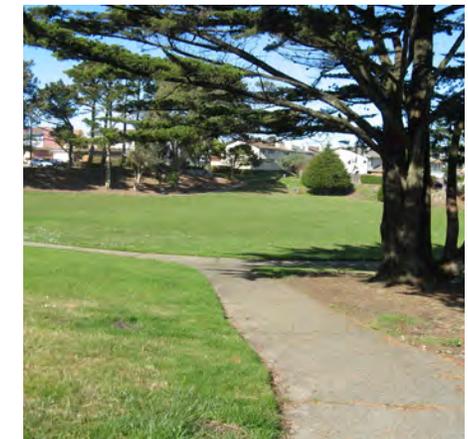
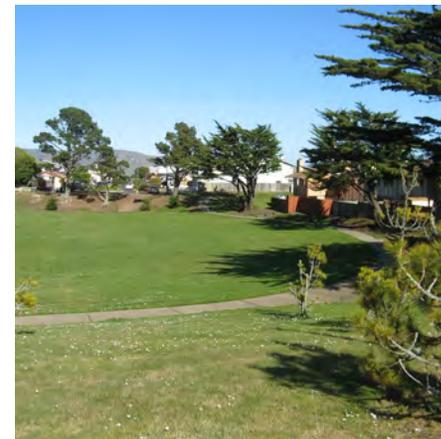
Facilities

- Open Turf
- Walking Trail



Description

Cal West Park was constructed in 1969. The primary use of the park is by dog walkers. The large open turf is uneven and not very usable for active sports or recreation. The park is in a very windy area and lacks wind protection. Without extensive drainage improvements and grade changes, the topography of the park limits its suitability for active recreation.



City Hall Playlot & Grounds

Miller Ave. & Walnut Ave.

Type: Neighborhood Park

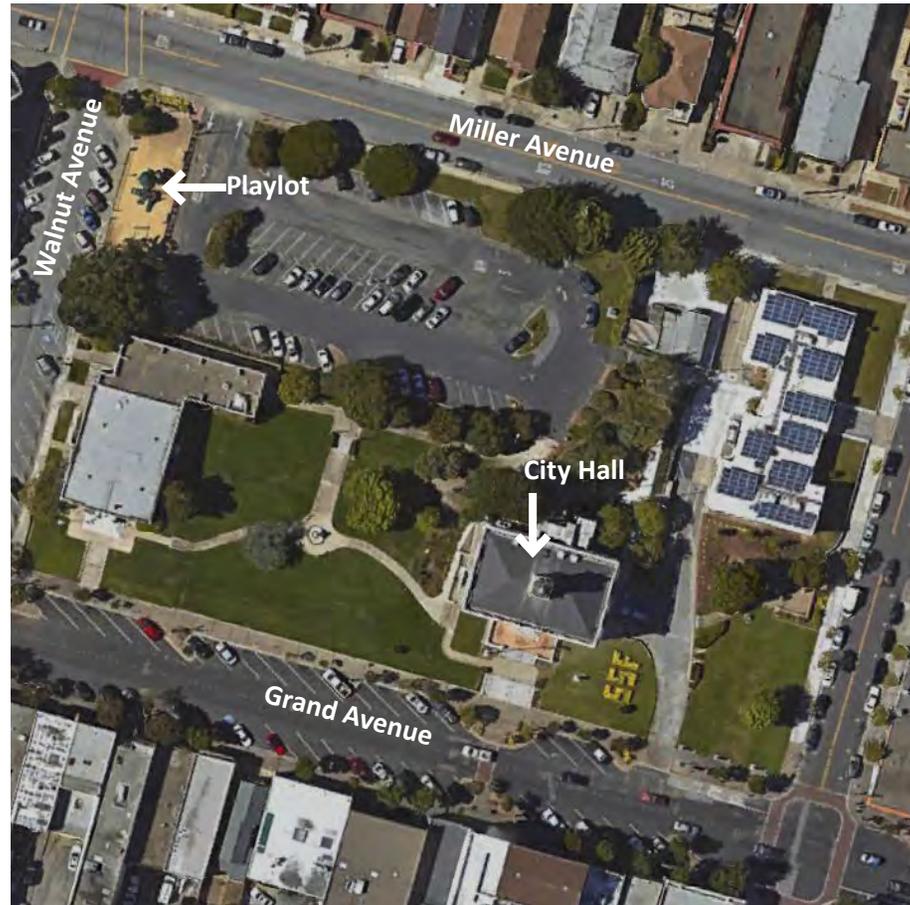
Size: 1.8 acre

Ownership: City

Planning Area: 2

Facilities

- Children's Play Area
- Picnic Table
- Fountain



Description

The City Hall Playlot serves a densely populated area of town. It was refreshed in 2014. One piece of new play equipment was added, along with attractive safety surfacing. With the library and a pre-school program located nearby, the play lot is well used. The grounds with their lawns, attractive plantings and popular fountain are enjoyed by local residents and by visitors to the City Hall and library.



Hillside Athletic Field

Hillside School

Type: Neighborhood Park

Size: 1.6 acres

Ownership: SSFUSD, programmed and maintained by City

Planning Area: 4

Facilities

- Ballfield (softball and youth baseball, lighted)
- Soccer Field (overlaid)
- Restrooms
- On-site parking

Program

- Recreation Department and Co-Sponsored League baseball and soccer



Description

Hillside Athletic Field is tucked behind the former Hillside School (now a Montessori School) and is difficult to find. As one of the few venues available for organized field sports, it is well used for its specialized purpose. Soccer is the primary use at this park. In partnership with the SSFUSD, the city renovated the fields and maintains them. The soccer field is one of two game fields, and is overused all season. The youth baseball field is used as a practice field.



Irish Town Greens

Airport Blvd. & Armour Ave.

Type: Neighborhood Park

Size: 1.5 acres

Ownership: PG&E/City maintained

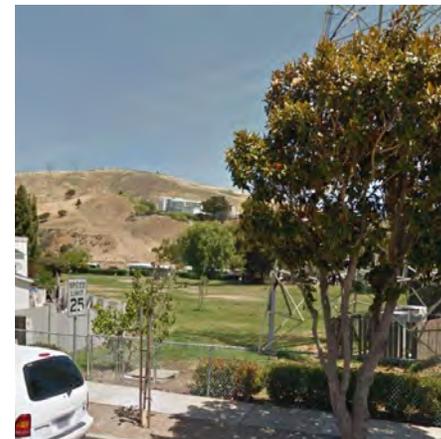
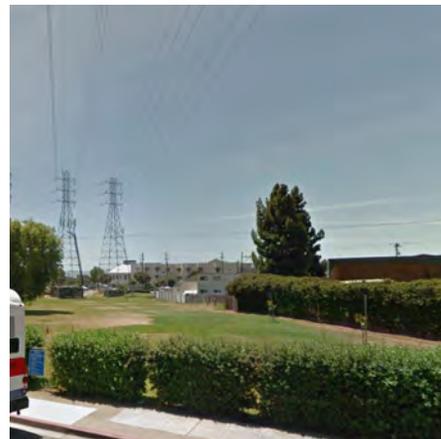
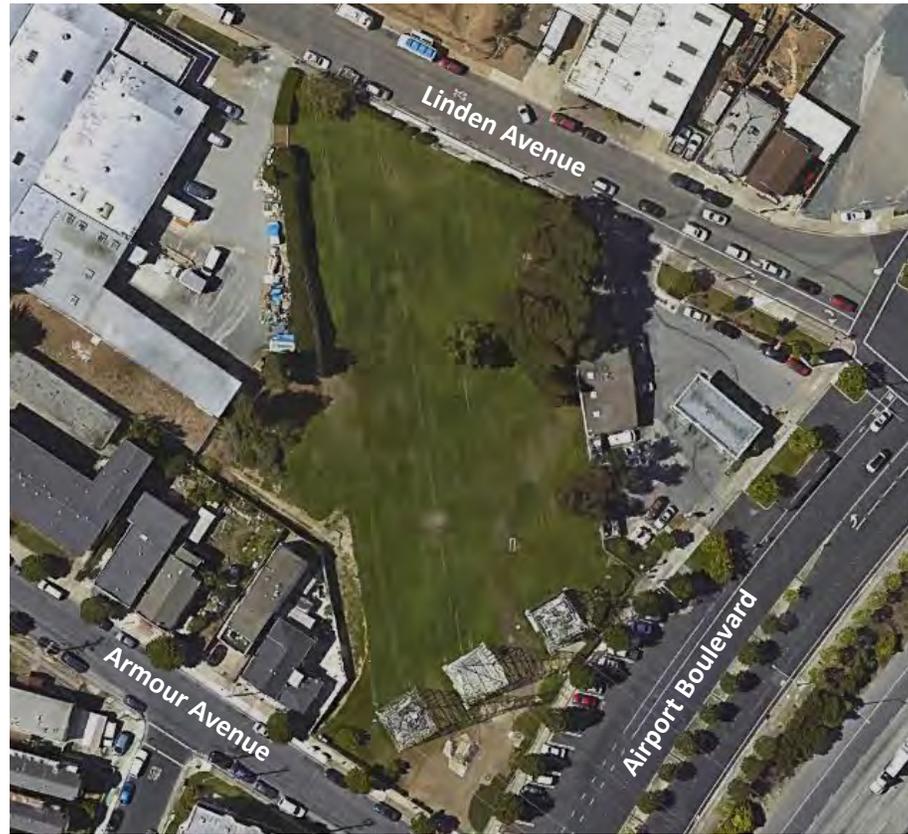
Planning Area: 2

Facilities

- Open Turf

Description

This fenced, relatively flat open lawn is the largest usable area for active play (such as pick-up soccer, or frisbee) in an underserved and densely populated area of the city. As the property is subject to a utility easement and contains utility towers and overhead power lines, additional uses are limited.



Paradise Valley Recreation Center Park

Hillside Blvd. & School St.

Type: Neighborhood Park

Size: 0.8 acres

Ownership: City

Planning Area: 3

Facilities

- Children's Play Area
- Recreation Building
- Restrooms
- Picnic Tables
- Basketball Court (1)
- Open Turf



Description

Paradise Valley Recreation Center Park was constructed in 1955. It is comprised of several components, including a recreation building, a playground and a basketball court. The playlot was renovated by KaBOOM! in 2010. Serving a fairly densely populated area, the playlot is heavily used.

The basketball courts adjacent to the recreation building are also part of this park. The youth baseball field next to the basketball courts is a part of the Martin School, owned by the school district.

For a description of the Paradise Valley Recreation Center building, see page 70.



Pt. San Bruno Park

Forbes Blvd. & DNA Way

Type: Neighborhood Park

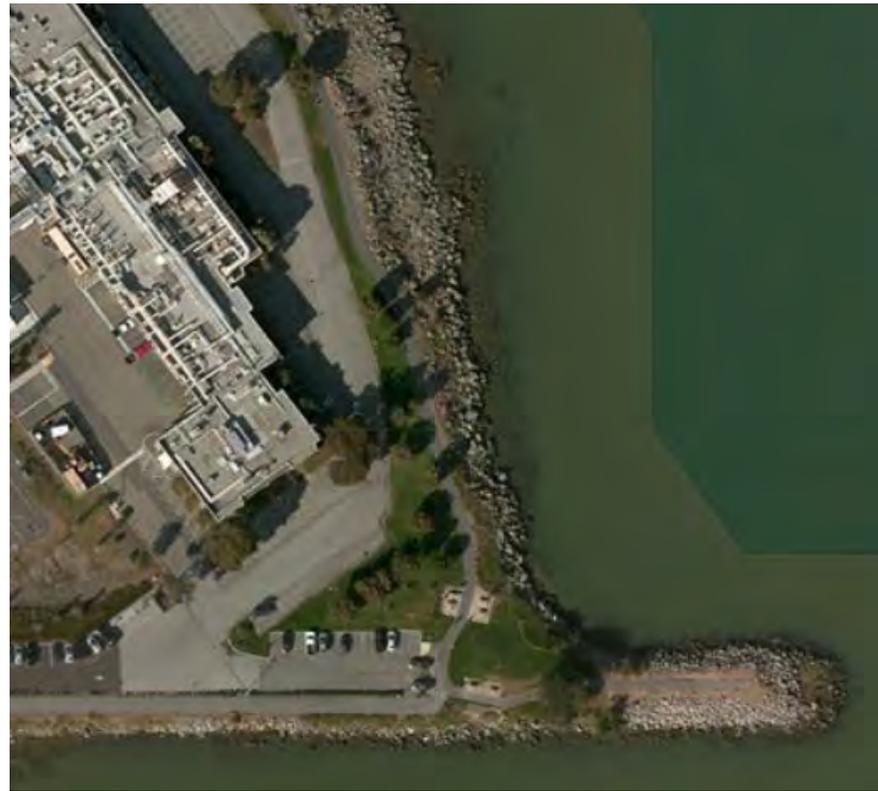
Size: 1.9 acre

Ownership: City

Planning Area: 1

Facilities

- Picnic tables
- Barbecue
- Par course stations



Description

Located adjacent to the Genentech campus, the park is accessed via the Bay Trail if you walk, or via Forbes Boulevard by car. On clear days, there are excellent views east across the bay the East Bay as far as Mt. Diablo, south down the Peninsula, and north to San Francisco. Fishing is common along the rocky shoreline of this park, and kite sailors and windsurfers sometimes launch from this location as well.



Sellick Park

Appian Way

Type: Neighborhood Park

Size: 7.1 acres

Ownership: City

Planning Area: 10

Facilities

- Open Turf
- Children's Play Area
- Restrooms
- Picnic Tables
- Group Picnic Area (1 reservable)
- Tennis Court (lighted)
- Basketball Court (half court)
- Walking Trail with distance markers
- On-site Parking



Description

Sellick Park is one of the larger parks in South San Francisco. Its facilities are well used, particularly the walking trail. Visitors enjoy the views to lower South San Francisco. The lawn is spacious, and there are single picnic tables as well as a group picnic area; the group picnic area can be reserved by permit and accommodate 50 people. The playground was last renovated in 1998. ADA improvements are needed at the picnic areas as well as the play lot.



Southwood Park

Southwood Drive

Type: Neighborhood Park

Size: 4.2 acres

Ownership: SSFUSD, programmed and maintained by City

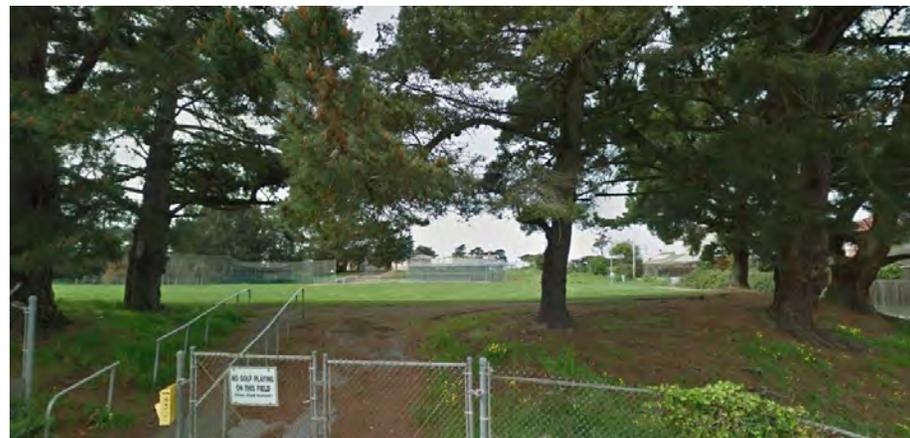
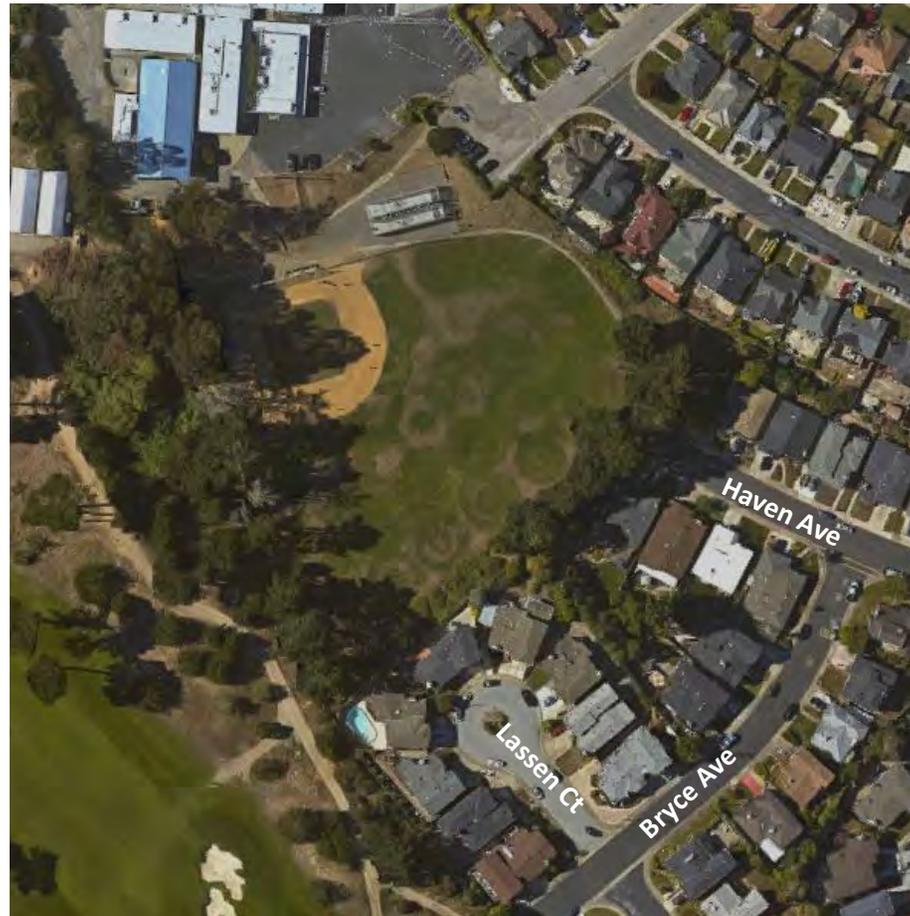
Planning Area: 8

Facilities

- Ballfield (baseball)
- Limited on-site parking

Program

- Recreation Department and Co-Sponsored League baseball



Description

Southwood Park is owned by the South San Francisco Unified School District but programmed and maintained exclusively by the city. It is being improved by private donations as well as investment from the city. This property is proposed to be converted to public park to serve a currently under served area.

Terrabay Recreation Center Park

1121 South San Francisco Dr.

Type: Neighborhood Park
 Size: 3.4 acres
 Ownership: City
 Planning Area: 4

Facilities

- Open Turf
- Children’s Play Area
- Community Building/Gymnasium
- Restrooms
- Picnic Tables
- Tennis Courts (2, lighted)



Description

Constructed in 1997 as part of the Terrabay development and deeded to the city, this facility is a destination for the entire community. It is highly programmed.

Outdoors, there are picnic tables, tennis courts and an open lawn and children’s play area, which was renovated in 2009. For information on the Terrabay Gymnasium, see page 67.



Avalon Memorial Lots

Avalon Dr. & Valencia Dr.

Type: Mini Park
 Size: 1.4 acres
 Ownership: City
 Planning Area: 8

Facilities

- Open Turf
- Walking Trail
- Benches



Description

Purchased from the school district in 1997, this park was dedicated to the memory of six local children who died in an airplane accident in 1982. There is a marble memorial bench. Six magnolia trees planted along Avalon Drive were dedicated in 1982.



Clay Park

Clay Ave. & Dundee Dr.

Type: Mini Park

Size: 0.7 acre

Ownership: City

Planning Area: 9

Facilities

- Open Turf
- Children's Play Area
- Picnic Tables
- Basketball Court (1)
- Hard Court (1)



Description

Clay Park is shady, but well protected from the wind. It is well used by the neighborhood it serves, and is the location for informal neighborhood events such as an annual Easter Egg Hunt sponsored by Winston Manor Homeowners. The park's landscape irrigation, playground, lighting and drainage were last renovated in 1970. Renovations to the play area will be completed in 2015, and drainage problems from the adjacent hillside are being resolved.



Cypress & Pine Playlot

Cypress Ave. & Pine Ave.

Type: Mini Park

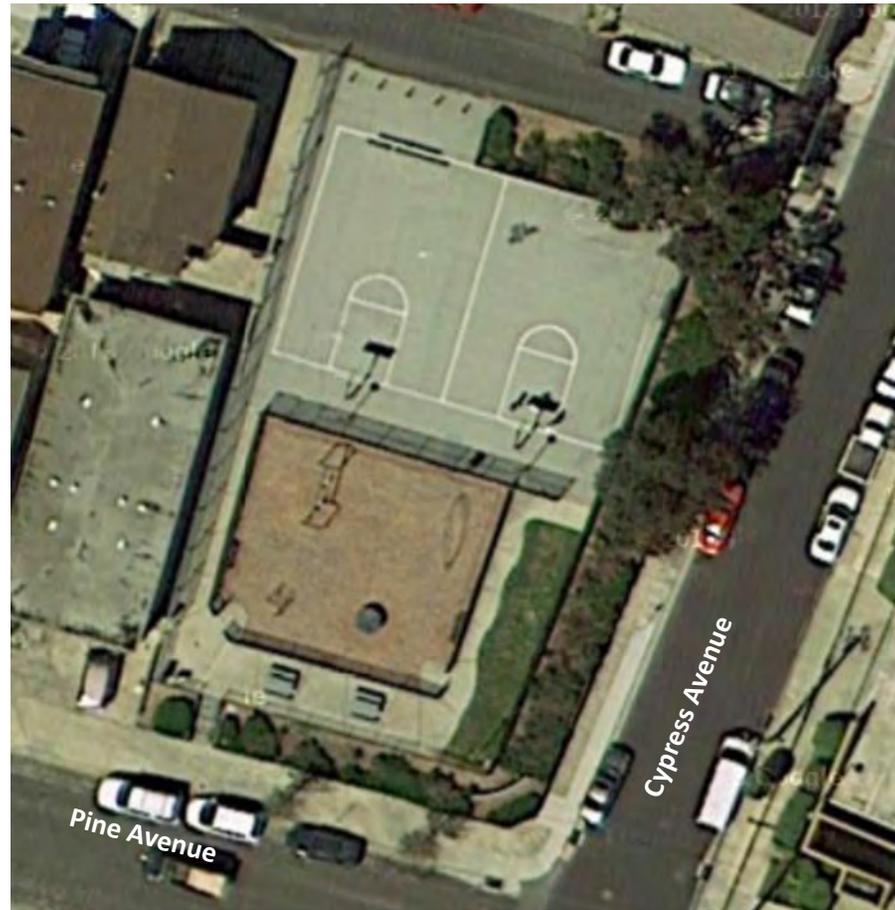
Size: 0.3 acre

Ownership: City

Planning Area: 2

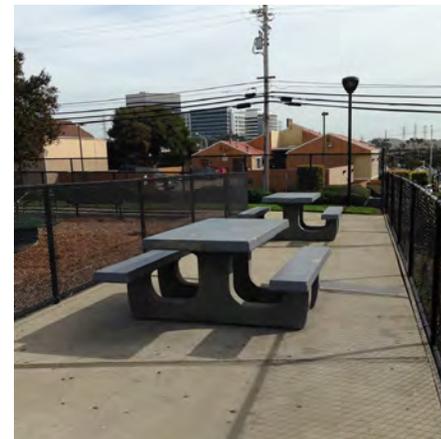
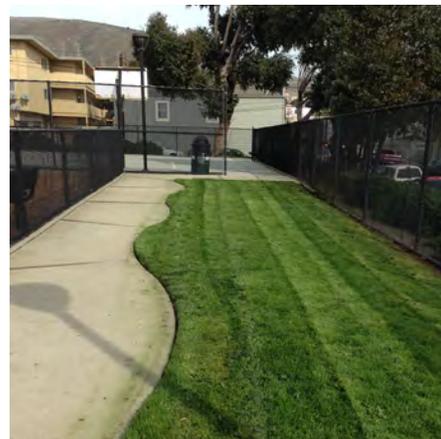
Facilities

- Open Turf
- Children’s Play Area
- Picnic Tables
- Basketball Courts (2 half courts)



Description

Cypress & Pine Park serves a densely populated area of the city. The park was last renovated in 2000. It is above street grade on the southern and eastern sides, hampering visibility from the street. The retaining wall in this area is deteriorating. The basketball courts are heavily used by teens and young adults, but loitering by those groups tends to limit the use of the tot lot, which is scheduled for renovation. There has been interest in establishing community garden at this park. There has also been discussion about relocating the park to a grade level downtown location.



Dundee Playlot

Dundee & Mansfield

Type: Mini Park

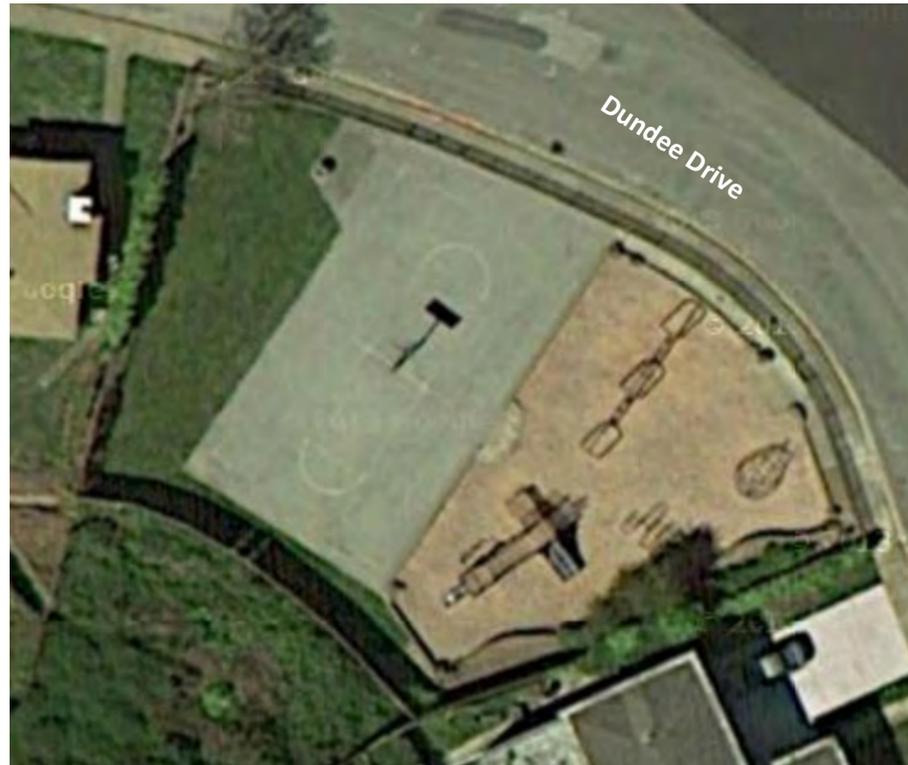
Size: 0.2 acre

Ownership: City

Planning Area: 9

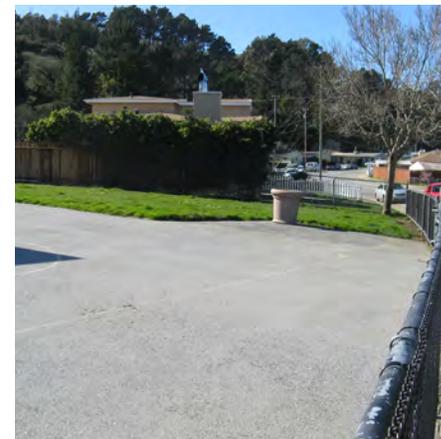
Facilities

- Open Turf
- Children’s Play Area
- Basketball Courts (2 half courts)



Description

Also known as “Winston Manor #5”, this small park includes a children’s play area and half basketball courts. The play area, landscape and irrigation were last renovated in 2002. The park lacks benches, or comfortable parent seating at the play area. The play area also lacks separation from the street; it is scheduled for renovation in 2017. The turf area is primarily used for dog exercise. Play equipment was replaced in 2002. Basketball standards are in poor condition, with one backboard missing.



Elkwood Park

Elkwood Dr. & Duval Dr.

Type: Mini Park

Size: 1.6 acres

Ownership: City / PUC Easement

Planning Area: 9

Facilities

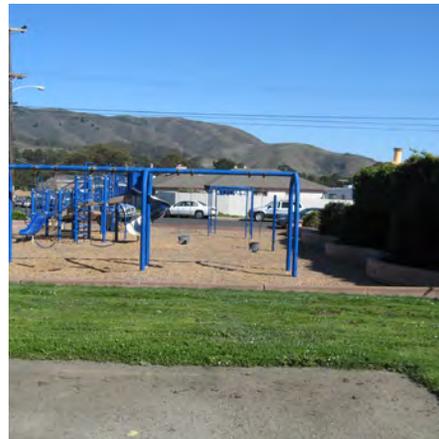
- Open Turf
- Children’s Play Area
- Picnic Tables
- Basketball Courts (2)



Description

Also known as “Winston Manor #1”, this is the largest park in the Winston Manor neighborhood. It was constructed in 1963. Its basketball courts and play area are heavily used by neighborhood residents. Partially located over the PUC easement, pedestrian access to the park is enhanced by connections to adjacent segments of the easement. The open turf over the easement is a popular dog exercise area. Play equipment was last replaced in 1999, and a partial renovation will be completed in 2015. Protective fencing between the play area and street is lacking. Parent seating is available only on the seatwall at the play area.

The hardscape picnic area has only one table and lacks additional amenities or landscaping.



Francisco Terrace Playlot

Terrace Dr. & S. Spruce Ave.

Type: Mini Park

Size: 0.3 acre

Ownership: City

Planning Area: 6

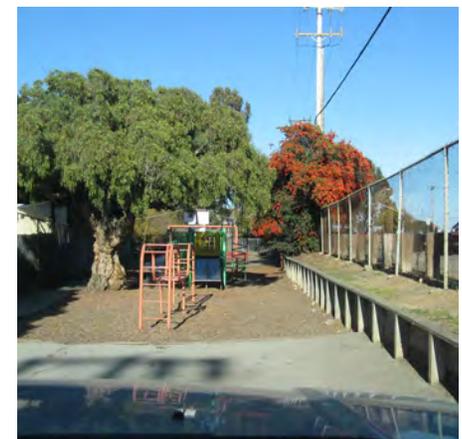
Facilities

- Children's Play Area
- Basketball Court (1)



Description

Renovation of the Francisco Terrace Playlot, last undertaken in 1998, will be completed in 2015. The park, located adjacent to Centennial Way, sits below the grade of S. Spruce Street, and visibility into the park is an issue. While there is stairway access from South Spruce Avenue to this park, the only ADA compliant access is from Terrace Drive. The renovated park will include exercise and fitness equipment for adults, basketball, and a playlot for children.



Gardiner Playlot

Gardiner Ave. & Randolph Ave.

Type: Mini Park

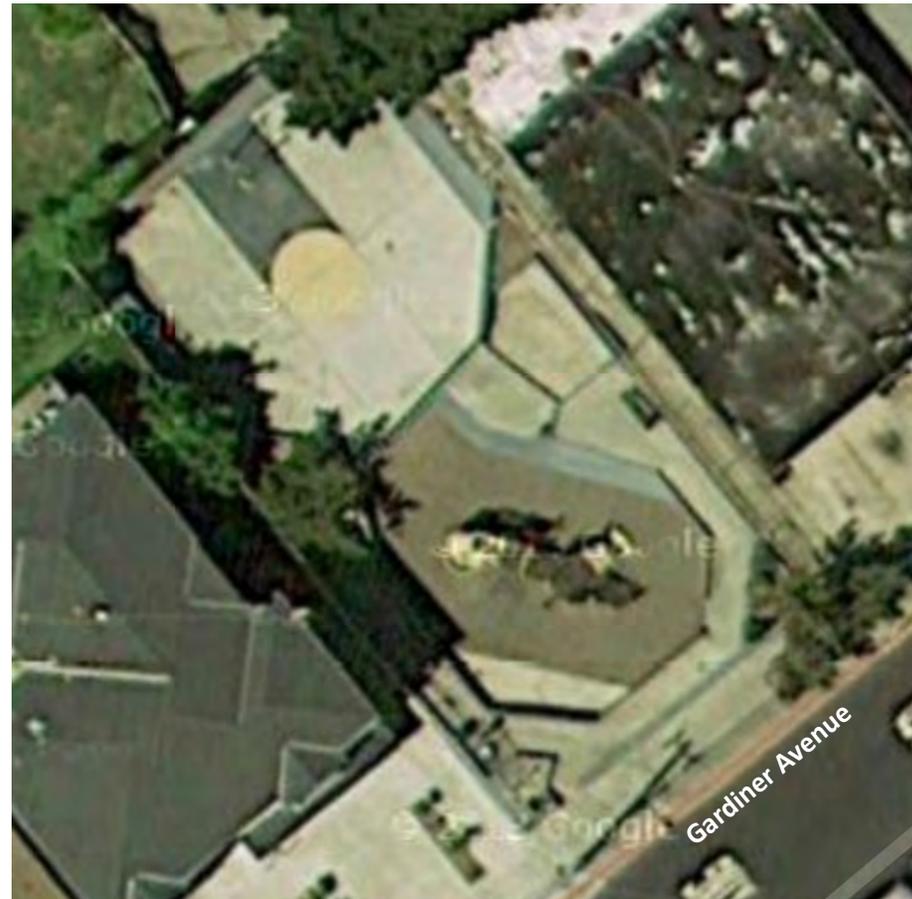
Size: 0.1 acre

Ownership: City

Planning Area: 2

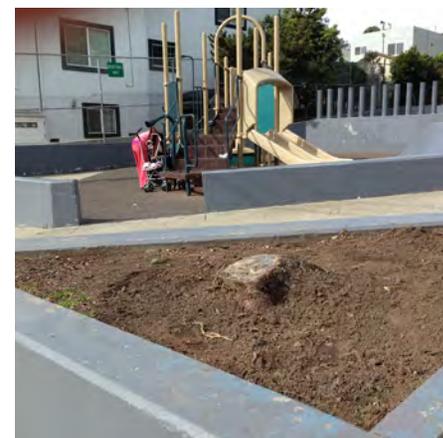
Facilities

- Children's Play Area
- Basketball Court (half court)



Description

Gardiner Playlot is well used as it is the only playlot serving the surrounding neighborhood. The playground was last renovated in 2006. The half court basketball at the rear of the park is not heavily used. Primarily hardscape, the walls and ramps have become an informal skate spot.



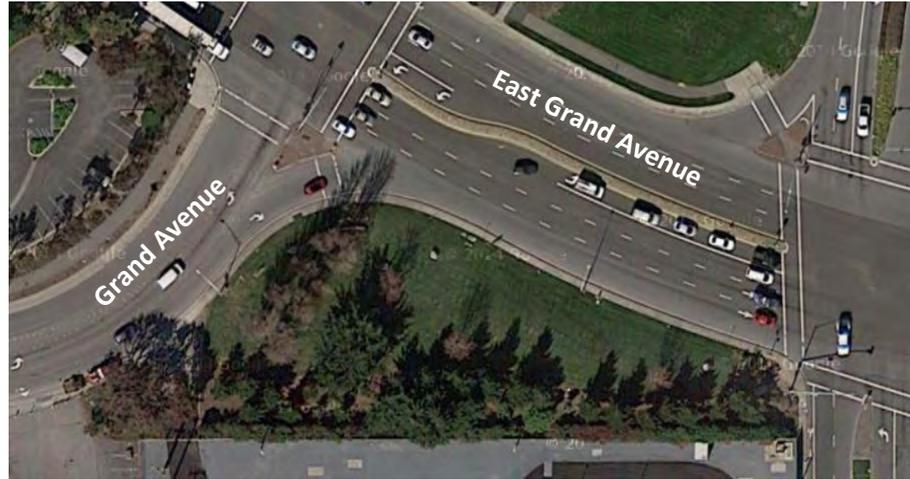
Jack Drago Park

East Grand Ave. & Gateway Blvd.

Type: Mini Park
 Size: 0.8 acres
 Ownership: City
 Planning Area: 1

Facilities

- Open Turf
- Landscaping
- Bench



Description

Dedicated to the former Mayor, Fire Chief and Council Person Jack Drago, this park was constructed in 1998. The park provides green relief at a busy intersection. It screens the PG&E power station. There is a bench at one end of the park providing a stopping spot for pedestrians. With high visibility on a very busy street, this could be an ideal location for a signature art piece.



Newman and Gibbs Playlot

Newman Dr. & Gibbs Way

Type: Mini Park

Size: 0.2 acre

Ownership: City

Planning Area: 9

Facilities

- Open Turf
- Children’s Play Area
- Picnic Table
- Basketball Court (2 half courts)



Description

Also known as “Winston Manor #3”, Newman and Gibbs Playlot is a small, neighborhood serving park. The park was last renovated in 2002, with improvements to the playground, landscape and irrigation. The play equipment is in fair shape. The basketball standards are in poor shape. Generally, this park is underutilized, and is used primarily for dog exercise.



Paradise Valley Pocket Park

Hillside Blvd.

Type: Mini Park
 Size: 1.1 acres
 Ownership: City
 Planning Area: 3

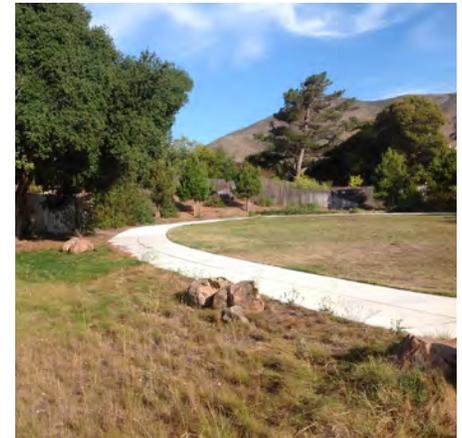
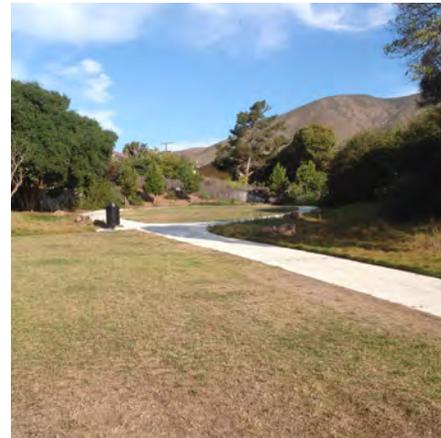
Facilities

- Walking Trail
- Open Turf



Description

Paradise Valley Pocket Park was constructed in 2013. This passive use park is located behind homes on Hillside Blvd. and Hemlock Avenue, with access from Hillside Blvd. The park consists of a lawn, walking path and bench.



Siebecker Playlot

Tamarack Lane & Elm Court

Year Constructed: 1952

Last Renovated: 2013 (playground)

Type: Mini park

Size: 0.6 acres

Ownership: City

Planning Area: 3

Facilities

- Playground
- Lawn
- Parking at the neighboring pre-school



Description

Siebecker playlot is adjacent to Siebecker Center Preschool. The playlot and facility were constructed in 1952, and the playlot was last renovated in 2013. It is available to the public when not in use by the preschool; the pre-school has exclusive use 2-hours per day on week days which is controlled by signage and staff supervision.

For information on the Siebecker Center, see page 69.



Wind Harp Park

Grandview Dr.

Type: Mini Park
 Size: 0.5 acres
 Ownership: City
 Planning Area: 1

Facilities

- Open Turf
- Public Art “Wind Harp” by Aristides and Lucia Demetrios
- Walking Trail
- Benches



Description

Constructed in 1967, acquired by the city in 1996, and located atop a hilltop East of Highway 101, the 100-foot tall Wind Harp is one of the largest aeolian harps in the world. The harp is visible from many points in the Bay Area.

In addition to the harmony created by the steel beams as they reverberate in the wind, the sculpture was designed to cast interesting shadows.

Visitors to the park can also enjoy excellent views of the Bay and surrounding areas.

The park is not ADA accessible.



Zamora Park

Zamora Dr.

Type: Mini Park

Size: 0.7 acres

Ownership: City

Planning Area: 8

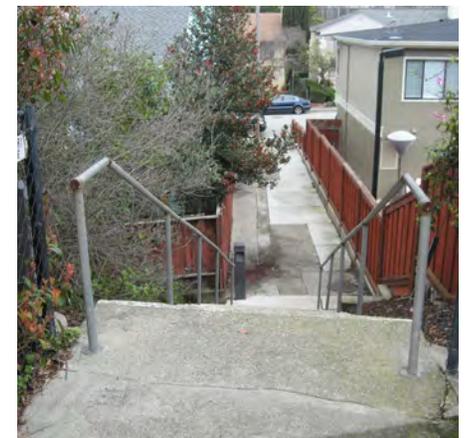
Facilities

- Open Turf
- Children’s Play Area
- Picnic Tables
- Drinking Fountain



Description

This is a well cared for and well used neighborhood serving park. Ornamental fencing protects the park from the street. Play equipment is in good shape. The park was last renovated in 2002, including landscape and irrigation improvements, and replacement of the play equipment. While access is good from Zamora Drive, the stairway access from Granada Drive is not ADA accessible. The Zamora Drive cul-de-sac affords adequate parking.



Centennial Way Trail

SSF BART to San Bruno BART

Type: Linear Park

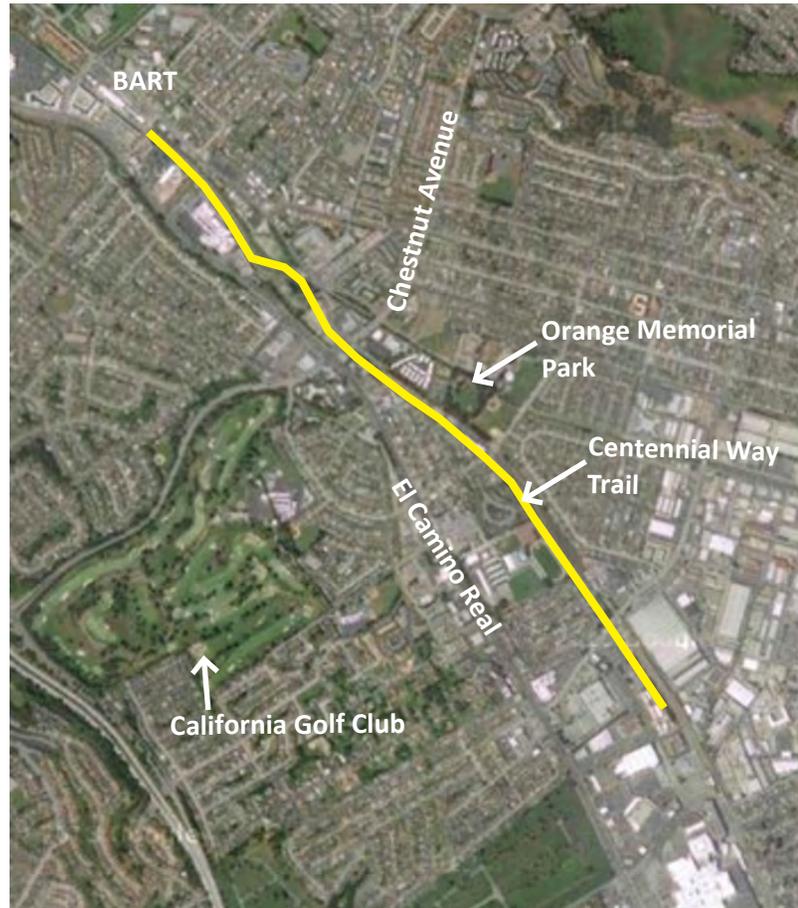
Size: 16.0 acres (3 miles)

Ownership: BART (Permitted use)

Planning Areas: 5, 6, 7

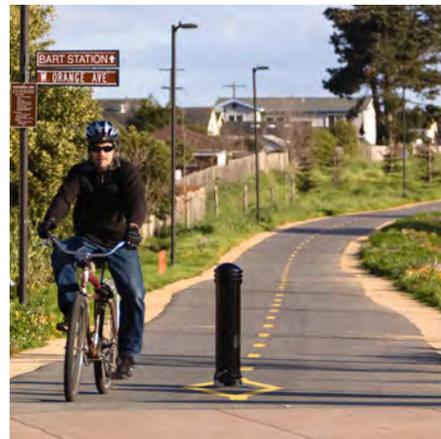
Facilities

- Bicycle and Pedestrian Trail
- Dog Park (see separate listing)
- Seating and Landscaping



Description

Constructed in phases, in 2008 and 2009, this popular trail links the South San Francisco and San Bruno BART Stations, traversing South San Francisco from northwest to southeast. Pedestrians, cyclists and dog walkers frequent the trail. As the trail follows the BART right-of-way, there are opportunities for creating nodes with additional amenities, such as fitness equipment, additional seating, or usable lawn areas. Improved landscape and lawn would require installation of additional irrigation.



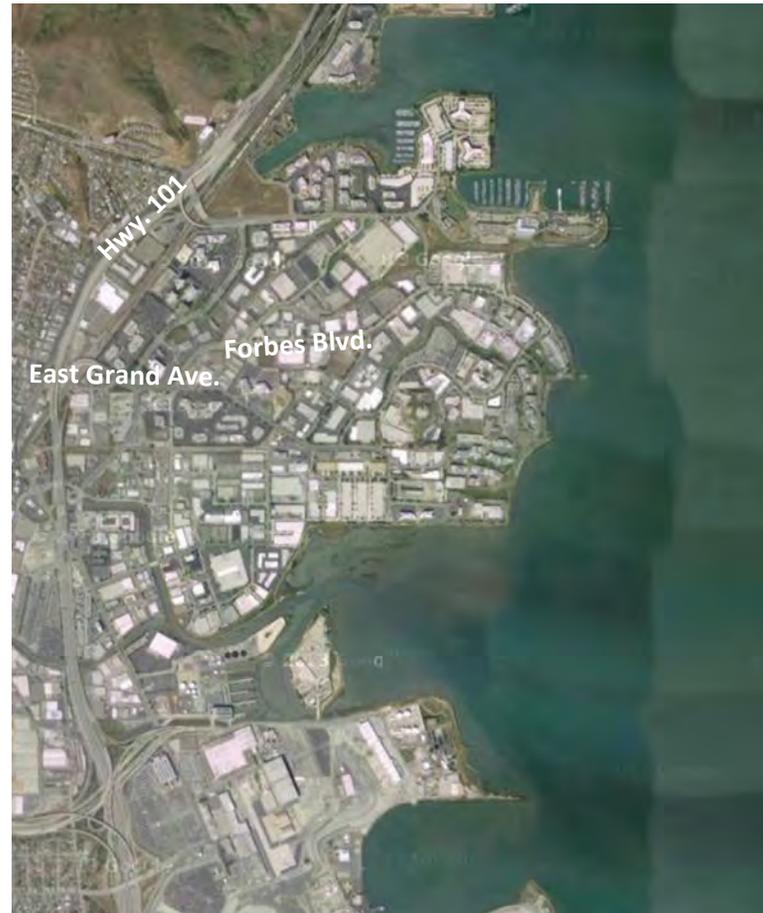
San Francisco Bay Trail

Bayside - South San Francisco
Eastern Shoreline

Type: Linear Park
Size: 6 miles / 10.3 acres
Ownership: Various neighboring property owners
Planning Area: 1

Facilities

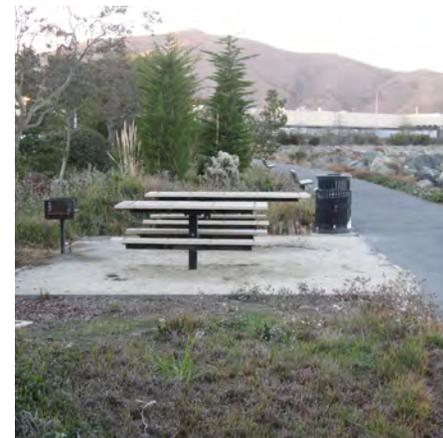
- Bicycle Pedestrian Trail
- Picnic Tables
- Barbeques
- Benches



Description

The South San Francisco portion of the San Francisco Bay Trail is continuous, and extends for 6 miles along the bayfront. It is heavily used by employees of local businesses and residents alike. Access to this popular amenity is difficult for pedestrians and bicyclists because Highway 101 acts as a barrier.

The Bay Conservation and Development Commission (BCDC) has agreements with adjacent property owners who are responsible for maintenance.



Sister Cities Park

Between Orange Ave. & Spruce Ave.

Type: Linear Park
 Size: 1.7 acres
 Ownership: City
 Planning Area: 6

Facilities

- Walking Trail
- Benches

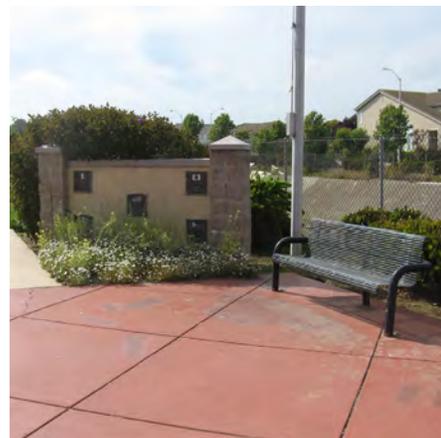


Sister Cities

- Atotonilco El Alto, Mexico
- Kishiwada, Japan
- Lucca, Italy
- Pasig City, Philippines
- Saint Jean Pied de Port, Basque region

Description

Dedicated to South San Francisco’s sister cities in Mexico, Japan, Italy, the Philippines and the Basque region, this linear park was constructed in 1999. It consists of a walking trail along Colma Creek. It is accessible at either end, or from the south on S. Magnolia Avenue. Although it is visible from North Canal Street, it is not easily accessible, as there are no crossings of the Colma Creek channel. It is a popular dog walking trail, connecting to Orange Park at its west end.



Centennial Way Dog Park

Antoinette Lane, Memorial Drive & Centennial Trail

Type: Specialty Park

Size: 1.4 acres

Ownership: City/BART

Planning Area: 6

Facilities

- Dog Exercise Area
- Public Art
- Parking Lot



Description

An enclosed area for exercising and socializing dogs, this park is a popular amenity along Centennial Way, with areas for large and small dogs. The park was constructed as part of Centennial Way and opened in 2009. It is adjacent to Orange Memorial Park, with restrooms accessible nearby.



Community Garden

Commercial Avenue

Type: Specialty Park

Size: 0.6

Ownership: City

Planning Area: 6

Facilities

- 28 plots
- Storage shed
- Water spigots
- Toilet (portable)



Description

Constructed in 1984, the community garden is extremely popular with residents. 28 plots are available to South San Francisco residents, and residents can rent plots from the city on an annual basis; residents must supply their own tools and gardening supplies.

The gardens are located in a locked fenced area.



Orange Memorial Park Sculpture Garden

In Orange Memorial Park, at Tennis Drive

Type: Specialty Park

Size: 0.7 acres (included in Orange Memorial Park acreage)

Ownership: City

Planning Area: 6

Facilities

- Sculptures
- Walking path
- Benches
- Landscaping



Description

Added to Orange Memorial Park in 2003, the Sculpture Garden won the California Parks and Recreation Society's Award of Excellence. The Sculpture Garden is a South San Francisco treasure, reflecting the value that the community places on public art. A meandering path allows for enjoyment and contemplation of the sculptures and the landscape.



Sign Hill Park

Access at Poplar Ave., Spruce Ave. and Ridgeview Ct.

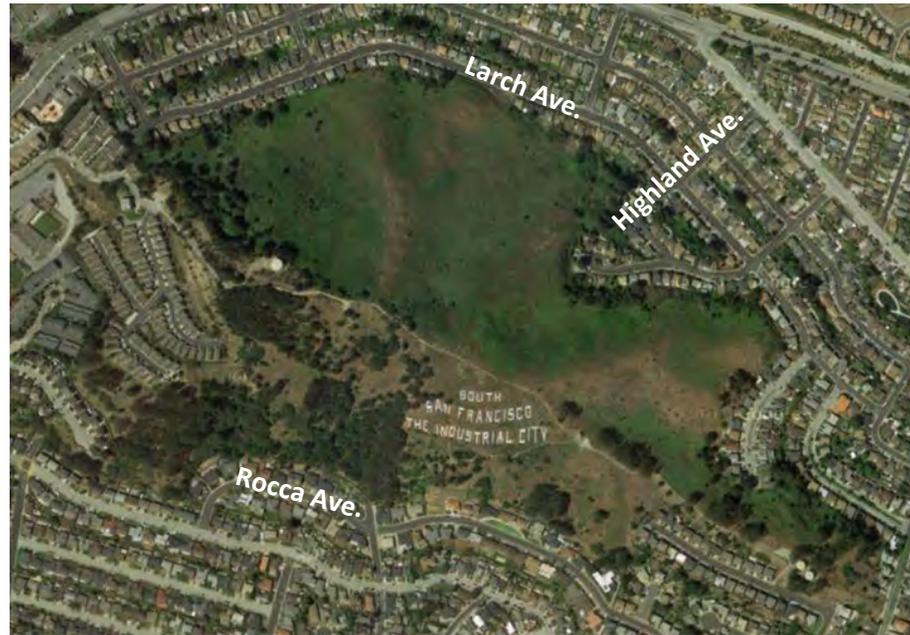
Type: Open Space
 Size: 44.7 acres
 Ownership: City
 Planning Area: 3

Facilities

- Walking Trails

Description

Home to the iconic “South San Francisco The Industrial City,” sign, this passive open space the largest park in South San Francisco. The city owned park is located on the southern and western portions of the hill, with the north and



eastern portions presently zoned for residential. The original sign was painted on the grassland hillside in 1923, and in 1929, was converted to concrete letters measuring approximately 60 feet in height.

In 1996, the sign was registered in the National Registry of Historic Places. South San Francisco resident Mr. Alphonse ‘Al’ Seubert planted thousands of trees which form the groves that exist there now.

Sign Hill, along with San Bruno Mountain comprise an intact, healthy grouping of native Franciscan grassland habitat, and is home to three rare and endangered species, the Mission Blue, Callippe Silverspot and San Bruno Elfin butterflies.

Recreation uses are limited by habitat conservation concerns. The park is traversed by five signed and distance marked trails, totaling almost 2 miles. The trails are rustic and steep, but the views are spectacular and the biodiversity is unusual. Access points are limited to three locations, and only Ridgeview Court has a small number of off-street parking spaces.

The park is also the location of the city’s Christmas tree, which is lit during the holiday season.



Oyster Point Marina Park

Oyster Point Blvd.

Type: Open Space / Special Use Facility

Size: 4.7 acres

Ownership: City of SSF; Administered by San Mateo County Harbor District

Planning Area: 1

Facilities

- Open Turf
- Walking Trails
- Benches
- Picnic Areas
- Live-aboard boat docking
- Marina
- Pier
- Beach
- Ferry Building
- On-site Parking



Description

Oyster Point Marina Park is partially maintained by the city. It provides public access and a number of water-related amenities. The Marina is operated by the San Mateo County Harbor District.

Ferry service from this marina is available weekdays between Alameda and Jack London Square in Oakland. A free shuttle is available from the marina to 19 different employers in South San Francisco.

Construction of a new public restroom is scheduled for 2015.



Common Greens

Type: Common Greens
 Size: 49.1 acres
 Ownership: City

Common Greens Fund

The Common Greens Maintenance Districts are funded from property tax assessments on 2600 residential parcels. The Common Greens Fund covers park maintenance and some CIP projects. There are 4 Common Greens Maintenance Districts: West Park 1, 2 & 3, Greenview Commons, Stonegate Ridge, and Willow Gardens.

Greenview Commons

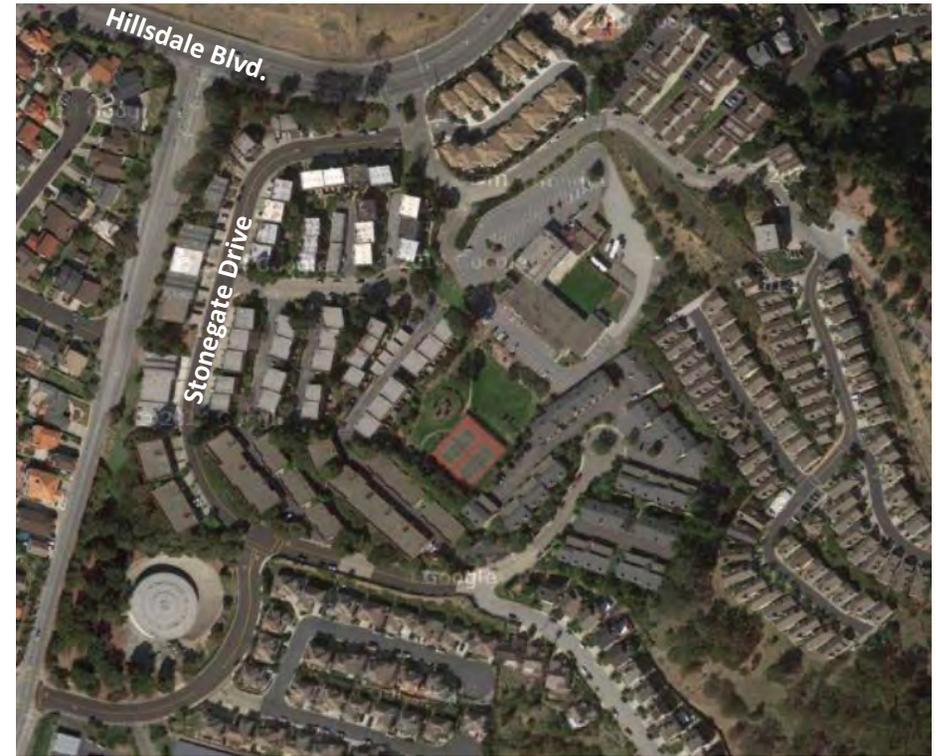
Bounded by Westborough Blvd., Gellert Blvd. Olympic, and Wexford Dr.

Facilities

- Open Turf
- Walking Trails
- Benches
- Playlot (1)

Description

Greenview Commons consists of 4 green strips between houses in the Westborough neighborhood, south of Westborough Blvd. It has walking paths and 1 playlot, which was renovated in 2012.



Stonegate

Stonegate

Bounded by Chestnut Ave., Hillside Blvd., Ridgeview Ct. and Sunset Ave.

Facilities

- Open Turf
- Walking Trails
- Tennis Courts (2, lighted)

Description

Stonegate Common Greens consist of 7 green strips between houses in the Stonegate neighborhood. It has walking paths and hillside stairs, as well as open turf and two tennis courts. The tennis courts were fully renovated in 2013.



Greenview Commons

Westpark 1, 2 & 3

Bounded by Westborough Blvd., Gellert Blvd., and King Dr.

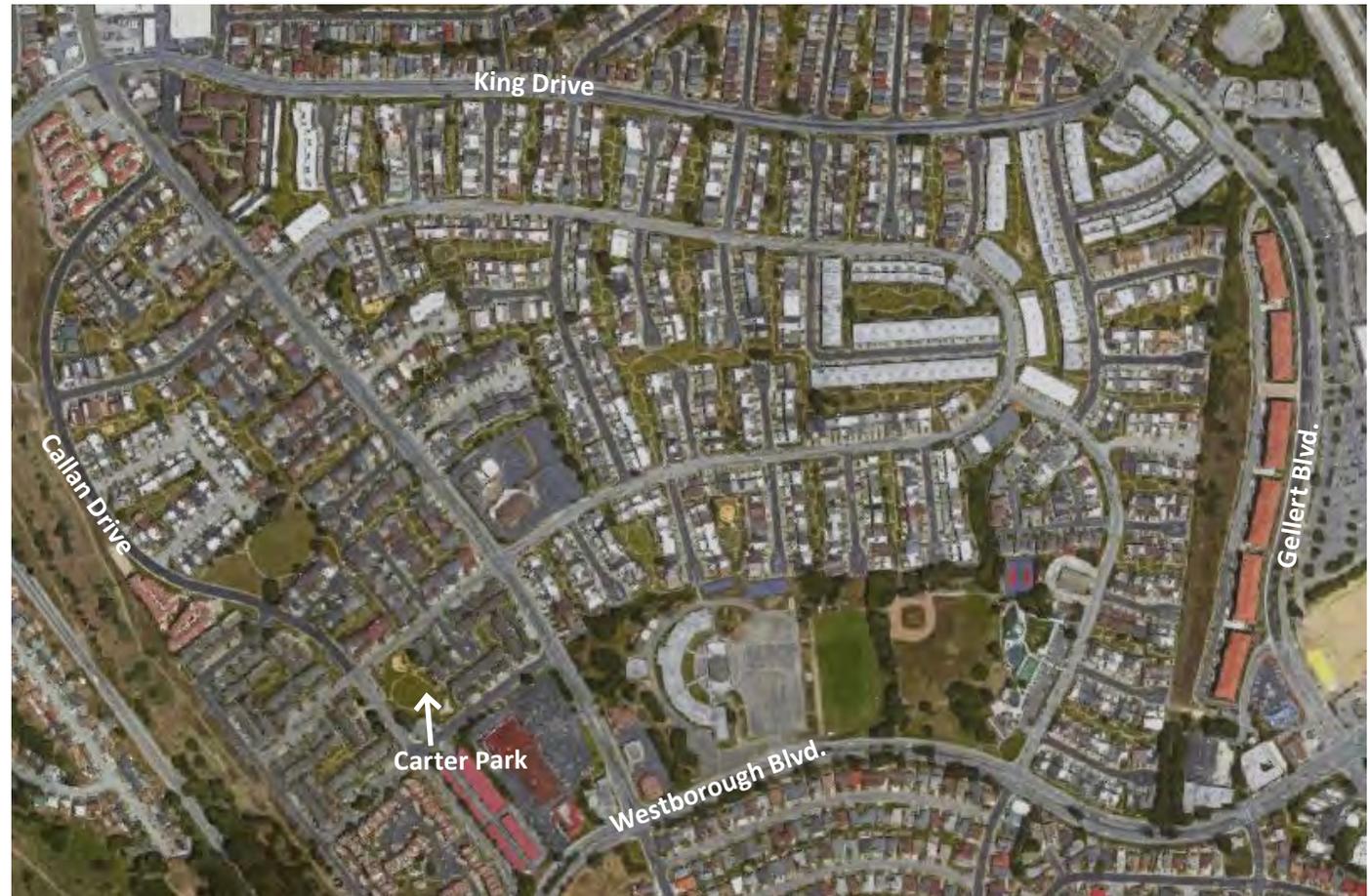
Facilities

- Open Turf
- Walking Trails
- Benches
- Playlots (9)
- Small Concrete Stage
- Parking

Description

Westpark Common Greens consist of 54 green strips between houses in the Westborough neighborhood. It is well appointed with many walking paths and benches, and 9 playlots. Two playlots were renovated in 2012.

Carter Park (sometimes referred to as “Callan Park”), included in Westpark Common Greens, is a fairly large open area. There is ample on-site parking in two parking lots. The park has a few amenities, such as a playlot and an informal concrete stage area. It is lacking in benches or picnic facilities, and although the turf area is large, it is not very usable for active sport or recreation. The park lacks wind protection.



Westpark 1, 2 & 3



Willow Gardens

Bounded by Willow Ave., Nora Way, Susie Way and Brusco Way

Facilities

- Open Turf
- Walking Trails
- Playlots (2)



Willow Gardens

Description

Willow Gardens Common Greens consist of 7 green strips between houses in the Sunshine Gardens neighborhood, including two areas of open turf, two playlots, and three landscaped parking islands. The playlot areas are scheduled for renovation in 2015+.



Joseph A. Fernekes Recreation Building

Type: Community Facility

Size: 6,363 SF

Ownership: City

Planning Area: 6

Description:

The multi-purpose building was constructed in 2008, and includes a 3,600 SF main room with an open floor plan, and movable walls to divide the space. The room has large windows with views into the park that creates a beautiful event space for 150 guests. The maple floor, adjacent commercial kitchen, and outdoor patio with a gas barbecue create a very attractive space for private events such as receptions, family celebrations, and birthday parties.

The room is also used annually for ten weeks of summer camp with 110

kids in attendance. As there is very limited storage, the weekly camp is packed up at the end of every week to make the space available for weekend rentals. There is also no designated staff meeting space, so the lobby area is used for this purpose. The room is also a popular space for classes such as karate and tai chi. The building is accessible, has ample parking, and houses the Childcare Administration. There is a need for additional storage and staff meeting space.

Orange Memorial Park is described on pages 22-24.



Orange Memorial Pool

Type: Community Facility

Size: 10,000 SF

Ownership: City

Planning Area: 6

Description:

The indoor pool (natatorium) was constructed in 1970 and provides year-round swim lessons, recreation swim, and competitive team training. The pool is a 25-yards with 6-lanes featuring a one-meter springboard, sauna, spectator seating, pool lift, and shower and locker facilities. There is a shallow lesson area of 2'-6" to 3'-6" ft. The pool is maintained at a comfortable 84 degrees. Relative to demand, the size of the pool limits program offerings, which is compounded by restricted weekend hours (closed

Sundays). Despite its age and design, pool attendance in 2014 totaled 45,000 participants, averaging 147 swimmers per day.

This 44 year-old swim building has served the community well; however, the building and pool are in need of upgrades. The pool and building are dated in design and functionality. Notably, there is no zero-depth "beach" access or ADA access. There is also no warm water (86-88°F) area for preschool (and younger), or for senior citizen

recreation. The pool does not have features to attract family swim, however, water toys are permitted. Aquatic programs include: lap swim, swim lessons, lifesaving, health and safety water classes, recreational swim, and swim team practices and dual meets. South San Francisco Aquatics Club (SSFAC) is co-sponsored by the Recreation Department and provides a year round competitive program with team workouts at the center. The team averages 110 swimmers and is at capacity. The Fire Department performs occasional water rescue training exercises at the pool.

The swim center building has recently undergone a partial face lift, including relocation of the first aid room, renovation of the office areas and staff locker room, painting of the lobby and portions of the natatorium, energy efficiency

upgrades to the pump room, and shower room improvements. Nonetheless, functionality of the facility is not optimized. For example, locker rooms need further updating and mirrors, there is very limited deck space, no family changing locker rooms, and overhead lighting needs retrofitting. The lobby serves as rented birthday party and event space; there are two rental periods per Saturday. The income from the event rentals helps to offset operating costs.

Orange Memorial Park is described on pages 22-24.



Municipal Services Building

33 Arroyo Dr.

Type: Community Facility

Size: 120,000 SF

Ownership: City

Planning Area: 9

Description:

The Municipal Services Building, a remodeled department store, is located on a highly visible corner lot. Renovated in 1981, the facility consists of multi-use and adaptable spaces within the confines of the floor plan. The building houses shared city services, including city administration, police department, council chambers, fire department, and underground parking, in addition to parks and recreation offices, recreation classes and programs space, garden style atrium, meeting rooms, and a social hall.

Facilities:

- Council Chambers
- Meeting and Program Rooms
- Marie Peterson Room
- Social Hall
- Large Kitchen (2)
- Atrium
- Belloni Room
- Butterfly Room
- Betty Weber Room
- Dance Studio
- Recreation Administration

Program:

The Municipal Services Building includes multi-use rooms scheduled for classes, programs, cultural arts, rentals, special events and administrative offices. The rooms are busy with programming until 10pm weeknights and rented for social events on weekends until 1am. Public art is displayed in a juried art showcase. There are several meeting rooms with seating capacity ranging from 20-50.

The atrium is a garden-style lobby with capacity for 50-120 guests, depending on the number of adjoining rooms used. The atrium has 10 tables for spending quiet time, homework, knitting, or waiting for a program. It is rented to a church group every Saturday and can accommodate up to 140 persons for special events such as the Senior Health Fair and annual Halloween event.



City Council Chambers is an auditorium style space used for Council meetings, youth art shows, city trainings, and public meetings. The room capacity is 92 seated.

The Social Hall is intended for large social gatherings with its natural birch dance floor and attractive arched windows. There is capacity for 300 seated and is connected to the full-service kitchen. The space is used for group exercise, ballroom dance classes, and weekly Fil Am club meetings, and is a very popular weekend venue for receptions and social events.

The kitchen supports Atrium activities and rentals, and is used for cooking classes and camps. The kitchen accommodates 12 participants.

The dance room has a sprung floor and bars for ballet and dance classes. The room's dimensions do not



support the demand for enrollment in movement and dance classes. Tai Chi and exercise classes have a capacity of 15 participants. The ballet program has 200 enrollees, with classes scheduled from 3pm-9pm to serve the demand.

There are several multi-use meeting rooms in the building. These rooms are scheduled for meetings, piano and music classes, art, knitting, craft programs, and art shows. The Marie Petersen Room is used for the pre-school program and also hosts exercise, dance, yoga, cultural arts, ballet and tap. The room has mirrors but limited storage.

The facility is at full capacity for programming, and additional space is needed. Seismic safety is also a concern, and the building is undergoing a seismic evaluation to determine compliance and modifications, if required.



Westborough Park Recreation Building and Preschool

Type: Community Facility

Size: 8,600 SF

Ownership: City

Planning Area: 10

Facilities:

- Multi-Use Room
- Activity Room
- Kitchen
- Music Room
- Playground
- Restrooms

Description:

Located in the Park are the Westborough Park Recreation Building and the Westborough Preschool modular building. The Westborough Park Building, constructed in 1988, is a multi-use building with three activity spaces; there is one large room, an adjoining activity room which is divided by a kitchen and barn doors. Weekdays the facility is used for pre-school and classes, and weekends it is rented and programmed for recreational classes. The large room seats 150. The modular building houses a licensed, pre-school program. The site features a new preschool playground, which is open to the public when not reserved for preschool, and a garden area for the preschoolers.

Program:

The Recreation Building is a popular rental facility for birthdays, receptions, and graduations, and is rented nearly every Saturday. The Westborough Preschool became the city's second licensed preschool site in 1988. The preschool was originally located in the Recreation Building, and was relocated to a modular classroom building added to the site in October 2002. The program experienced growth in the Spring of 2005 and it expanded into the Westborough Park Building. The program operates year round. The preschool program in the modular building is licensed and cannot be used as a shared facility with other programs.

The capacity of the licensed preschool program is 59 children enrolled in either a full or half-day program. The childcare program has slightly over a 100% cost recovery and there remains a minimum two-year waiting list.

Westborough Park is described on page 25.



Terrabay Gymnasium

1121 South San Francisco Dr.

Type: Community Facility

Size: 158,500 SF

Ownership: City

Planning Area: 4

Facilities

- Basketball (indoor)
- Weight training room
- On-site Parking



Description

Constructed in 1998 as part of the Terrabay development and deeded to the city, this facility is a destination for the entire community. It is highly programmed and maintained.

Recreation building has a full-court gymnasium, small fitness room, and two event spaces located in a park setting.

Outdoors, there are picnic tables, tennis courts and an open lawn and children’s play area.

Terrabay Recreation Center Park is described on page 38.

Program:

Terrabay Gymnasium was opened in 1998 and funded through developer fees. Programming ends at 10 PM and no alcohol may be served in consideration of nearby homes and residents. The facility features a full-court gym, two meeting/event rooms (one with a commercial kitchen), and an outdoor patio area with a view, which are all available for private rental. The Iris and Poppy rooms together accommodate up to 80 attendees when combined for birthday parties, receptions, and meeting purposes. The facility is open daily from 9am – 10pm. The gym supports a variety of

sport activities including adult and youth basketball leagues, practices, and drop-in play. Badminton and volleyball are also offered. The RAPP after-school sports program meets here providing youth basketball leagues and clinics. Gymnastics program is also offered. During the summer, the facility is used for sports summer camps with attendance ranging from 96 to 110 campers per week. The gym is also used for the 6th grade school dances. Alta Loma, Parkway Heights, and Westborough Middle Schools all practice in the gymnasium. Middle School sports practices are provided for those students who attend.

There is a small exercise equipment area.



Magnolia Center

601 Grand Ave

Type: Community Facility

Size: 22,400 SF

Ownership: City

Planning Area: 2

Description:

The 1925 landmark elementary school building was extensively renovated in the 1930's to create the senior center. Last renovated in 1988, the facility is home to the city's senior programs and Adult Day Care Center and is conveniently located adjacent to a senior housing complex.

Facilities:

- Licensed Adult Day Care Area
- Banquet room
- Kitchen
- Fitness room
- Billiard room
- Wood floor studio with mirrors
- Classroom space
- Activity room with sinks
- Office spaces
- ADA accessible with elevator
- Parking is limited at this site
- Patio space is available at Adult Day Care

Program:

The Magnolia Center is a traditional, full-service senior center offering a wide variety of programs, social services opportunities, and activities, located in a 3-story building. A weekday noon nutrition program, with transportation to and from this program, is a popular service. Services are extensive and examples include insurance counseling, housing services, legal assistance, and tax preparation. Programming varies from exercise classes to billiards, bingo, tai chi, yoga, knitting, crafts, and excursions. Educational presentations and computer training are offered, in addition to English as A Second Language. A majority of these programs and services are offered free to the user. AARP meetings and senior center organizations meet in several of the meeting rooms available to

them. The Center is open 9am – 3pm Monday through Saturday and Sunday from noon to 3pm.

Attendance at the licensed Adult Day Care center ranges from 13 to 20 participants per day and is not a typical program for a city to offer. The Adult Day Care Center operates Monday through Friday from 9am – 3pm. Services offered through the Adult Day Care program include:

- Supervision
- Assistance with daily living tasks to support independence
- Adaptive equipment for activities of daily living
- Structured activity programs
- Entertainment
- Exercise
- Special events
- Transportation
- Lunch

The Magnolia Center has a basement, which if renovated, could provide additional program space.



Siebecker Center

510 Elm Ct.

Type: Community Facility

Size: 3,000 SF

Ownership: City

Planning Area: 3

Description

Licensed preschool site for the city.

Facilities

- Preschool
- Garden
- Playground
- Trike track

Program

The Siebecker School is the site of one of two public preschools in the South San Francisco Parks and Recreation Preschool Program. The licensed preschool program is for children ages 2 ½-5 years and is offered year round, Monday – Friday with full and half day sessions.

The building was constructed in 1952. In 1986, the public preschool opened at this location; the pre-school has exclusive use 2-hours per day on week days which is controlled by signage and staff supervision. The center was renovated in the spring of 2011 to increase its capacity. It is licensed for 55 children and is at capacity. It currently has a two-year waiting list. The kitchen was remodeled two years ago to support the program.

The preschool program has exclusive use of the building as required by licensing. The building includes a science room, staff restrooms, laundry room, and storage spaces. There is a garden area, trike track and outdoor playground. The Playground is shared with the public when not in use by the preschool.

Siebecker Playlot is described on page 49.



Paradise Valley Recreation Center

Hillside Blvd. & School St.

Type: Community Facility

Size: 3,200 SF

Ownership: City

Planning Area: 3

Facilities

- Recreation Building
- Restrooms

Description

Paradise Valley Recreation Center was built in 1955. The facility is currently operated by the Boys and Girls Club of North San Mateo County, a service organization.

Paradise Valley Recreation Center Park is described on page 34.



Program

The City of South San Francisco provides the space to the Boys and Girls Club for no fee as the club provides a community service through afterschool homework assistance and care. The services are not a licensed program and operate only during afterschool hours. The site provides a safe space with tutoring and homework assistance.

The recreation building has potential for increased programming services, however it will require facility upgrades to address licensing requirements if childcare and/or licensed preschool expansion is to be considered.



Community Learning Center Program

520 Tamarack Lane

Type: Community Facility

Size: 10,000 SF

Ownership: SSFUSD; long term permit to city

Planning Area: 3

English classes, computer, homework assistance, U. S. Citizenship, civic engagement and job readiness classes and programs are offered by the Library (Parks and Recreation utilizes the classrooms). The departments collaborate on some joint programs such as digital literacy and summer programs. The center serves approximately 1,500 children and adults annually. Evening childcare is offered to provide parents an opportunity to participate in the class offerings. An enrichment preschool program is also offered at this site and shares the preschool playground with the city preschool program next door. The preschool room is modern and very functional with dedicated restrooms. Staff have proposed dedicating the Parks and Recreation classroom at the Community Learning Center to licensed preschool with a capacity of 20.

Description

The renovated high school, originally constructed in the 1960's was converted into the Community Learning Center in 1998, and renovated in 2000. Its mission is to respond to the educational needs of the city's multi-cultural residents, providing children and adults enrichment, educational, training and resources.

There is a dedicated computer room and homework study rooms for grades 3 through 5.

Collaborative projects includes partnerships with a wide range of community partners to address the variety of needs and keeping the program offerings affordable as free or for a nominal fee.

Facilities

- Preschool
- Classrooms
- Computer Lab



INVENTORY OF SERVICE PROVIDERS

To estimate the capacity of the market to serve the demand for recreation, an inventory of service providers located within the city was completed. Public, private, and commercial providers appeal to different segments of the recreation market and each are important to the overall delivery of recreation service. When assessing demand and the capacity of the market to serve that demand, non-city service providers must be included in the inventory.

The City of South San Francisco has a diverse inventory of commercial service providers ranging from small childcare facilities to large sports centers for indoor soccer, gymnastics, and badminton. There are very limited health club and fitness facilities. There are many commercial martial arts studios and pre-schools located within the city. Despite the 28 pre-schools and childcare providers, there is still an unmet demand as evidenced by the city’s wait list. This implies a working population with young children who are in need of services during regular working hours. The city has a deficiency of indoor courts (gymnasias) that is not supplemented by other service providers. This shortage results in unmet demand for youth and adult sports (basketball and volleyball). The same is true for wood floor studio space that can be used for group exercise. The two commercial health clubs located in the city have studios and offer yoga and group exercise but that does not meet the demand for public access to these classes and the city does not have sufficient studio space to serve the demand. The commercial service providers are serving the demand for indoor soccer, gymnastics and badminton.

An inventory of service providers follows and additional information is found in the Appendix.

Fitness Clubs & Gyms

Physique Magnifique Fitness (& Gym)

387 Grand Ave, South San Francisco, CA 94080

Boys and Girls Club

201 West Orange Avenue

Dance Studios

Bay Point Ballet

271 Wattis Way

Spark of Creation Studio

1 South Linden Ave, South San Francisco, CA 94080

Tiffany’s Dance Academy

222 Mosswood Way, South San Francisco

Other

Boys & Girls Club of North San Mateo County - South San Francisco Club

201 W Orange Ave, South San Francisco, CA 94080

Bay Badminton Center

1404 San Mateo Ave. South San Francisco, California 94080

Gymtowne Gymnastics

389 Oyster Point Blvd, South San Francisco, CA 94038

The Club House Training Schools – Batting Cages

251 Michelle Ct, South San Francisco

World Cup Indoor Soccer Club

1422 San Mateo Ave, South San Francisco 94080

FullGrip CrossFit

1387 Lowrie Ave, South San Francisco, CA 94080

Martial Arts**Evolve Training Center**

170 S Spruce Ave, South San Francisco, CA 94080

Aikido Yoshinkai

1405 Huntington Ave, South San Francisco, CA 94080

Arceo's Shotokan Karate

113 Hickey Boulevard, South San Francisco, CA 94080

Pacifica Judo Club

201 W Orange Ave, South San Francisco, CA 94080

Academy of Martial Arts-Shotokan Inc

2219 Gellert Blvd, South San Francisco, CA 94080

Bill Grossman's School of Kenpo Karate

114 Hazelwood Drive, South San Francisco, CA 94080

Shisei Aiki Dojo

130 E Grand Ave, South San Francisco, CA 94080

Aquatics

El Camino High School

1320 Mission Road

South San Francisco High School

400 B Street

Preschool & Day Care

Happy Faces Child Care

707 Miller Ave, South San Francisco, CA 94080

Building Kidz

600 Grand Ave, South San Francisco, CA 94080

Mills Montessori School

1400 Hillside Blvd, South San Francisco, CA 94080

The Early Years Preschool

371 Allerton Avenue, South San Francisco, CA 94080

Gateway Child Development Center

(Owned by SSF and operated by the YMCA)

559 Gateway Blvd, South San Francisco, CA 94080

Precious Guidance Preschool and Family Daycare

114 Manzanita Ave, South San Francisco, CA 94080

Urban Sprouts Day School
1165 El Camino Real, South San Francisco, CA 94080

Little Hugs Preschool
740A Del Monte Ave, South San Francisco, CA 94080

Friends To Parents
2525 Wexford Ave, South San Francisco, CA 94080

Temporary Tot Tending
350 Dolores Way, South San Francisco, CA 94080

Children’s Cottage
710 Del Monte Ave, South San Francisco, CA 94080

Hillside Christian Academy
1415 Hillside Blvd, South San Francisco, CA 94080

Academy For Little Minds Daycare
South San Francisco, CA 94080

Drake R W Pre-School Centre
609 Southwood Dr, South San Francisco, CA 94080

On Your Way Quality Family Child Care
415 Alhambra Rd, South San Francisco, CA 94080

Mello Tots Day Care
651 Palm Avenue, South San Francisco, CA 94080

Playful Times Family Daycare
133 Lucca Dr, South San Francisco, CA 94080

Angelitos Family Day Care
1501 Tipperay Ave, South San Francisco, CA 94080

Super Kids Daycare
58 Calvert Ave, South San Francisco, CA 94080

Hispanic Child Care Provider’s Association of San Mateo County
616 Myrtle Ave, South San Francisco, CA 94080

Jubilee Daycare
2445 Tara Ln, South San Francisco, CA 94080

Community Schools
753 Del Monte Ave, South San Francisco, CA 94080

Lil’s Daycare
3255 Oakmont Dr, South San Francisco, CA 94080

Peguitos Daycare
1317 Hillside Blvd, South San Francisco, CA 94080

Morning Star Family Day Care
55 Greenwood Dr, South San Francisco, CA 94080

Family Service Agency of San Mateo County / Leo J Ryan Child Development Center
1200 Miller Avenue, South San Francisco, CA 94080

Study Buddies Preschool
230 So. Spruce Avenue, South San Francisco, CA 94080
650-227-7853

Head Start
1265 Mission Road, South San Francisco, CA 94080
650-871-5613

Eskridge Before & After School Academy (uses Buri Buri Elementary School)
120 El Campo Dr, South San Francisco, CA 94080

Event Venues

South San Francisco Conference Center
255 S Airport Blvd, South San Francisco, CA 94080
(650) 877-8787

Oyster Point Yacht Club
911 Marina Blvd, South San Francisco, CA 94080
(650) 873-5166

Holiday Inn Hotel San Francisco-Intl Arpt North
275 South Airport Blvd, South San Francisco, CA 94080
(650) 873-3550

The State Room Banquet Hall
306 Baden Ave, South San Francisco, CA 94080
(650) 588-4621

Sociedad Mutualista Mexicana Morelos Inc
209 Miller Ave, South San Francisco, CA 94080
(650) 873-3708

South San Francisco Women's Club Inc
400 Grand Ave, South San Francisco, CA 94080
(650) 873-8030

Santo Christo Society Hall
41 Oak Ave, South San Francisco, CA 94083
(650) 873-6124

Dominic's At Oyster Point
360 Oyster Point Blvd., South San Francisco, CA 94080
(650) 589-1096

Elks Lodge
920 Stonegate Drive, South San Francisco, CA 94080
(650) 589-4030

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CHAPTER 5

comparative analysis



5-COMPARATIVE ANALYSIS

The Sports Management Group conducted a comparative analysis of the City of South San Francisco programs, services, and fees with three similar park and recreation departments. Staff considered the municipal departments of Milpitas, Redwood City, and San Bruno as peers in the delivery of recreation and park services. The three cities, all within the San Francisco Bay Area, were chosen based on similarity in population, income level, and demographics. Their Parks and Recreation Departments are similar in structure, as each is responsible for recreation, parks, and facility maintenance. Directors of Recreation, or their assignee, were asked to complete a questionnaire regarding their operations, programming, budgets, and fees. The findings were used to establish a benchmark for the City of South San Francisco.

The benchmark analysis provides insight into how the City of South San Francisco, and specifically the Parks and Recreation Department, compares to other local municipalities. Benchmarking is the process of measuring an organization’s internal processes and then identifying, and adapting desirable practices with the goal of increasing some aspect of performance. The benchmarking data from other cities regarding facilities, programs, and financial operation can be used to: (1) measure performance, (2) establish goals, and (3) develop action plans.

METHODOLOGY

City staff collaborated with the consultant team to select the benchmark departments. The goal was to identify peer departments in the local area that serve as good comparisons for measuring and establishing standards. Participating agencies were directed to an online questionnaire regarding their department’s operations, budget, fee policies, programming, participations, facilities, parks, and planned improvements.

BENCHMARK DEPARTMENTS

All benchmarked departments have responsibility for parks, facilities, and recreation programming. A description of each department and brief summary of the results of the comparative analysis follows. The questionnaire and complete responses can be found in the Appendix. The comparative analysis is summarized in a benchmarking matrix.



Figure 5.1: Map of Benchmarked Cities and South San Francisco (Green)

MILPITAS RECREATION SERVICES



Population: 68,800 (2012)

Description:

Milpitas is located 45 miles south of San Francisco in Santa Clara County in the northeast quadrant of Silicon Valley.

REDWOOD CITY PARKS, RECREATION AND COMMUNITY SERVICES



Population: 79,009 (2012)

Description:

Redwood City is located on the San Francisco Peninsula, approximately 27 miles south of San Francisco and is the county seat for San Mateo County.

SAN BRUNO PARKS & RECREATION

Population: 42,165 (2012)

Brief description:

San Bruno is a city located between South San Francisco and Millbrae, adjacent to San Francisco International Airport and Golden Gate National Cemetery. San Bruno is located approximately 12 miles south of downtown San Francisco. The city spreads from the mostly flat lowlands near San Francisco Bay into the foothills of the Santa Cruz Mountains.



BENCHMARKING LIMITATIONS

There are practical limitations in the benchmarking process. Each department uses an operating model that reflects the direction set by its city council. Program offerings and operations reflect community values and priorities. A summary of the major findings is discussed below.

FINDINGS

Parks and recreation departments are typically defined by their roles of managing parks, operating recreation facilities, and providing programs. However, departments may also be responsible for a wide range of activities dictated by community values, organizational structure, or budget mandates. These areas of expanded functions are sometimes the defining character of the department, such as public art, conservation of open spaces, and preschool programming.

South San Francisco, with a 2012 population of 65,547, ranks third in population of the four cities surveyed, with San Bruno fourth. Overall, the South San Francisco Parks and Recreation Department operates at a comparative high level of programming, services, and facility utilization in comparison to the surveyed cities. There are several areas in which South San Francisco is a leader, notably in licensed childcare and preschool

programming, cultural and performing arts programming, and indoor aquatics.

As with all the benchmarked cities, South San Francisco faces challenges in adequately serving the high demand for programs due to limited facilities. A summary of the key findings of the comparative analysis follows.

RECREATION DIVISION

The recreation division has a mandate of 50% cost recovery. In 2013, it exceeded this mandate with 79.5% cost recovery for the recreation division, on a budget of \$4,035,277, which was approximately 30.5% of the total Parks and Recreation Department budget. The mandate of 50% cost recovery is aligned with the benchmarked cities. Milpitas and San Bruno have cost recovery goals, 50% and 75% (recreation only) respectively.

All cities apply a higher non-resident fee or a discounted rate for residents for classes, programs, and rentals, which is an industry standard. South San Francisco has a \$15 per hour additional rental rate for non-resident use of city amenities. Non-resident fee rates are a policy decision made by the City Council to give residents the priority in the provision of community programs and facility use. Program priority measures may also include priority registration for residents, programs provided to residents only, and prime time access to facilities. These are important considerations when popular programs, such as summer camps and preschool, are involved.

PROGRAMS

All four cities provide the typical range of parks and recreation department services: youth programs, summer camps, enrichment classes, fitness, senior programs, parks, aquatics, and sports. City departments are expanding their offerings to provide increased fitness, health and wellness, and environmental programs.

Childcare and Preschool Programs

South San Francisco is a leader in providing childcare/preschool programs with 1,573 annual participants. In comparison, Redwood City has 400 annual participants. South San Francisco understands the importance of



quality childcare and preschool programming is to the community and strives to deliver a program, which enhances the quality of life for its participants by preparing kids for school. The perceived value of the program is reflected in the two-year waiting list and the commitment of the department to increase capacity to meet the demand. The demand for childcare exceeds the preschool program. Before and after school programs offered at sites throughout the city supports 440 participants daily, or over 79,000 annual participations during the school year. Staff are alert to opportunities to expand preschool programming.



Cultural and Performing Arts

Cultural and performing arts is another very popular program

area for South San Francisco, with 500 participations compared to 300 participations in Redwood City. South San Francisco fees for cultural arts programs remain affordable to the community, at a class fee of \$6 in comparison to a \$20 per class minimum at Redwood City. Milpitas is the only city with a cultural and performing arts space, which includes an art gallery, auditorium, and stage. A performing arts facility, dedicated gallery space and storage, and additional dance and performing arts space are desired by the other three cities. Milpitas would like to update its theater space. All cities report that the lack of facilities in this program area results in unmet need.

Adult Daycare

South San Francisco is a leader in the provision of licensed adult day care, which is not a typical program service. This demonstrates the ability of the department to address the needs of a multigenerational community and to make licensing a standard of quality care. Of the cities surveyed, only the City

of San Bruno has an adult day care program, which is not licensed. All cities reported they are not adequately able to serve the needs of the community in this area.

Senior Programming

All surveyed cities provide senior programming and operate a senior center. South San Francisco is a leader in participations, with 15,000 annual participations and 1,665 seniors served. Redwood City reports 3,500 participations, Milpitas reports 1,600, and San Bruno reports 10,000+. Each city uses different age classifications for seniors. South San Francisco classifies a senior as age 62 and older, Milpitas and San Bruno classify a senior as age 50 and over, and Redwood City classifies seniors as those 55 and over. There is a trend among cities to set a higher age (62+) for seniors than was the practice 20 to 30 years ago. South San Francisco’s age classification is optimal. Even though all cities provide senior discounts to a younger subset of seniors, South San Francisco maintains a higher participation rate. All cities report that senior programming needs are currently not being met. All cities also report a wide range of unmet needs that are particular to each. South San Francisco is focused on housing and transportation for its senior population. The City of Milpitas focuses on program participation, through offerings that reflect its cultural diversity. Additionally, Milpitas sees increased volunteerism and civic engagement as high needs. Redwood City and San Bruno identify the renovation of facilities has service priorities.

Teen Programming

Redwood City is the only city that has a teen center, located within their community center. South San Francisco reports that its teen programming serves 174 participants. Only Redwood City reports a higher number of participants, at 400. All cities report they are not meeting the needs of teens and would like additional teen programming space. Redwood City indicated that they need more teen-friendly hangout locations. Redwood City recognizes the need for teens to have location choices for leisure pursuits.

Special Needs Programming

South San Francisco’s special needs programming has 18 day camp participants, who also attend a summer camp and evening activities. The

city’s special needs programming has 450 participations. In this area, South San Francisco has directed resources to deliver quality programming and services the community desires. Milpitas does not report having a dedicated special needs program. Both Redwood City and San Bruno have dedicated programs, with Redwood City reporting 200 participations, and San Bruno reporting 120 participations.

Summer Camps

Summer camps are a popular program offering of parks and recreation departments, and all benchmarked cities reported strong camp programs. South San Francisco provides camps to address the community’s summer day care and leisure needs, and remains affordable to residents. South San Francisco’s weekly camp fee starts at \$157, which is in-line with the cities of Milpitas and San Bruno, who charge \$140 and \$150 per week. Redwood City reported a starting camp fee of \$50, however their range extends to the upper end of all reported fees, to \$400. In South San Francisco, summer camp daily attendance is reported at 365 participants, with 18,250 youth participations over the 10-week summer schedule. This ranks South San Francisco as the busiest of the benchmarked cities.

Providing a meal to campers is a growing trend. According to an NRPA 2012 survey, of agencies offering summer camps, 43.5% offered meals to campers, up from 39% in 2010. With South San Francisco’s high rate of eligible children for the free school lunch program (18%-55%), providing a meal as a component to the camp program should be considered.

Aquatics

All of the benchmarked cities offer aquatics programming. South San Francisco is the only city with an indoor pool, the Orange Memorial Park Pool. This allows South San Francisco to offer aquatics programming year round. The Orange Memorial Park Pool is open 6 days a week and leads the benchmarked cities with 45,000 participations in 2014 (approximately 147 swimmers per day). Milpitas reports 30,000 participations, Redwood City reports 5,000 participations, and San Bruno reports 2,500+.

All cities offer swim lessons, lap swim, recreational swim, fitness swim, and water safety programs. South San Francisco charges \$4.75 for public swim, which is within the range of \$2.00 to \$5.00 by the benchmarked cities. South San Francisco’s aquatics program had 45,000 participations last year, and

leads the benchmarked cities by 34%. This is reasonable since South San Francisco operates the only year round indoor pool among the surveyed cities. However, this also demonstrates that there is year round interest in aquatic programs within the community, as seen by the participation numbers. South San Francisco charges \$47 per group lesson, which is the least expensive of the benchmarked cities, who report fees ranging from \$56-\$120.

All benchmarked cities indicate that their pools are not meeting current community need and all report, as one of the top desires in aquatics, the ability to be open year round. South San Francisco would like to have more warm water pool space to address the need for baby/preschool age swim lessons and an exercise room, classroom, and family changing rooms. The cities report their needs in aquatics as additional swim lesson space, increased drowning prevention programs, adding a competitive pool, and adding a therapeutic pool.

FACILITIES

Community and recreation facilities are long-term community assets. The delivery of recreational services requires facilities to house programs and activities. Three of the four benchmarked cities state having five buildings (a gym, sports center, senior center, recreation building, and community center). The City of San Bruno reports having two centers (one of which, the Skyline Activities Center, is closed) with a total of 310,000 annual visits. South San Francisco reports 73,300 unduplicated annual visits, although its Municipal Services Building hosted 300,000 participations in 2014. Redwood City reports a range of 100,000 to 250,000 visits per center. The City of Milpitas did not provide participation data. Only Redwood City reports that they are meeting current needs. The remaining three cities site unmet need, resulting from a lack of classroom and meeting space, performing arts space, rental space, and teen programming space.

Milpitas is the only surveyed city to report operating from dedicated cultural and performing arts space with the Phantom Art Gallery, the MCC Auditorium, and stage facilities. South San Francisco does not have a dedicated performing arts venue, although it strongly supports public art programs through the Art in Public Places program, art shows, photography

exhibits, quilt and flower arrangement shows, civic ballet, and classes. A performing arts facility, dedicated gallery space and storage, and additional dance/performing arts spaces were desired by three of the cities.

All reported they were not able to serve the community needs. South San Francisco and Redwood City desired a performing arts facility to address this area of program needs. Milpitas would like to update its existing theater space.

PARKS

Parks play a significant role in community health and wellness. Increased interest in individualized activities such as walking, running, swimming, and bicycling resulting in greater use of trails, open spaces, bicycle routes, and year-round pools.

Each city reports having special use parks, which contain amenities that are important to that community. These parks consist of rose gardens, sculpture gardens, community gardens, bocce courts, dog parks, water spray features, outdoor amphitheaters, and group picnic areas. Bocce courts are popular in South San Francisco, which has six courts, including two that are lighted, in one complex. Redwood City reports two courts. All the cities have a dog park. All except for San Bruno have a community garden, and South San Francisco reports a rose garden and sculpture park. South San Francisco and Redwood City each have a skate park. Redwood City provides four (4) water spray features and an outdoor amphitheater, two amenities South San Francisco does not provide. South San Francisco might consider increasing

park programming amenities and providing a gap measure for community dance performances (amphitheater) and family water activities (spray features).

Group picnic areas are popular among the benchmarked cities. All report having picnic areas, with inventories ranging from 15 to 28. South San Francisco has the least, with 15 (ratio of 1 picnic area to 4,500 residents). Redwood City reports the highest total, at 28 (ratio of 1 to 3,000 residents). Milpitas has a ratio of 1 to 3,500 residents, and San Bruno has a ratio of 1 to 2,500 residents. Based on the popularity of group picnic sites, South San Francisco may want to consider providing additional outdoor picnic rentals.

Park Standards

The benchmarked cities reported the following top needs for parks: more trails, enhanced sport fields, improved children’s play areas, more amenities (water features), an amphitheater, and providing green space (parks) in underserved areas. All cities have park classifications which include mini parks, neighborhood parks, community parks, and open space. Development standards are reported in Table 5-1.

Parks Maintenance

City facilities maintenance is provided by three of the benchmarked cities. South San Francisco Parks Department is responsible for cleaning and maintaining the city’s parks, playgrounds, sport fields, and other landscaping. According to the Fiscal Year 2013-14 budget, 20.62 full-time equivalents are assigned to maintain the 167 park acres with duties including restroom cleaning, trash pickup, playground equipment inspection, mowing and weeding, basic trimming, fence repair and vandalism clean-up and sports fields maintenance. Maintenance costs can be estimated by per acre cost per full-time equivalent (FTE). Milpitas has 200.4 acres and contracts all park and field maintenance to non-city service providers. Redwood City has 225.4 acres of parkland, not including open space, with 23 full-time staff. San Bruno maintains 151 acres with 14 full-time staff. Recognizing there are many variables in the maintenance of parks and fields, the staff to acreage maintenance range for South San Francisco is 1 to 8.1 acres. Redwood City’s

CITY	PARK STANDARD
Milpitas	3.0 acres per 1,000
Redwood City	3.0 acres per 1,000
San Bruno	4.5 acres per 1,000
South San Francisco	3.0 acres per 1,000 0.5 acres of parkland per 1,000 in employment areas

Table 5.1: Benchmark Development Standards

MAINTENANCE	
City Maintenance Costs	2,277,011
Acres Maintained	167
Cost/Acre (Staff)	\$13,599
CONTRACTUAL	
Contractual Support Cost	511,176
Acres Maintained	84
Cost/Acre (Contractual)*	\$6,095

*Footnote: Irrigation line work and carpentry completed by city staff.

Table 5.2: Maintenance Costs

ratio is 1 to 9.8 acres, and San Bruno’s is 1 to 7.2 acres. Overall, South San Francisco maintains 231.8 acres of land, including open space, common greens, and tree maintenance, with 27.4 full-time park staff.

According to the 2014 Parks and Recreation National Database Report, the median acres of parkland maintained per FTE is 5, with the upper quartile at 9.8. South San Francisco falls between the median and upper quartile range with the staffing ratio of 1 staff to 8.1 acres. The report also states the median cost per acre to maintain was \$16,523. South San Francisco cost per acre to maintain is \$13,067, which is less than the NRPA reported median and less than reported by Redwood City at \$14,500 per acre. Character, magnitude, frequency, service level, materials, and environment are the key factors in determining maintenance costs and budget. The number of acres of parkland maintained per FTE is the primary comparative figure.

City medians or streetscapes maintenance is provided by all cities and presented as a separate budget item except for San Bruno. South San Francisco allocates 2.9% (\$380,230) of its budget to city medians and streetscapes, while the City of Milpitas allocates 13% (\$1,082,233), and Redwood City allocates 2.3% (\$300,000). Each of the benchmarked cities applies a different approach to contracting park, median, and streetscape maintenance. Milpitas contracts out all park and field maintenance, South San Francisco contracts 83.87 acres, San Bruno contracts 30 acres and Redwood City does not contract out these services. City of South San

	SOUTH SAN FRANCISCO	MILPITAS	REDWOOD CITY	SAN BRUNO
Baseball	6	7 (1 lighted)	15 (8 lighted)	8 (4 lighted)
Population Ratio	1:11,000	1:10,000	1:5,500	1:5,500
Softball	1 (lighted)	4 (1 lighted)	7 (5 lighted)	5 (3 lighted)
Population Ratio	1:65,500	1:17,200	1:11,500	1:8,500
Football	0	1 (lighted)	2 (1 lighted)	1 (lighted)
Population Ratio	0	1:68,800	1:39,500	1:42,165
Soccer	1	3 (2 lighted)	22 (8 lighted)	4 (1 lighted)
Population Ratio	1:65,500	1:23,000	1:3,500	1:10,500
Tennis	15 (9 lighted)	19 (10 lighted)	14 (8 lighted)	4
Population Ratio	1:4,500	1:3,500	1:5,500	1:10,500
Basketball (outdoor)	13 (4 lighted)	0	3	2
Population Ratio	1:5,000	0	1:26,500	1:21,000
Bocce	1 complex- 6 courts (2 lighted)	0	2 lighted	

Table 5.3: Sport Fields and Courts

Francisco contract maintenance provides landscape maintenance services for medians, islands, and right-of-ways. Contract maintenance is primarily for areas requiring minimal staff time, expertise, and materials.

SPORT FIELDS

South San Francisco provides a variety of outdoor courts and fields, creating opportunities for the public to participate in sports. For example, the city has 15 tennis courts, nine of which are lighted -- the second highest total reported by the benchmarked cities. The tennis court to population ratio for South San Francisco is 1 court to 4,500 residents. Only Milpitas reports a higher total, with 19 courts, 10 of which are lighted – a ratio of 1 court to 3,500 residents. The benchmark data for sports fields and courts

is presented in Table 5-3. (Note that the table does not indicate access to school district fields through joint use agreements. Some community demand may be fulfilled through these partnerships.)

South San Francisco also leads the benchmarked cities in the provision of outdoor basketball courts, with 13 available to the public. The other cities report a range of zero to three. The court ratio for South San Francisco is 1 to 5,000 residents. The other benchmarked cities report greater court ratios -- 1 court to 21,000-26,5000 residents -- resulting in reduced opportunity for game play.

South San Francisco is behind the other benchmarked cities in its soccer fields, with one field for the city. Redwood City has the greatest number, with 22 fields, eight of them lighted. San Bruno has the second greatest number, with four (one lighted), and Milpitas is close behind, with three (two lighted). The popularity of soccer, combined with the demographics of South San Francisco, suggests there would be a high level of participation if more soccer fields were available. As soccer is a favorite sport of many in the community, consideration of field development, maintenance, and year-round access should be considered. South San Francisco also provides the least amount of ball fields, with six baseball fields and one softball field. The benchmarked cities report 11 to 22 fields. South San Francisco does not have a football field. In contrast, Milpitas and San Bruno each report one field and Redwood City reports two.

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CHAPTER 6

community outreach



6-COMMUNITY OUTREACH

Several methods of garnering input were used to assess community needs and determine recreation demand in the City of South San Francisco. These included a statistically valid telephone survey, on-line surveys for South San Francisco employees and residents, two community workshops, five focus group meetings, and interviews with staff and key stakeholders. An Advisory Committee helped direct the consultant team in its outreach efforts. Community workshops were held in May and July 2014 at the Joseph A. Fernekes Recreation Building. A website, www.ssfparcsplan.com, was maintained to keep people informed throughout the process. Through the various means of outreach, over 1,300 community members provided input for this Parks and Recreation Master Plan.

SURVEYS

OVERVIEW

Between April 17 and May 21, 2014, three hundred thirty three (333) South San Francisco residents participated in a telephone survey, where they were interviewed about their park use patterns, perceptions, priorities and concerns. The survey was also advertised and maintained in online form on the Master Plan web site from April 29 to September 24, 2014, to provide an opportunity for other interested residents to express their thoughts regarding the park system. 203 responses were collected. Also during that period, a survey directed specifically at South San Francisco employees was maintained online. Major South San Francisco employers asked their employees to complete the online survey to determine their use of and interest in the city’s recreation and parks offerings. 153 responses were collected.

The surveys’ primary objectives were to explore current perceptions about South San Francisco’s recreation and park system, investigate the desirability of a number of proposed improvements or additions to the system, and measure the willingness of residents to support these changes. The results and analyses are included as Appendices to this Master Plan.

GENERAL RESEARCH OBJECTIVES

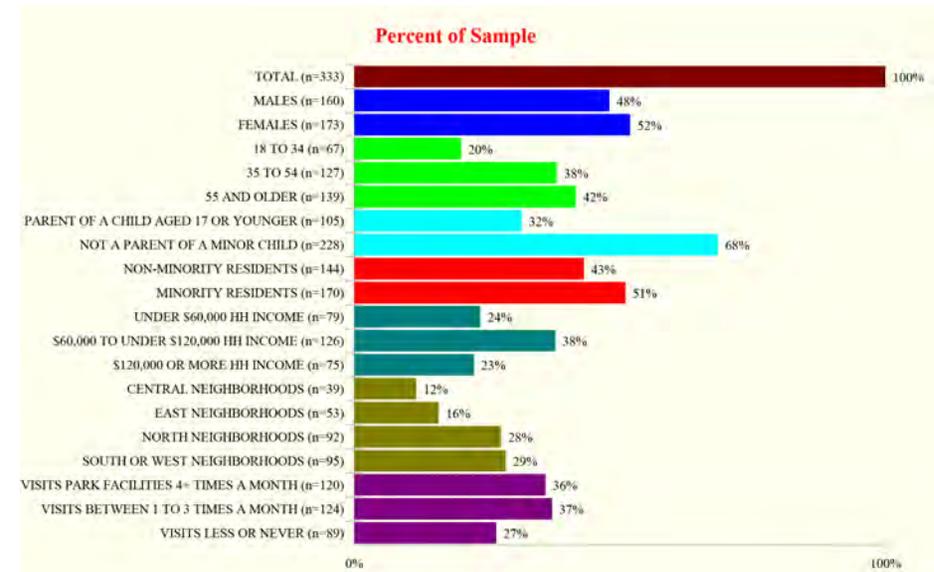
The general research objectives of the Community Opinion Surveys included:

- Determine current use of South San Francisco park system facilities
- Gauge perceptions about the city’s existing recreation and park system
- Assess the desirability of specific recreation and park improvements
- Identify any differences related to respondent background characteristics

METHODOLOGY

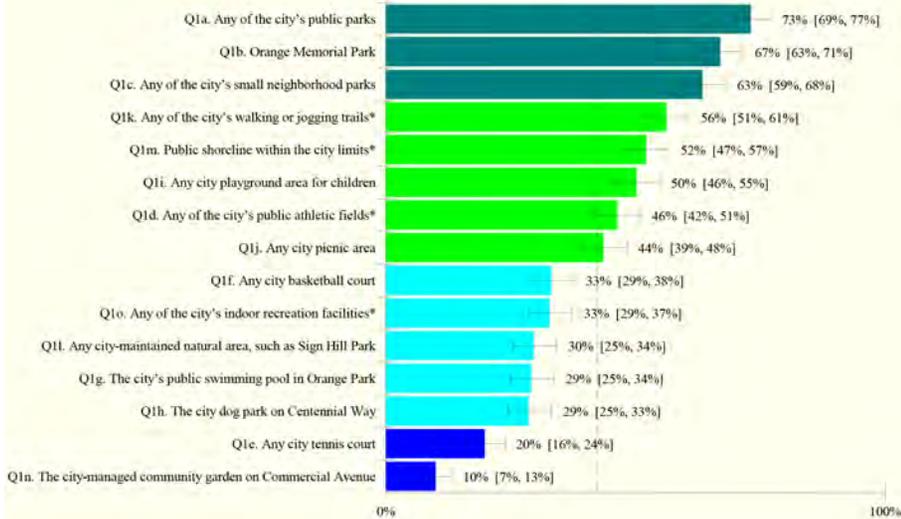
The average telephone interview took about 15 minutes to complete. Most interviews were conducted between the hours of 4pm and 9pm on weekdays, and 10am- 5pm on weekends. Adults 18 years and older, living within the City of South San Francisco boundaries in zip code 94080, were asked to participate in the survey. A total sample of 333 interviews were completed in order to derive a statistically accurate representation of the community.

Weights were applied to the data to account for sample imbalances. With weighting, the survey’s precision was slightly reduced. The survey’s margin of error, at 95% confidence, was plus or minus 5.6%; at 90% confidence, it was plus or minus 4.7%.



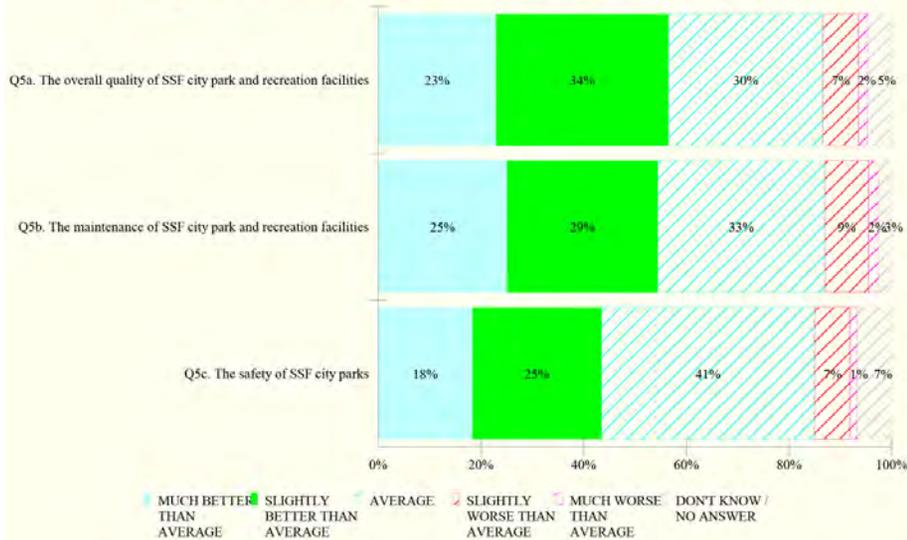
Survey Sample

Percent Reporting "Yes" for Recent Visits (with 90% Confidence Intervals)

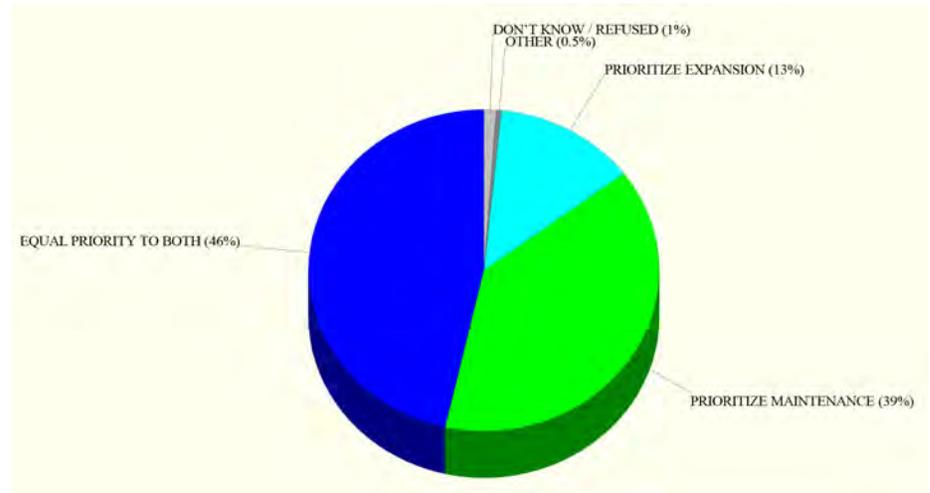


Recent Park Visits

Response Distributions (with "Better than Average" Results Highlighted)



Perceptions of Park Quality



Survey Funding

While the telephone survey sample was representative of the community at large, the online samples are comprised of self-selected groups. Although not a statistically valid sampling, the responses to the on-line surveys provided additional insight into interested park users' perceptions, concerns and priorities, and to the use patterns of employees in the city.

FINDINGS

The major findings and from the statistically valid survey are summarized below. Responses from the online surveys were very similar to those collected during telephone surveying efforts, with a few notable variations. The following summary of findings discusses the results of statistically valid telephone survey. Where the results of the on-line surveys are significantly different, the differences are noted.

South San Francisco's parks are well used by both residents and employees. About three in four phone respondents (73%) had recently visited at least one of the city's public parks; 67%, Orange Memorial Park; and 63%, any of the city's small neighborhood parks. 35% of the respondents visited the parks four or more times per month. The on-line respondents tended to be heavier park users, with 92% having visited a public park in the last six months, and 60% visiting the parks four or more times per month. Among employee respondents, the percentage of recent park visitors was the same

as the phone sample, but slightly higher percentages visited the parks four or more times per month. Among all groups, Orange Memorial Park was the most visited.

When asked, one in five phone respondents and employees noted a barrier to their use of the city’s parks. Safety concerns were the most cited, as well as maintenance concerns. Most on-line respondents did not note any barrier to use of the parks.

Concerning the overall quality of the city’s parks, 57% of the phone respondents, 56% of the employees, and 58% of on-line respondents characterized the city’s parks as better than average.

When asked to describe the one characteristic that they like the most about South San Francisco’s Parks and Recreation system, the highest responses from all groups were the park systems’ maintenance and cleanliness, its accessibility and availability, and the variety of programs and activities offered.

In all groups surveyed, respondents were at least twice as likely to prioritize spending funds on ongoing maintenance rather than park expansion, but the highest percentage of respondents in every group said that equal priority should be given to both maintenance and expansion spending.

Respondents were asked about their degree of interest in various potential park and recreation system improvements. Both the phone respondents and on-line respondents expressed high interest in:

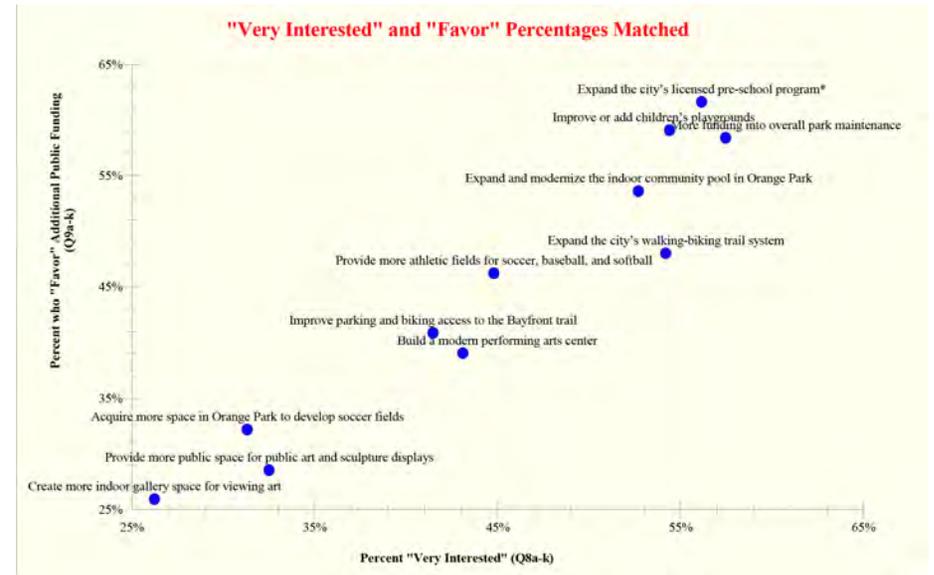
- Expanding the city’s licensed pre-school program,
- Improving or adding children’s playgrounds,
- Putting more funding into overall park maintenance , and
- Expanding and modernizing the community pool in Orange Memorial Park

Moderately high interest was also expressed in:

- Expanding the city’s walking and biking trail system
- Providing more athletic fields for soccer, baseball and softball

Support was also expressed for public funding for those elements.

Reports on the findings of the three surveys are included in this document as an appendix, and are available on-line at www.ssfparcsplan.com



Park and Recreation Priorities

What do you like about your parks?

Both adults and children prioritized playgrounds as the most liked features of the parks.

What does our park system need?

Spray parks, soccer fields, maintenance and playground renovations all received high interest.

What programs do you like?

South San Francisco's wide offerings are appreciated by both children and adults.

What facilities do we need?

An indoor recreational pool was clearly the highest priority for participants. A large performance venue, and facility for teens also received high interest.

What Does Our Park System Need?

Image	Adults
More Soccer Fields	55
Better Maintenance	52
Spray Parks	48
More Community Gardens	46
Playground Renovation	44
Improved Lawn Maintenance	35
Fitness Stations	34
More Skate Parks	31
Native Planting	31
More Dog Parks	25
Lighted Fields	25
Outdoor Performance Spaces	25
More Art	16
More Gathering Spaces	13
Better Access to Shoreline	12
More Ballfields	2

What Facilities Do We Need?

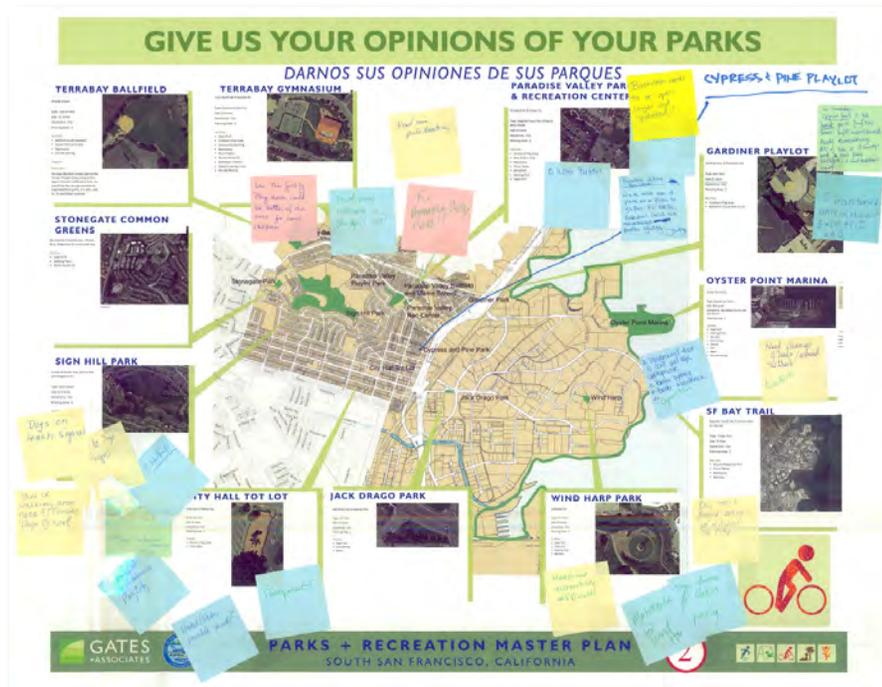
Image	Adults
Indoor Recreational Pool	65+
Large Performance Venue	55
Facility for Teens	34
More Gyms	20
Wood Floor Studio	15
Art Space	14
Small Performance Space	5

What Does Our Park System Need?

Image	Kids
Spray Parks	56
Playground Renovation	41
More Soccer Fields	22
More Skate Parks	22
Better Maintenance	21
More Art	18
Improved Lawn Maintenance	16
Native Planting	15
More Community Gardens	13
Fitness Stations	8
Outdoor Performance Spaces	8
More Dog Parks	7
Lighted Fields	4
More Gathering Spaces	4
Better Access to Shoreline	2
More Ballfields	1

What Facilities Do We Need?

Image	Kids
Indoor Recreational Pool	75+
Large Performance Venue	21
Facility for Teens	21
More Gyms	17
Wood Floor Studio	15
Art Space	9
Small Performance Space	3



AQUATICS OPTION B - EXPAND EXISTING

OPCIÓN B - EXPANSIÓN LAS INSTALACIONES EXISTENTES



EXPAND EXISTING POOL FACILITY - ADD RECREATION POOL/WATER PLAY EXPANSIÓN DE LAS INSTALACIONES EXISTENTES - CONSTRUIR UNA PISCINA ADICIONAL

CONSTRUCTION COST COSTO DE LA CONSTRUCCIÓN	\$\$\$\$\$
OPERATING COST COSTO DE OPERACIÓN	\$\$\$\$\$
REVENUE GENERATION LA GENERACIÓN DE INGRESOS	\$\$\$
LIFE CYCLE CICLO VITAL	40 YEARS 40 AÑOS
# OF PEOPLE SERVED CANTIDAD DE PERSONAS ATENDIDAS	🌴🌴🌴🌴🌴

- ROs**
- Serves a greater number and variety of people
 - Creates family recreation opportunities.
 - Additional warm pool suitable for therapy and young children.
 - Revenue generating rentals would not conflict with lap pool use.
 - Reduces scheduling conflicts.
 - Opportunity for more programs, lessons, rentals
 - Operational efficiencies, synergies with other park programs
 - Enhances other programs at park, e.g. Day Camps
 - Conforms with Orange Memorial Park Master Plan
 - Potential cost recovery is 70-85% (currently 70%)
- BUENAS:**
- Beneficiar una mayor cantidad y variedad de personas
 - Crear oportunidades para recreación familiar.
 - Piscina adicional de agua caliente para la terapia, o para los niños pequeños.
 - Alquilaciones no conflictan con la piscina de nadar.
 - Reduce los conflictos de programación.
 - Hay la posibilidad para más programas, clases, alquileres
 - Eficaz operativa, y las sinergias con otros programas en el parque
 - Fortalecer otros programas en el parque, por ejemplo, campamentos de Día
 - Cumple con Orange Memorial Park Plan Director
 - Recuperación de costos potenciales es de 70% a 85% (actualmente 70%)
- ONs:**
- High construction costs
 - High operating expenses. May require subsidy
 - Would impact lawn area currently used for field
 - Would require additional parking.
 - May require closure of existing pool during construction.
- MALAS:**
- Los costos altos de construcción
 - Los gastos de operación puede requerir subsidio.
 - Impacto a la zona de césped utilizada actualmente para los deportes de campo.
 - Requeriría estacionamiento adicional.
 - Puede requerir el cierre de la piscina existente durante la construcción

¿QUÉ LE REFIERE USTED?

JULY 18 WORKSHOP

The second community workshop, attended by approximately 70 adult and child community members, was held prior to the July 18, 2104 Movie Night in the Park, at the Fernekkes Recreation Building. Participants were informed about the information gathered at the prior workshop, and about the emerging issues for which further input was sought. Specifically, input was gathered about the participants priorities for park maintenance, areas of highest need for playgrounds, the options regarding expansion or renovation of the Aquatics Facility at Orange Memorial Park, and the options regarding the needs of performing arts groups for practice and performance facilities.

FOCUS GROUPS

In order to further explore and clarify the needs and desires of specific parks and recreation user groups, a series of focus groups meetings were held. The groups included stakeholders involved in Performing Arts, Aquatics, Sports, Seniors programs, and Childcare (including after-school, pre-school, summer camp and special needs parents.) Approximately 35 stakeholders participated in the various meetings. Meeting summaries are included as an appendix to this document.

HOW CAN WE BEST MEET PLAYGROUND NEEDS?

¿CÓMO PODEMOS SATISFACER SUS NECESIDADES DE PARQUES INFANTILES?

GATES ASSOCIATES
PARKS + RECREATION MASTER PLAN
SOUTH SAN FRANCISCO, CALIFORNIA

CHAPTER 7

program assessment



7-PROGRAM ASSESSMENT

The environment in which the Parks and Recreation Department operates is important in the assessment of its programs and services. Elements of this environment include its mission and resources, among others.

MISSION STATEMENT

The Parks and Recreation Department's mission is to provide opportunities for physical, cultural and social well being; protect and enhance the physical environment; and ensure the effective and efficient use of public facilities and open space.

The Department supports its mission through:

- Creating and sustaining parks and open spaces that are safe, clean, and green
- Managing and maintaining public buildings that are functional, attractive, and efficient
- Sponsoring recreation and enrichment programs that serve community needs and enhance the quality of life for the participants

The Recreation Division is responsible for:

- Recreation Management, which includes day-to-day operation of activity registration, general supervision, clerical, and office support
- Aquatics
- Picnic and Facility Rentals
- Adult Day Care and Senior Services, including nutrition and transportation
- Childcare, including pre-school, and before and after school care, and summer camps
- Youth and Adult Sports
- Cultural Arts; Public Art, and Special Classes and Events

The City's Parks and Recreation Department is committed to providing high quality recreational opportunities to its very diverse and culturally rich population. Fulfilling this commitment requires a wide range of equally diverse program offerings. With skilled staff, the challenge for the Department is not in the development of programs, but rather the competing demands for limited resources. To maximize utilization of the available resources, the Department staff works very effectively to share resources, spaces, and programs.

Key objectives for the Department include:

- Determine a department funding level that is sustainable and enables long-term planning
- Identify resources to address funding of deferred maintenance to preserve and enhance existing assets
- Complete the Orange Park Master Plan
- Develop new facilities to support programming objectives

DEPARTMENT RESOURCES

The delivery of quality programs requires resources. These include human resources, facilities resources, funding resources, and integration of technology to efficiently support and maximize the utilization of these assets.

FUNDING RESOURCES

In recent years, the Department has experienced annual cuts to staffing, programs, and operations to meet city budget targets. Since 2005, the Department's full-time staff has been reduced by 28.4 positions. Through reorganization, some positions have been refilled; however, the staffing levels remain below those of 2005. Since FY 2012-2013, the Department's budget has been stabilized. Budget reductions that were made prior to this time remain in effect. This has had an impact on programming, limiting growth of existing programs and new offerings. There have been exceptions in several core areas of programming that have been expanded in response to community demand. For example, the Department has added licensed before and after school childcare programs and increased capacities at some

sites. Summer camp enrollment was increased in 2012 to better serve the demand.

Additionally, as a result of the recession, maintenance projects were suspended or reduced in response to budget cuts. Adequate funding is necessary to maintain existing facilities, enhance the user experience, ensure user safety, and maintain civic pride. In FY 2013-2014, the city augmented the maintenance and supply budget to address these deferred projects. As the City begins its economic recovery from the recession years it turns its attention to deferred maintenance and capital infrastructure needs. This includes park maintenance and upgrades, bike and trail improvements, and facility planning. These indoor and outdoor spaces are community investments that provide program, event, and private rental opportunities, which are in high demand. This is also a revenue stream for the Department and provides a community service in a town with limited private and commercial social gathering spaces.

The nation-wide impact of the economic downturn on local budgets has made it increasingly important for Parks and Recreation Departments to adopt a business-like model of operation. The dilemma of subsidy versus pay-for-play has become more prevalent in the decision-making realm of city budgets. Economic pressures necessitate that Parks and Recreation Departments operate in terms of sustainability, competitiveness in the marketplace, and incorporation of entrepreneurial business practices in their operational planning. The City has begun to address long-term and unsustainable issues such as staff reductions while implementing strategies to align revenues and expenditures to achieve a balanced budget.

LEVERAGED RESOURCES

The Department maximizes its resources through the leveraging of partnerships and use of volunteers. Partnerships are a viable means of sharing resources and facilities to provide services. The use of volunteers and organizations is another way the Department “partners” with the community.

Culture of Learning Program Partners

The Department is working with public partners to provide reading awareness and improve digital literacy for the City’s youth. Genentech offers

the Gene Academy in partnership with the SSFUSD providing once a week tutoring on their work site for third-fifth graders. Genentech’s program has grown to 2,000 students providing one-on-one and group tutoring and science experiments.

This “culture of learning” is an example of a public-private partnership the Department may continue to explore in expanding math, science, technology learning and skills for a workforce preparing for the future. Partnering with local biotech companies for science-oriented camps or classes was also an excellent suggestion from the community workshop.



Volunteer Programs

As with many municipalities, South San Francisco works with volunteer clubs and organizations to organize a variety of recreational and enrichment activities. For example, the following groups are affiliated or co-sponsored and are representative of the partnerships the city has established:

- AARP
- Ballet Folklorico Infantil of South San Francisco
- South San Francisco Aquatic Club
- South San Francisco Historical Society
- South San Francisco Italian American Citizen’s Club
- South San Francisco Shetland/Pinto/Mustang/Pee Wee Baseball League
- South San Francisco United Soccer Club
- South San Francisco Youth Baseball Managers

The City of South San Francisco provides many volunteer opportunities, including projects at the Community Garden, Donate A Tree program, Graffiti Abatement program, and the Improving Public Places program. According to city staff, Improving Public Places has grown from two volunteers with a desire to make change, to nine committee members and over 250 volunteers. According to National Recreation and Park Association, 2013

National Database Report, the median number of volunteers nationally is 200. These South San Francisco volunteers have performed over 25 targeted park cleanup events, planting over 4,000 native plants and trees and installing numerous park furnishings over the past 8 years. The community came together working with KaBOOM! to build a community playground. In total, Improving Public Places volunteers donated over 15,000 hours, equivalent to one full-time maintenance person per year. Based on widely accepted values of volunteer time -- California is at \$24.75 per hour -- this amount of volunteer service is equivalent to \$370,000 in salary savings.

The South San Francisco Friends of Parks and Recreation provide a financial role supplying approximately \$500 - \$800 annually for scholarships to summer camp each year. Each scholarship helps one child to attend one week of camp, and the group pays for Halloween goodie bags for the Halloween Extravaganza event. The South San Francisco Friends of Parks and Recreation also work to improve public parks through fund-raising and awareness of the Adopt-A-Park program.

Facilities Partnership - South San Francisco Unified School District

The Department is actively engaged in maximizing community access to facilities and programs by utilizing school district facilities. In March 2008, the City and School District entered into a 20-year agreement (with an additional ten years extension) to make facilities available for city-sponsored community recreation activities. This includes classrooms, auditoriums, cafeterias, gymnasiums, social rooms, tennis courts, ballfields, play fields, a soccer field, multi-purpose areas, and a pool. After school program sites are available at the elementary schools. The city is the lead agency for the School District ASES (After School Education and Safety) Program funded through the California Department of Education and held at two sites. The City is also the provider of middle school sports programming for the School District, coordinating with three school sites utilizing Terrabay Gymnasium. Under the agreement, the City provides the following facilities and amenities for use by the School District: a social hall, Council Chambers, ballfields, picnic areas, tennis courts, parks, program rooms, a pool, a storage shed, and a gymnasium.

Boys & Girls Club

The Boys & Girls Clubs of North San Mateo County is an example of a partnering organization with South San Francisco. There are two clubs in South San Francisco with the Paradise Valley Club located in the city-owned recreation building, which is provided to the club at no cost. The Boys & Girls Club is open to youth ages 6 to 18 years attending school. The club provides homework assistance, tutoring, and club and community service opportunities. The site provides a safe space for participation in fun and affordable activities.

TECHNOLOGY RESOURCES

Online technology has been a transformative social force. Web-based technology is now utilized for everyday transactions, communications, and data management. Its implementation helps reduce operating costs by improving efficiency (reducing time and resources). The Department currently utilizes web-based software for its operations and program functions. It has in place the necessary software to be efficient – software for program registration, maintenance tracking, and park and facility scheduling. Increasing public awareness of access to the Department’s services online will help improve this efficiency. Making these online systems user friendly, easy to use by a diverse population, and visually clear will enhance service to the community.

Within South San Francisco, the use of the internet to register for classes is not as popular as in-person registration. Although online registration is popular during the summer season, in-person registration is still the mainstay for the community, with an average of 76% preferring the “personal touch” of front desk registrations, compared to 24% online enrollment. The Spring session had over 8,200 front desk registrations in comparison to 1,400 online enrollments, according to staff data. (The use of phone/VR registration is almost non-existent at less than 1% and should be discontinued.)

This will likely change, as the web becomes the default platform for everyday transactions and residents find ease in online registration. The Department has begun to integrate technology into its systems in anticipation of this.

It uses WebReg (developed by The Active Network) for online registration and City Works is used for maintenance tracking and service requests. Park and facility scheduling/reservation software was installed last year so the software is relatively new to the Department in its application and use. Survey Monkey is utilized for periodic class and rental evaluations.

The Department is encouraged to incorporate and support technology in its operations and systems. An assessment of the registration software to determine if it is registrant-friendly, intuitive, and easy to use will support increased online registration.

PROGRAM ASSESSMENT

An analysis of the programs and classes offered through the Parks and Recreation Department formed the basis for the assessment and recommendations to enhance programming. The analysis included:

- Historical documents which included reports, General Plan, master plans
- Review of past and current Leisure Guides
- Staff interviews
- Facility tour
- Survey results
- Community input
- Benchmark study

PROGRAM FINDINGS

The Parks and Recreation Staff are dedicated to providing programs and services that meet the community needs, offering a diverse range of services to the community. According to City budget documents, annual enrollment in recreation classes increased from 8,676 registrations in 2010/11 to 9,875 in 2011/12, a 14% increase. In FY 2012-2013, 350 class sessions were offered quarterly.

Programming ranges from youth and adult sports and fitness, licensed preschool, licensed adult daycare, after school programs, senior services, enrichment classes, aquatics, ballet, cultural arts, camps, special events, and park and facility rentals. South San Francisco’s diversity is an important

influence on its parks and recreation services programming. Segments of the population differ in their recreation and leisure pursuits with identifiable recreational characteristics based on their culture, traditions, and family relationships. To encourage participation, staff recognizes that program offerings must address a diverse range of interests and needs.

As the community expresses their desire for familiar and traditional programs such as youth after school activities and senior nutrition program, the staff also introduces new, diverse, and culturally oriented programs to address the community’s diversity and program interests. For instance, the staff reported increased demand for preschool and specialized education such as language skills. Workshop results also indicated a high demand for preschool and for foreign language programs such as Italian, French, Spanish, Chinese, and Tagalog.

Addressing community needs while providing creative programming that is current and fresh make the difference between falling revenue and steady performance. The Department’s program offerings are influenced by community interest, trends, industry standards, availability of necessary resources, and cost efficiencies, among other factors. According to a recent Recreation Management survey, top programs planned for the next three years among respondents include teen programs, fitness programs, environmental education, educational programs, active older adult programs, mind-body/balance programs, day camps and summer camps, holiday events and other special events, arts and crafts, and adult sports teams. This is consistent with the offerings of South San Francisco. A review of the Leisure Guide for the City of South San Francisco illustrates that many of the program areas listed above are being addressed. Offerings range from traditional to the trendy, with many of its programs at full enrollment, indicating popularity and interest.

Preschool Program

The City’s preschool program is very popular and in high demand, with a two year waiting list. The program currently serves 300-400 families between two sites and is at capacity. The 2 ½ to 5-year old age groups that use these services will also require services as they age through the system. Preschool slots are limited by room availability. Spaces for preschool programs require exclusive use of the space as well as specific requirements for the facility.

Reading Competency Programs

Reading is an area of educational competency the Department is focused on improving. According to the County of San Mateo, only 49% of STAR third grade reading scores of economically disadvantaged students (as classified by the State of California Department of Education) were considered at or above proficient reading level. South San Francisco is engaged in an initiative with San Mateo County to raise the proficiency level to 80% beginning with providing quality preschools. A pilot after school program was recently completed which focuses on using modern technology to improve digital literacy, math skills, and computer science.

Public Art

The city strives to use their available resources to their maximum potential. For instance, even though the city does not have dedicated indoor art space, it has not ignored public art. The city has incorporated its outdoor spaces to provide public art canvases with installations throughout the city. The public art provides character to its location and serves the community and visitors alike.

Senior Programs

Senior programming is extensive and provided through classes, services and social opportunities at the Magnolia Center and the Municipal Services Building. Picnics, movie showings, trips to events around the bay area, bingo, crafts, exercise, and line dancing are among the many offerings. Services include a senior lunch program, blood pressure screenings, counseling for a range of health, personal and legal issues, income tax assistance, mature driving classes and an Alzheimer Support Group. The Department also provides licensed adult daycare to help frail or impaired adults with disabilities remain in the community through social, mental, and physical stimulation. This is a valued service in the community, and not typically offered by cities.

Aquatic Programs

The aquatic center has potential for expanding its programs. The center's hours of operation were reduced due to budget constraints and Sunday hours are no longer available for public recreational swim. As the Department's budget recovers from the recession, consideration of

expanding the pool hours to once again include Sunday recreational swim time for families, youth and teens, and community members is highly recommended.

Program Limitations

Staff does an excellent job of providing programs to the community, especially with the limited facilities available to them. For example, a variety of existing group exercise fitness programs cannot expand due to limited court, wood floor, pool, field, or other activity-specific space.

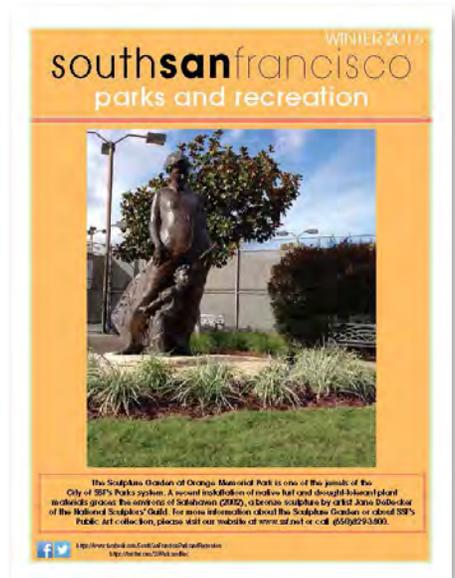
Classes that are consistently at capacity include ballet, private piano lessons, kindergarten readiness classes, gymnastics classes, yoga, exercise classes, and children's art classes. Rental of the large Social Hall fills by mid-year.

To address program needs, the city schedules programs in some facilities not intended for these particular recreational pursuits. An example is dance, and specifically ballet, which is a very popular program with over 200 youth participants dancing in a 600 square foot space. Typical dance studios are, at a minimum, double in size with proper flooring, acoustics, and adequate cooling systems. There is also a deficiency of performance space for these dancers to showcase their developing talents.

Sport programming is another area with competing facility demands. Due to lack of gym space, the basketball and volleyball programs compete for court time at Terrabay Gym.

Marketing of Programs

The Department advertises and promotes its programming through a variety of methods. The Department distributes brochures and mails a quarterly Leisure Guide to all South San Francisco residents. It also utilizes social media and web-based marketing, currently sending a monthly e-blast to 9,300 subscribers. Community input indicates a lack of awareness of



programs currently offered by the Department, suggesting that increased exposure and outreach may be needed. Information provided in different languages, especially with culturally specific programs, may increase enrollment.

To further support online registration and communications, the Department has created social media accounts, such as Facebook and Twitter pages, to market programs and keep the community connected to the many opportunities the Department provides.

Cost Recovery

The Recreation Division is responsible for generating revenue to partially offset operating costs. For recreation programs the requirement is a 50% cost recovery. The Department has exceeded the 50% cost recovery, reporting a 79.5% for fiscal year 2013-2014.

Table 7-1 reports the cost recovery by program area.

PROGRAM	OPERATING BUDGET (BASE)	REVENUE (BASE)	COST RECOVERY
<i>Recreation Administration</i>	\$175,437		27.4%
<i>Community Gardens</i>		\$2,000	
<i>Artist Studio Rentals</i>		\$46,000	
<i>Cosponsored Fees</i>		\$250	
Subtotal	\$175,437	\$48,250	
<i>Aquatic Program</i>	\$494,823	\$383,500	78.5%
<i>Swim Team</i>		\$5,000	
Subtotal	\$494,823	\$388,500	
<i>Sports & Athletics</i>	\$360,552	\$57,142	15.8%
<i>Rentals/Picnics</i>	\$410,895	\$392,000	95.4%
<i>Classes/Events</i>	\$465,249	\$497,500	106.9%
<i>Childcare</i>	\$1,919,608	\$1,950,600	100.4%
<i>Real Program</i>	\$157,523	\$135,000	
<i>Safe Routes to School</i>	\$71,500	\$71,500	
<i>NRPA Out of School Grant</i>	\$30,089	\$30,089	
<i>Kaiser Peach Grant</i>	\$25,000	\$25,000	
Subtotal	\$2,203,700	\$2,212,169	
<i>Senior Centers</i>	\$602,340	\$16,100	31.9%
<i>Adult Day Care</i>		\$126,000	
<i>Senior Centers Grant</i>	\$50,000	\$50,000	
Subtotal	\$652,340	\$192,100	
Recreation Division	\$4,762,997	\$3,787,661	79.5%

Table 7.1: Cost Recovery

CHAPTER 8

goals & recommendations



8 - GOALS AND RECOMMENDATIONS PARKS, TRAILS AND OPEN SPACE

ACREAGE

GOAL 1: South San Francisco should provide a minimum of 3 acres of developed parkland per 1,000 residents, and 0.5 acres of parkland per 1,000 employees.

South San Francisco currently has 251.2 acres of parkland. This includes 93.7 acres of community parks, neighborhood parks and mini parks; 28 acres of linear parks; 2 acres of specialty parks, 78.4 acres of open space and 49.1 acres of common greens. (See Table 8.1 – Existing City Park Acreage.) Additionally, a Joint Use Agreement with the South San Francisco Unified School District provides for the public use of school facilities located on 95.8 acres of school district land. (See Table 8.2 – Joint Use School Sites.) Not all of the school sites are currently available for public use. Two school sites, Southwood and Hillside Athletic Fields, are listed in this document as neighborhood parks, because although they are owned by the school district which retains discretion regarding their disposition, they are currently programmed and maintained by the city exclusively for public use.

PARK / FACILITY NAME	ACRES
Joint Use School Sites	
Alta Loma Middle School	10.8
Buri Buri Elementary School	5.8
El Camino High School	8.5
Martin Elementary School	3.0
Parkway Heights Middle School	6.8
Ponderosa Elementary School	6.0
South San Francisco High Sch.	8.5
Spruce Elementary	5.0
Sunshine Gardens Elementary School	11.5
Foxridge Elementary	6.9
Los Cerritos Elementary	1.5
Monte Verde Elementary	6.7
Westborough Middle School	14.8
Total School Acreage	95.8

Table 8.2: Joint Use School Sites

PARK / FACILITY NAME	ACRES
Community Parks	
Orange Memorial Park	28.0
Westborough Park	11.1
Alta Loma Park	9.7
Community Park Total	48.8
Neighborhood Parks	
Avalon Park	2.4
Brentwood Park	3.1
Buri Buri Park	6.0
Cal West Park	2.6
City Hall Playlot & Grounds	1.8
Hillside Athletic Field	1.6
Irish Town Greens	1.5
Paradise Valley Recreation Center Park	0.8
Pt. San Bruno Park	1.9
Sellick Park	7.1
Southwood Park	4.2
Terrabay Rec. Center Park	3.4
Neighborhood Park Total	36.4
Mini Parks	
Avalon Memorial Lots	1.4
Clay Park	0.7
Cypress & Pine Playlot	0.3
Dundee Playlot	0.2
Elkwood Park	1.6
Francisco Terrace Playlot	0.3
Gardiner Playlot	0.1
Jack Drago Park	0.8
Newman and Gibbs Playlot	0.2
Paradise Valley Pocket Park	1.1
Siebecker Playlot	0.6
Wind Harp	0.5
Zamora Park	0.7

Table 8.1: Existing Parks

PARK / FACILITY NAME, CONT.	ACRES
Linear Parks	
Centennial Way	16.0
San Francisco Bay Trail	10.3
Sister Cities Park	1.7
Linear Park Total	28.0
Specialty Parks	
Centennial Way Dog Park	1.4
Community Garden	0.6
Orange Park Sculpture Garden*	0.0
Specialty Park Total	2.0
Open Space	
Sign Hill Park	44.7
Bayfront Linear Park	29.0
Oyster Point Marina Park	4.7
Open Space Total	78.4
Common Green Areas	
Greenview, Stonegate, Westpark, Willow Gardens	49.1
Common Greens Total	49.1

			CURRENT POPULATION	2030 POPULATION
		Total Acres	65,000	75,000
Park Type	Acres		Acres / 1,000	Acres / 1,000
Community	48.8			
Neighborhood	36.4			
Mini	8.5			
Total		93.7	1.4	1.2
Linear	28.0			
Specialty	2.0			
Common Greens	49.1			
Total		79.1	1.2	1.1
Total Developed Parkland		172.8	2.7	2.3
Open Space	78.4			
City Parks & Open Space		251.2	3.9	3.3
School grounds	95.8			
Including School Grounds		347.0	5.3	4.6

Table 8.3: Population and Park Acreage

Currently, there are approximately 1.4 acres of community, neighborhood and mini park per 1,000 South San Francisco residents. Including the linear parks, specialty parks and common greens, the ratio rises to a total of 2.7 acres of developed parkland per 1,000. When Open Space is included in this calculation, South San Francisco provides 3.9 acres of parkland per 1,000 residents. Finally, including school sites that currently have joint use facilities, the acreage increases to 5.4 per 1,000. As the residential and daytime employee population continues to grow, the city’s need for additional parks and open space will grow as well. (See Table 8.3 – Population and Park Acreage). ABAG’s projected population increase of 10,000 new residents by the year 2030 would result in the need for 30 acres of new parks. The projected future employment growth of 28,800 employees would result in the need for 14.4 additional acres of parks. A total of 44.4 acres is the projected need for new parks by the year 2030. Additionally, the increase in population of residents and employees will increase demand for the use of

city recreation facilities, many of which are currently operating at capacity. Facilities needs are discussed as separate recommendations.

Recommendations

R-1.1 Provide 3 acres per 1,000 new residents of developed park land and 0.5 acres of parkland per 1,000 new employees.

A number of planned and potential locations for future parks have been identified. (See Table 8.4 – Planned and Potential Future Parks, and Figure 8.1 Planned and Potential Future Park Sites) Some of the future parks are described in other planning documents, such as the El Camino Real/Chestnut Avenue Area Plan, the Orange Memorial Park Master Plan, and the draft Downtown Station Area Specific Plan. Others are listed as potential locations that could be acquired or developed as the opportunity arises.

Given the scarcity of potential park sites in this built-out city, strict adherence to the size and service area requirements pertaining to community and neighborhood parks should not be required for calculation of developed parkland. As new residential projects are developed, the required parks and open space should provide the range of amenities that meet the needs of the projected residents, such as children’s play, green areas, active sports, and spaces for gathering and socializing, and places for relaxation. Open space in new employment development should be open and accessible to the public. Linear parks and open spaces also provide recreational activities, as well as connectivity to parks and other destinations. Planned and potential future park sites are described below.

Planned and Potential Parks and Open Space:

- Orange Memorial Park Expansion: The 2007 Orange Memorial Park Master Plan Update calls for the expansion of the park to

PARK / FACILITY NAME.	ACRES
Orange Memorial Park Expansion	7.6
El Camino Real/Chestnut Avenue Area Parks	9.1
Downtown Park	2.0
Linden & Pine Park	0.3
Railroad Avenue Linear Park	7.5
Lindenville Linear Park	1.6
PG&E Corridor Park	4.0
SFPUC Linear Park	3.4
Oyster Point Marina Park	13.8
Total	49.3
Skyline Open Space	30.5
Terrabay Open Space	8.2
Total	88.0

Table 8.4: Proposed or Potential Future Parks

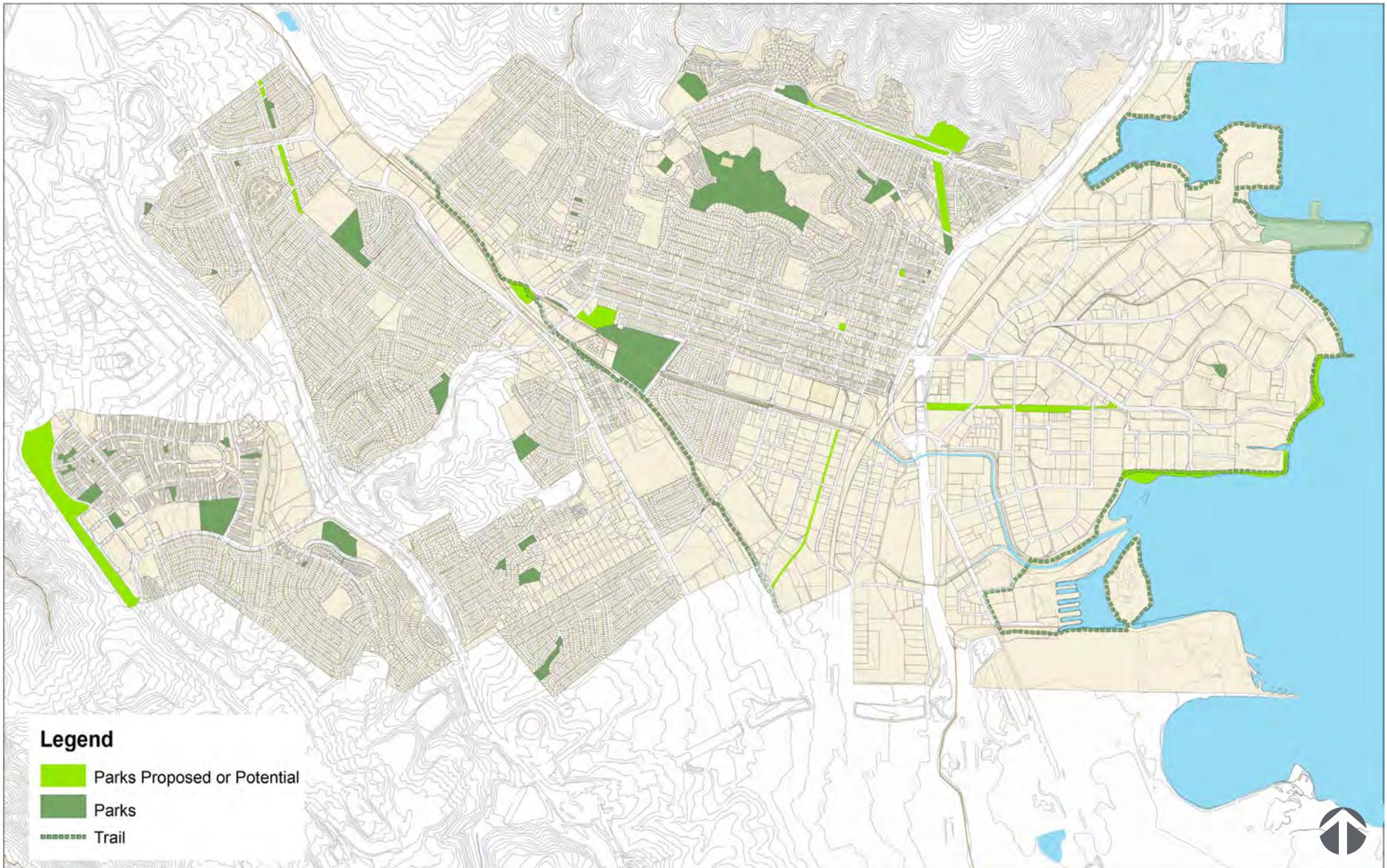


Figure 8.1: Planned and Potential Future Park Sites

approximately 36 acres. The potential purchase or agreement for long term use of the adjacent Cal Water property would increase the park by 6.7 acres, create additional sports fields, and connect the park with both Chestnut Avenue and Commercial Avenue. An additional contiguous city-owned parcel on the west side of Colma Creek would add another 0.8 acres to Orange Memorial Park.

- El Camino Real/Chestnut Avenue Area Parks: The El Camino Real/Chestnut Avenue Area Plan calls for approximately 9.1 acres of park including a 1.25 acre park for active sports, extensions of the Centennial Way trail along the Colma Creek Corridor, and additional plaza and green spaces. It also calls for common open space to complement the public space, as well as enhanced streetscape to create an open space network. At this location at the center of the city, a group of former PUC-owned parcels on El Camino Real, now owned by the city, are also a potential location for a joint facility housing Parks and Recreation as well as the Library.
- Downtown Park: Development in the downtown area, which is currently under served by parks, is planned to be intensified. While no specific location has been identified, the need for a park of at least 2 acres was noted in the current General Plan. The city should consider converting under used parking areas or acquiring property for additional parkland in this area.
- Linden and Pine Park: The Draft Downtown Station Area Specific Plan shows the 0.3 acre vacant property at Linden and Pine as parkland. It is intended that the adjacent street right-of-way be designed as flexible space, potentially expanding the area for public gatherings and events. The Plan states that “It would be desirable to also provide a usable outdoor green space such as a pocket park in proximity to the Linden Neighborhood Plaza as an additional community amenity. “ This site would be an ideal choice which could become the heart of the Linden Neighborhood.
- Railroad Avenue Linear Park: This 7.5-acre rail-to-trails conversion from U.S. 101 to East Grand Avenue would enhance access to the East of 101 area and the Bayfront. Its width is sufficient for placement of amenities along the trail, such as benches, exercise stations and green oases.

- Lindenville Linear Park: This 1.6-acre rail-to-trail conversion running between South Maple Avenue and Tanforan Avenue could provide access and green relief to area employees.
- PG&E Corridor: This 4-acre parcel extending north from Irish Town Greens, could provide a trail and open space connection to the Terrabay neighborhood to the north.
- SFPUC Corridor: Already partially developed near its northern end as Elkwood Park, this 3.4-acre corridor could connect the Winston-Serra neighborhood to Alta Loma School site and Alta Loma Community Park.
- Oyster Point Marina Park: The current park’s usable acreage could be expanded for recreational use.
- Pursue opportunities for acquisition and development of additional parkland and open space.

Additional sites to consider include:

- Skyline Open Space: The 30.5-acre vacant parcels between King Drive and Westborough Blvd., east of Skyline Blvd. could be developed as a natural open space, trail system, and/or dog park.
- The Terrabay Open Space north of South San Francisco Drive is currently undeveloped, but could provide trail connections to San Bruno Mountain.

R-1.2 Strengthen and update the Joint Use Agreement with South San Francisco Unified School District in order to ensure continued public use of school recreational facilities.

The 2008 Joint Use Agreement between the city and the school district identifies the facilities available for joint use and the responsibilities of the parties regarding that use. Although the term of the Agreement is 20 years, since its inception budget circumstances have changed, the Agreement has not been uniformly implemented across the school sites, and construction on many of the school sites has impacted availability of facilities both near term and long term. The joint use facilities shared with the SSFUSD list looks impressive, however the availability and actual use of these facilities and fields may not be as mutually beneficial and coordinated as desired.

- It is recommended that an audit of scheduled use be performed to assess actual use and benefit to the community. If it is determined that the actual availability of spaces is limited, a reassessment of the coordination and communication efforts between the partners should be refined to provide a process that provides the greatest community benefit.

California law offers strong protection against liability for school districts that open their property to the community after hours. The district's risk of liability is minimized if they prudently maintain their property, carry (and require group users to carry) insurance, and include an indemnification clause in any formal joint use agreement. Because opening school facilities for community use is substantially less expensive than constructing new facilities, and because South San Francisco is substantially built out, indemnifying the district for any potential liability is a cost-effective strategy.

District concerns over school security are increasing, and it may be anticipated that access to school sites will become increasingly restricted in the future.

- Design of improvements to school sites should include accessible joint use zones that will benefit the community.

The City-School Subcommittee comprised of two City Council members and two school district Board Members meets quarterly to discuss areas of collaboration and issues of concern. Some issues are being addressed, for example, the school district is in the process of moving to a District-wide centralized, computer-based facility scheduling program, which should improve the administration of the Agreement and reduce scheduling conflicts. Other areas of particular importance are:

- Expand availability of recreational facilities in under served neighborhoods, such as Sunshine Gardens, Downtown and Paradise Valley. Expanded joint use of Sunshine Gardens Elementary School play area is currently under discussion.
- Improve joint scheduling and coordination regarding sports fields, childcare sites, and gymnasiums throughout the city.
- Expand collaboration regarding citywide facilities such as swimming pools and performance venues.

ACCESS

GOAL 2 : Every South San Francisco resident should be within a 5-minute walk of a park, trail or open space.

Parkland and open space should be distributed throughout the city to ensure equitable access. Community parks, special facilities (such as the aquatics center or senior center), and regional open space (such as the Bay Trail or Sign Hill) have citywide service areas. Neighborhood parks, with a service area of 3/4 mile should be located to serve their neighborhood. Access to developed parks, trails or open space should be provided within a 5-minute walk (generally 1/4 mile) of every South San Francisco resident. Currently, some areas are under served. See Figure 8.2, 1/4 park mile access. If 1/4 mile radius from schools, trails and potential future park sites are added, as shown in Figure 8.3, a much greater number of residents are within the service areas.

Recommendations

R-2.1 Prioritize provision of parks and open space in underserved areas.

- **Downtown:** Plan for and encourage additional parks, open space and recreation facilities throughout the Downtown Station Area Specific Plan area. Consider development of city-owned sites such as surface parking lots for park use. Consider acquisition of additional site(s) in the Downtown area. Sale of the under-used Cypress and Pine Park for residential use could provide funds for acquisition of more suitable park site in the Downtown area. Develop Linden Avenue Green Spot as a mini park with recreational amenities.
- **Sunshine Gardens:** Provide additional park resources in the Sunshine Gardens neighborhood by means of partnership with SSFUSD. Partner with SSFUSD for development of park/playground facilities at Sunshine Gardens Elementary School. Explore options for access to El Camino Real High School sports facilities including fields, track and swimming pool. Increase access to Parkway Heights Middle School facilities.
- **Additional opportunities:** Continued or expanded access at SSFUSD sites at Alta Loma, Buri Buri, Baden, Ponderosa, Foxridge and Monte Vista Schools could provide needed recreational opportunities to under served

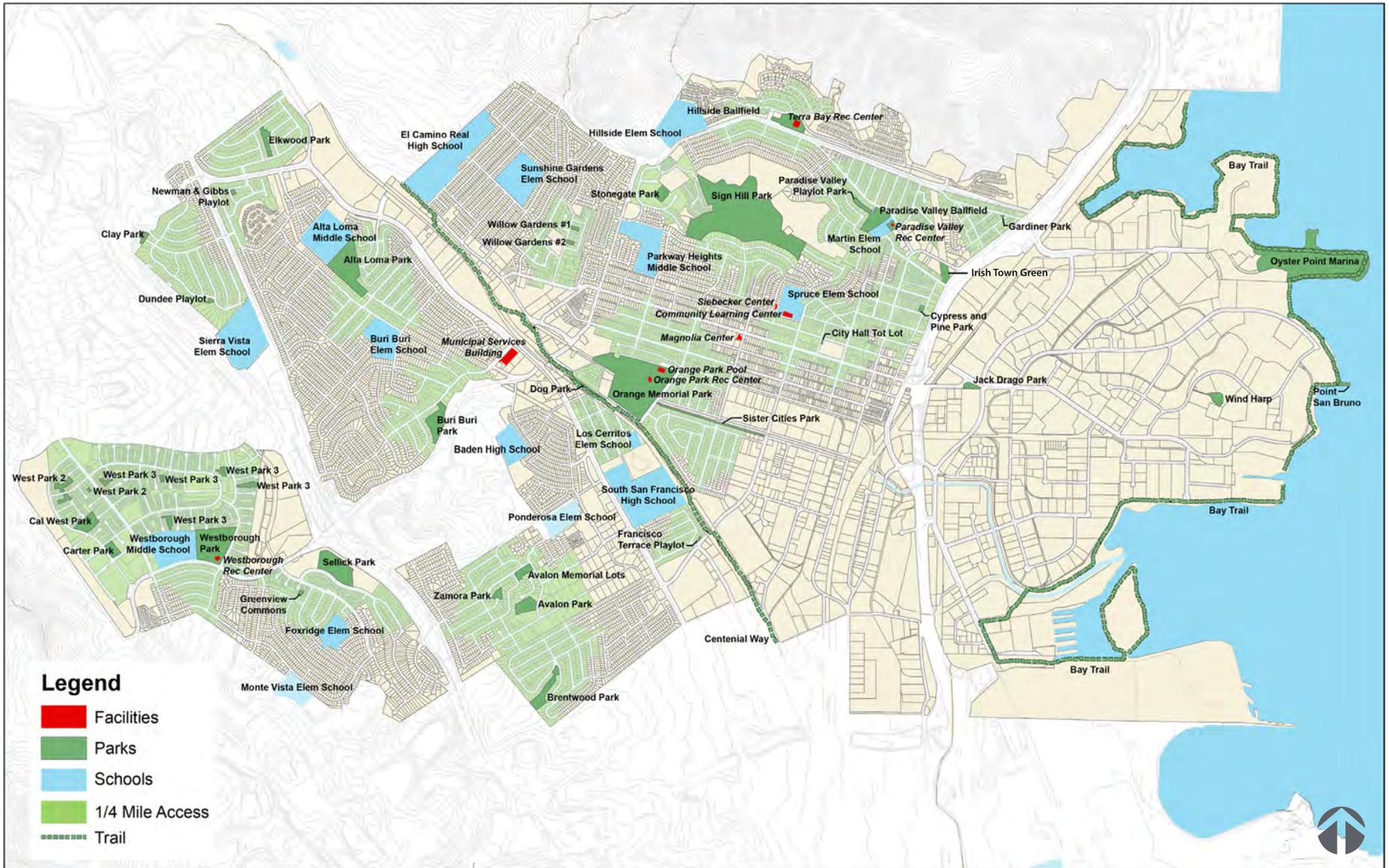


Figure 8.2: 1/4 Mile walking access to Existing City Parks

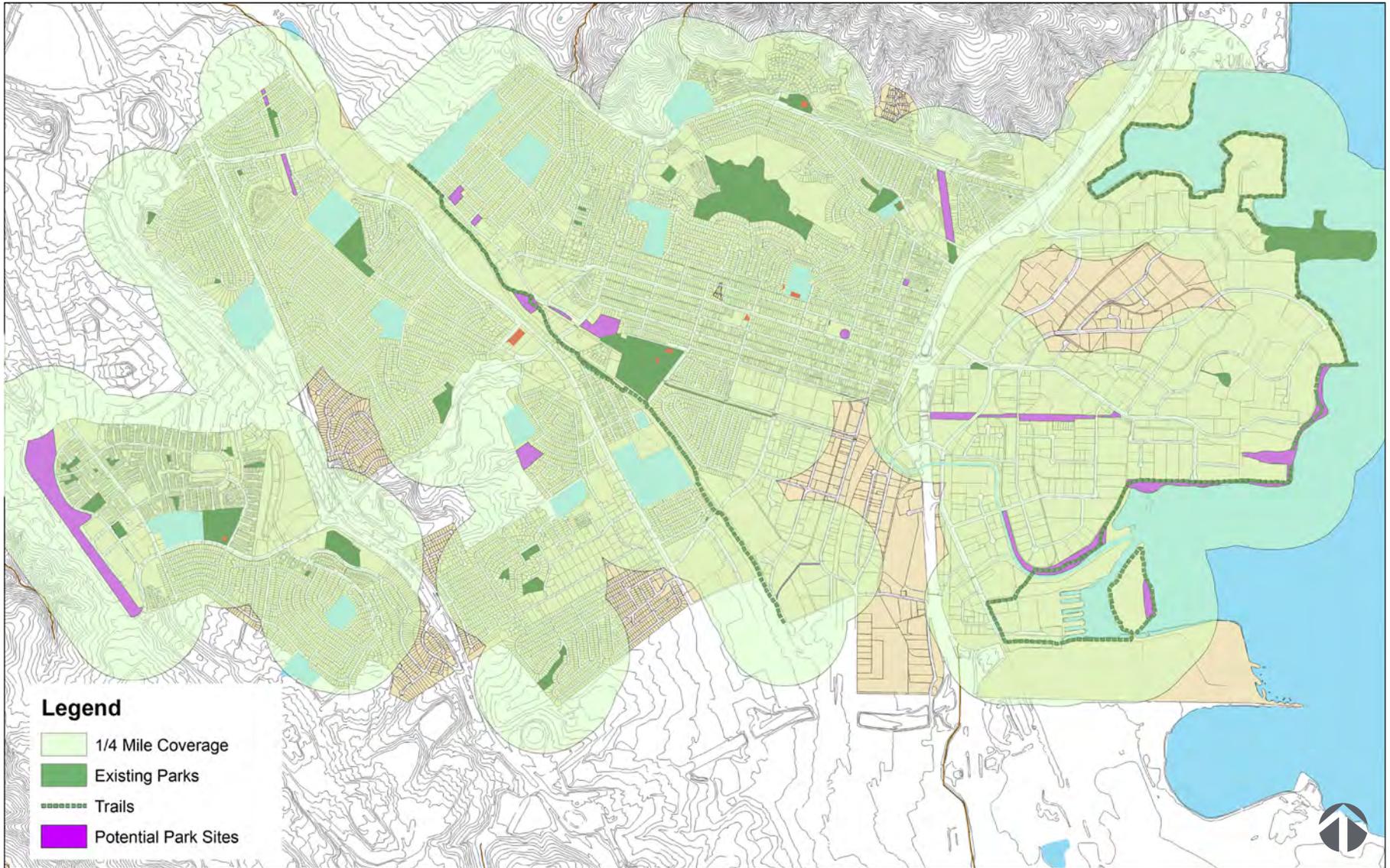


Figure 8.3: 1/4 Mile radius from existing and potential parks, trails, and schools

neighborhoods. Development of park and open space facilities described in the El Camino Real/Chestnut Avenue Area Plan, as well as access to Orange Memorial Park through completion of its Master Plan, would fill a need along the Chestnut Avenue corridor.

R-2.2 Improve connectivity to existing parks and trails.

- Develop and improve Class I trail connections as prioritized in the Bicycle Master Plan. Prioritize connections to Centennial Way and the Bay Trail, such as the Railroad Avenue rail-to-trail conversion, the Lindenville rail-to-trail conversion, and the extension of the Centennial Way spur along Colma Creek. Additional access points to Centennial Way from Mission Road and Sunshine Gardens should be explored.
- Upgrade trails with safety improvements (lights).
- Where width allows, provide amenities such as benches, exercise stations, picnic areas and public art along trails.

R-2.3 Reduce barriers to park use such as safety concerns or lack of information.

- Conduct a safety review of program locations to examine participant safety issues as this was listed as a barrier to participation. Lighting, signage, maintenance, and lack of parking should be analyzed for their safety impacts and/or perception of lack of safety.
- Conduct outreach marketing to inform residents of park locations and amenities available. This should be on the web as well as printed materials.
- Research transportation options for seniors to senior center activities and events. Include private and public opportunities such as rideshare and city van. Promote the use of the South City Shuttle, which provides free service around South San Francisco, with trips to the senior center, libraries, parks, city hall, local stores, as well as transit connections with SamTrans and BART.

SPORTS FIELDS

GOAL 3: South San Francisco should provide well maintained sports fields, including diamond and rectangle fields suitable for regular practice, games, and tournament play.

The City of South San Francisco currently provides 9 diamond fields, including 6 baseball game/practice fields, 1 practice field only, and 2 softball game/practice fields. The city’s Joint Use Agreement with the South San Francisco Unified School District provides access to an additional 9 fields that are used by the community.

The city currently provides 2 rectangle (soccer) fields. The Joint Use Agreement provides for an additional 3 fields that may be used by the community.

The desire for additional ballfields and soccer fields was noted in the community surveys, although the level of interest was only moderate. At the Community Workshops, maintenance of the sports fields emerged as a greater concern. Many of the city’s and school districts fields are currently not suitable for competition play because maintenance has been reduced due to budget constraints. Input received from the Sports Focus Group participants revealed that the number of existing fields would be sufficient to meet the current sports demand if the fields were maintained at a higher level, if some improvements were made, and if the joint use school fields were actually available (several are unavailable due to construction projects).

Recommendations

R-3.1 Maintain the existing ratio of sports fields per population.

As population increases, the need for sports fields will increase as shown on Table 8.5.

Complete the build-out of the Orange Park Master Plan. Two diamond fields will be added, bringing the total of city fields to 11. One full-sized soccer field will replace the existing informal field at the front of Orange Memorial Park, and 2 small practice fields (suitable for under-8 age group) will be added, bringing the total of city fields to 4.

The city and school district should work together to maximize joint use of any additional sports fields, such as the fields at El Camino High School, and to upgrade existing facilities (e.g. backstops that are not playable fields).

R-3.2 Increase the playability of existing fields to accommodate a higher level of use.

Upgrade fields as feasible to artificial turf, to reduce the need for field rest time, and reduce maintenance requirements. New fields constructed at Orange Memorial Park should be of artificial turf, lighted and fenced in order to maximize playability and minimize maintenance needs.

Where feasible, light fields for evening use. Hillside Athletic Field is currently lighted for softball, but lighting is insufficient for soccer. The city should study locations where lighting may be provided without detriment to surrounding residential neighbors.

Address deferred maintenance and increase maintenance levels to improve the playability of existing fields. (See also Recommendation 5.3, second bullet, regarding maintenance of sports fields.)

		TOTAL	POPULATION PER FIELD
DIAMOND FIELDS			
<i>City Parks</i>	9		
<i>Joint Use</i>	9		
<i>Total</i>		18	3,600
ADDITIONAL NEEDED FOR 2030			
<i>Planned fields</i>	2	20	3,750
<i>Deficit @ 2030</i>	-1		
RECTANGLE FIELDS			
<i>City Parks</i>	2		
<i>Joint Use</i>	3		13,000
<i>Total</i>		5	
ADDITIONAL NEEDED FOR 2030			
<i>Planned fields</i>	2	7	11,000
<i>Deficit @ 2030</i>	0		

Table 8.5: Sports Field Summary

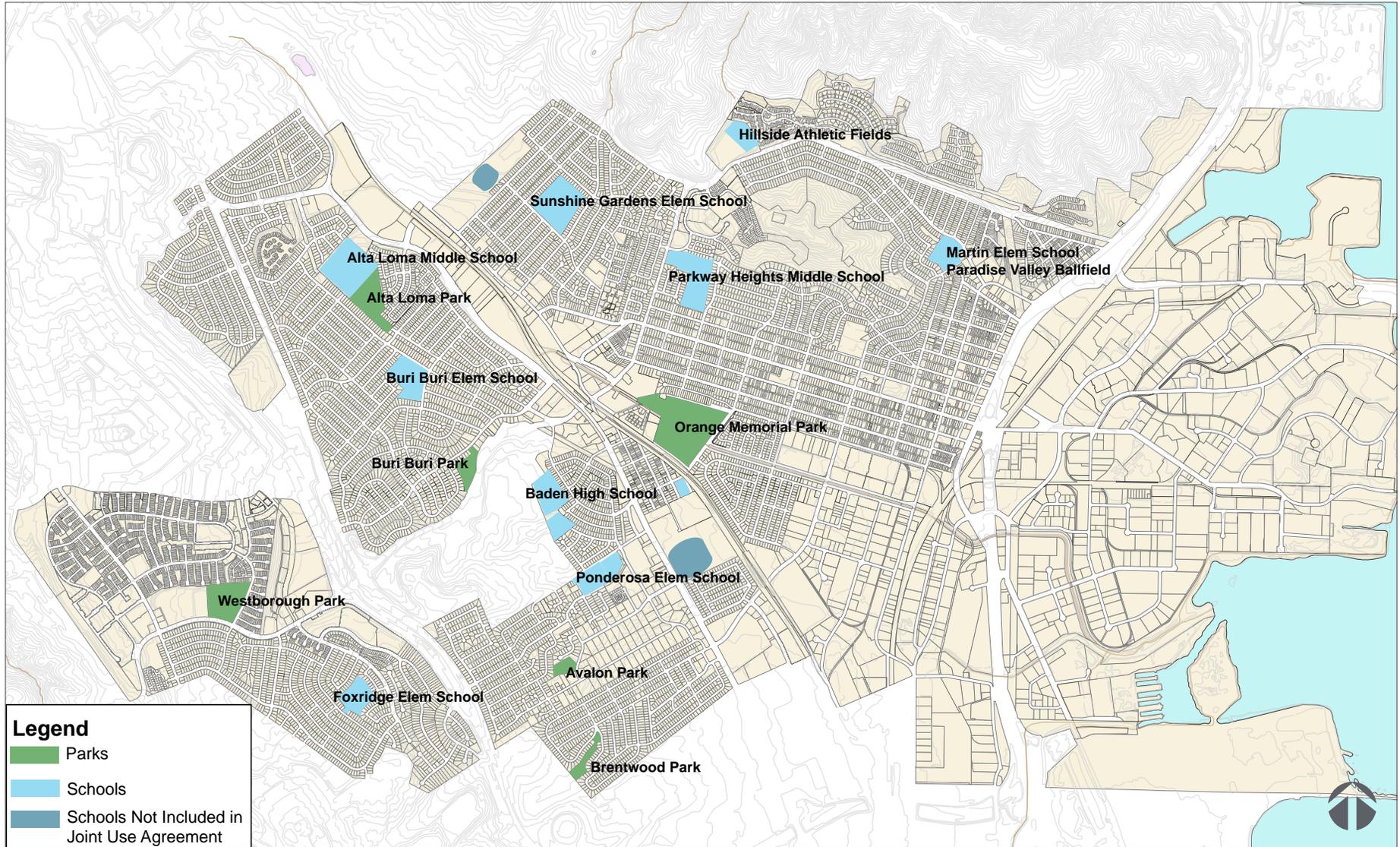


Figure 8.4: Diamond Field Map

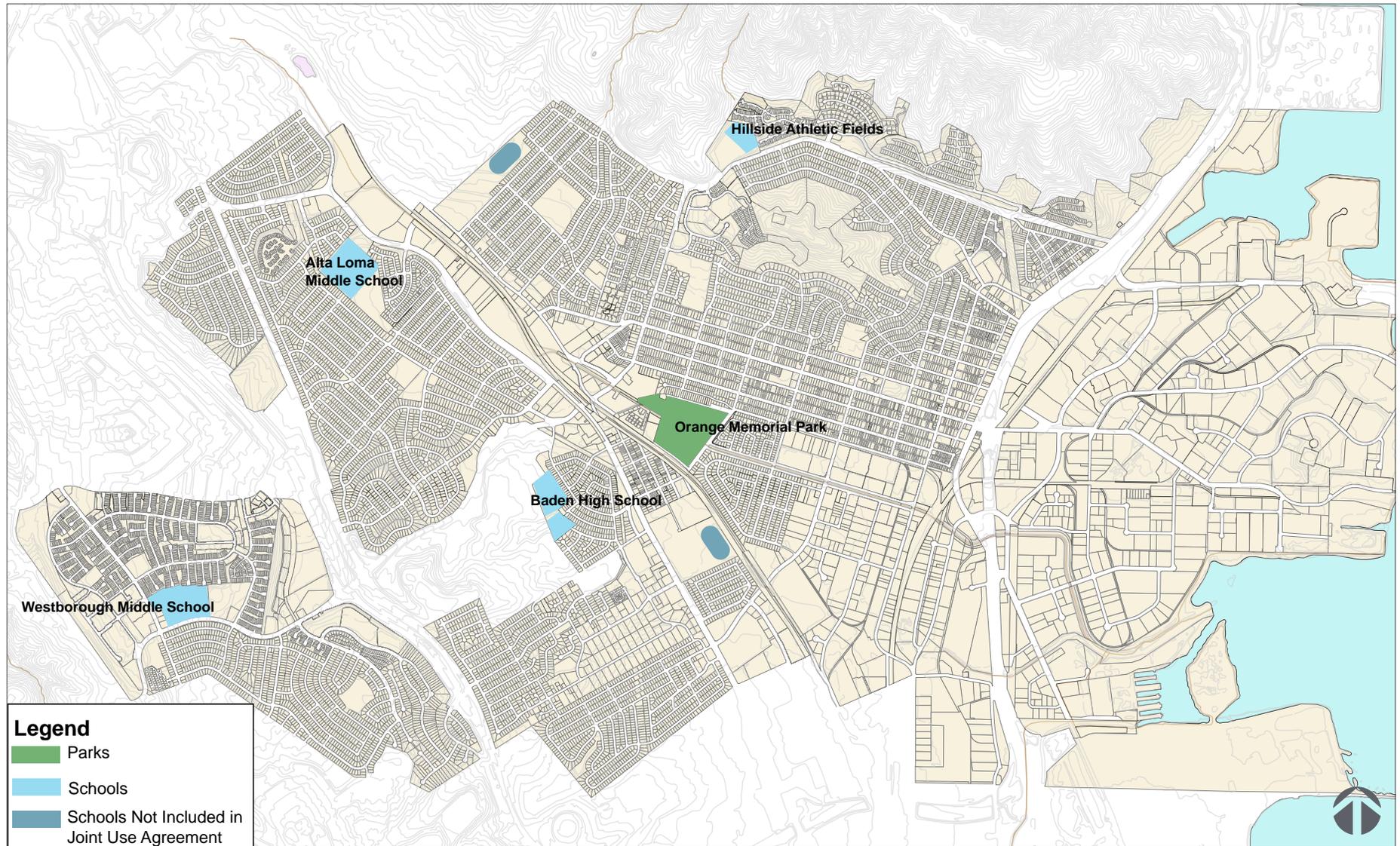


Figure 8.5: Rectangle Field Map

PARK FEATURES & AMENITIES

GOAL 4: Incorporate innovative amenities to serve multiple user groups as new parks and facilities are developed or existing parks are renovated.

Playground renovation was a high priority for Workshop participants as well as survey respondents. Park renovation creates the opportunity to incorporate multi-dimensional features and elements that serve a range of users. Parks and common open space in new development should also provide amenities for multiple users from toddlers to seniors. Parks in employment areas can encourage healthy living by providing areas for active sports activities.

Recommendations

R-4.1 Renovate existing playgrounds to update play features, and add play elements to existing open spaces where feasible.

- Continue scheduled playground renovations.
- Include comfortable parent seating adjacent to play areas.
- Provide protective fencing to separate play areas from streets and sports courts.
- Incorporate art and educational play features.
- Provide play elements in mini-parks, linear parks and green spots.
- Incorporate water spray playgrounds distributed in community parks where compatible with existing amenities.

R-4.2 Redesign underused parks to update programming to attract more users.

- Consider adding community garden plots to park landscape areas.
- Provide fitness stations, additional seating, or other usable nodes at linear parks.
- Consider location for additional skate park.
- Consider location for additional dog park.
- Plan and construct an outdoor amphitheater.

R-4.3 Open space requirements for new development should include consideration of program elements to meet the needs of multiple user groups.

- Where new development proposes common open space, ensure that it includes amenities for multiple user groups: children, teens, adults and seniors.

R-4.4 Provide locations for active sports in employment areas.

- Pursue development of facilities for active sports, including sports fields (e.g. softball, kickball, soccer), basketball and tennis courts, blacktop and turf areas suitable for team games, to meet the needs of South San Francisco employees.

R-4.5 Incorporate art in parks and open spaces as focal and functional elements.

- Consider incorporation of art in paving, wall surfaces, site furnishings, (seating, bike racks, etc.) as well as using art as a focal element.
- Consider additional sites for major iconic public art pieces. Highly visible yet underused sites such as Jack Drago Park could be suitable locations.



MAINTENANCE

GOAL 5: South San Francisco's parks and facilities should be regularly maintained to the highest standard, and the backlog of deferred maintenance should be eliminated.

Maintenance emerged across all outreach efforts as a major concern. It is recognized that the Department has been doing an excellent job of operating under severe budget constraints, and that the staffing levels are currently below their previous levels. In all surveys, respondents prioritized maintenance over expansion of park facilities, or valued maintenance equally with expansion. Maintenance of sports fields was noted as a high need in both Community Workshops as well as with the Sports Focus Group.

Recommendations

R-5.1 Ensure adequate staffing to maintain parks and facilities.

- Work with city administration to enhance current staffing levels, to pre-2005 levels at minimum.
- Continue succession planning and leadership skill training.
- Consider staffing requirements if higher level of maintenance for facilities and parks is desired.
- Staffing costs should correspond with desired increased levels of maintenance and/or programming and be considered in the budget process to include supervision and management staff.

R-5.2 Provide for adequate maintenance funding for new and existing parks and facilities.

- Establish policy for which any capital development must have a funding plan for replacement, repair, and ongoing maintenance.
- Develop a sustainable funding plan for short term and long-term maintenance. A first step is the development of a maintenance plan to support current operations.
- Analyze maintenance expenses for efficiencies and cost containment.

R-5.3 Develop maintenance standards for facilities, parks, open spaces, trails

- Develop preventative maintenance plan for all facilities. To extend the life of the facility, an annual building maintenance assessment should be completed to create a priority list of preventative maintenance and deferred maintenance needs, with identification of the required funding.
- Review and update maintenance standards for sport fields. Explore

partnership possibilities with sport organizations in supporting the maintenance of the existing fields.

- Prioritize deferred maintenance needs and develop a plan to address deferred maintenance on facilities. Include a deferred maintenance funding plan so resources are not lost regarding replacement, repair, and upgrade of facilities and parks to preserve existing resources.

COMMUNITY FACILITIES

There are no recognized national or state standards for community facilities. The National Recreation and Park Association (NRPA) provides planning guidelines and advises the consideration of:

- Population
- Demographic characteristics
- Desired service levels
- Comparative analysis data

Currently, many of South San Francisco's facilities are operating at capacity. Programs such as childcare have extensive waiting lists, and the city's popular ballet program lacks adequate space. Several facilities are recommended to address recreation needs in the city, based on South San Francisco's population and demographics, comparisons with benchmark cities, and findings from community research. The facilities are: Orange Memorial Park Expansion and Aquatics Center, Community Recreation Center and Performing Arts Facilities.



ORANGE MEMORIAL PARK MASTER PLAN AND AQUATICS CENTER

GOAL 6: Complete the development of the 2007 Orange Memorial Park Master Plan, including purchase or long term agreement for use of the property currently owned by Cal Water, and construction of an expanded indoor aquatics facility.

The 2007 Orange Memorial Park Master Plan Update involved extensive community participation. The resulting plan, illustrated in Figure 8.6 includes, among other things, expansion of the Aquatics Facility and construction of additional sports fields. These features, as well as the expanded park acreage and access from Chestnut Avenue, would fulfill a number of community needs.

Recommendations

R-6.1 Develop a plan to complete the Orange Memorial Park Master Plan with funding identified for each phase of work.

In the current Park and Recreation Master Plan process, expanding and modernizing the indoor pool at Orange Memorial Park was ranked as the one of the highest priorities by the community. The 2007 Master Plan illustrates the addition of a seasonal outdoor pool. It is recommended that the plan be clarified to indicate addition of an indoor pool to better serve aquatic needs on a year-round basis. The extension of the indoor pool building to accommodate another pool will necessitate relocation of the field fronting on Orange Avenue, which is currently used for youth and pick-up soccer. This field would be replaced, and additional under-8 practice fields would be provided as a future phase of the Orange Memorial Park Master Plan.



Completion of the Plan would include:

- Expansion of the indoor aquatic center
- Expansion for a lighted, multi-use sport field; with synthetic turf and access control
- Incorporation of Wi-Fi hot spots
- Construction of an outdoor amphitheater could also be explored

To complete the Orange Memorial Park Master Plan, phasing must be coordinated with funding from bond measures, grants and impact fees, or other tax measures.

Figure 8.6: Orange Memorial Park Master Plan

R-6.2 Design and construct an expanded indoor aquatics center.

The existing pool at Orange Memorial Park does not meet the aquatics needs of the community. Swim teams are unable to hold competitions at the facility, lap swimmers go to other cities' pools for their exercise, and the children's lesson program cannot accommodate all of the families that would like to participate. The facility is also dated, and in need of renovation. Public access for lessons, aqua exercise, laps, and recreational family swim and facility upgrades remains in high demand. Adding to the existing aquatics center would make it a destination location with broader offerings and will result in operational and financial efficiencies. The expanded aquatics center should be multi-use, accommodating the various aquatics activities from competitive swim to aqua aerobics. A funding plan, as well as an operations and maintenance plan should be in place for construction of an indoor aquatics center that includes:

- Increased pool space
- Warm water pool, especially suitable for young children and seniors, with zero depth/beach entry, and baby/tot swim lessons area
- Family lockers and family changing rooms
- Meeting room for training, party rental space
- Water play features for family swim, and for party rentals
- Interior face lift/ renovations

A renovation plan for the existing pool should be developed that includes upgraded lighting in the pool area and upgrading the finishes, flooring and lighting in the lobby and locker rooms.

Preliminary costs for a new aquatics center are in the Appendix.

R-6.3 Implement interim measures to maximize access and use of existing facilities, and to provide desired amenities.

- Provide limited renovations to existing pool facility, to address ADA access. Restroom and locker room upgrades, including family changing areas, should be addressed in an expansion master plan.
- Expand current pool operating hours to include Sundays. As current demand for swim lessons exceeds capacity, Sunday lessons would be viable. Desire for additional family swim time has also been expressed.
- Incorporate fee rate to cover costs for family pool time.
- Re-evaluate joint use of El Camino High School and South San Francisco outdoor pools during summer, for lap swim and lessons.
- An interim and low cost option for water play is to add water spraygrounds as a park feature. Spraygrounds, which provide unstructured play, could be designed for use as both wet and dry play features, and could be located in more than one community park.
- A plan for increased storage to support programming at the Fernekes Recreation Building should be considered.



COMMUNITY CENTER

GOAL 7: Develop a multi-use Community Center that will support the range of programming desired by the South San Francisco community.

Many of the city’s programs are run from facilities that have been re-purposed to accommodate the program uses. The Municipal Services Building functions as a multi-use facility, which requires multiple set-up and break down configurations to accommodate the variety of uses in each room. Issues include lighting (including lighting for art shows), limited storage in rooms, maintenance on an aging facility, lack of adequate space for desired programs, and a need for increased ventilation with the frequency and popularity of movement classes.

A multi-use, multi-generational community center would provide dedicated spaces designed for the city’s robust programming. Efficiencies and improved cost recovery would result.

Recommendations

R-7.1 Design and construct a multi-generational, multi-use Community Recreation Center.

The need for a number of program spaces has been identified during this Master Planning process. (See Tables 8.6 and 8.7) These program spaces should be incorporated in a future community center to support multi-generational programming. The spaces required to serve the demand include:

- Wood floor studios for dance, yoga, aerobics, group exercise
- Studio and performance space for cultural arts programming
- Community hall, stage, and kitchen
- Licensed preschool area
- Sport courts for basketball, volleyball
- Fitness room
- Program rooms
- Childwatch

In evaluating the options, an operations and maintenance plan should be developed. Preliminary costs for a new community center are included in the Appendix.

R-7.2 Consider co-location of parks and recreation functions and library functions on the former Public Utilities Commission sites adjacent to El Camino Real and Chestnut Avenue.

The availability of the former Public Utilities Commission sites adjacent to El Camino Real and Chestnut Avenue provides the opportunity to establish a state of the art Community Center, including parks and recreation functions as well as library and related functions. The site is centrally located, highly visible, and easily accessible by public transit, including the Free South City Shuttle. All of the facility space needs identified in the program assessment and in the outreach process could be accommodated on one site, creating both enhanced efficiencies and increased synergies. Community priorities, such as expansion of the preschool and childcare programs, and provision of adequate facilities for the highly popular dance programs, could be accommodated. Maintenance on aging facilities could be reduced.

Additional opportunities provided by creating a joint project with the South San Francisco Library should be evaluated. Opportunities include:

- Sharing of staff areas to efficiently utilize space, including joint kitchen, break room, restrooms, conference rooms
- Sharing of spaces such as meeting rooms, classrooms, computer education, programming areas, creation/technology and “maker” spaces
- Sharing of auditorium and gathering spaces
- Sharing of resources (marketing, one-stop “shop”, visibility, shared parking)
- Sharing of operational expenses



	Subtotal SF	Total SF
CORE RECREATION SPACES		40,000 SF
Event Halls (Social Hall, Foyer, Catering Kitchen, Raised Platform, Atrium)	17,400 SF	
(Butterfly Room & Betty Weber Room)	3,575 SF	
Classrooms (Belloni Room, Soft Classrooms)	4,300 SF	
Dance (Dance Studio)	3,000 SF	
Council Chambers	7,600 SF	
Staff Offices	4,125 SF	
EARLY CHILDHOOD EDUCATION (CLASSROOMS, OUTDOOR PLAY AREA, RESTROOMS)		8,700 SF
NEW SPACES		8,000 SF
Creation Lab	2,700 SF	
Dance Studio	3,000 SF	
Social Hall Lobby & Cafe	2,300 SF	
TOTAL SQUARE FOOT NEEDS		56,700 SF
Existing Square Feet in Municipal Services Building		28,365 SF

Table 8.6: Square Footage Needs for Community Center

	Spaces Needed
Core Recreation	180
Early Childhood Education	39
New Spaces	36
TOTAL PARKING SPACE NEEDS	255

Table 8.7: Parking Needs for Community Center

PERFORMING ARTS

GOAL 8: Provide facilities to support South San Francisco’s thriving performing arts community.

South San Francisco has extremely successful and long standing dance programs. Their needs include both practice and performance space. The dance programs have outgrown the existing studio space in the Municipal Service Building, which is too small to adequately accommodate the needs of the dancers.

Performing arts space designed for dance programming should be a high priority. The existing cultural dance programs are very popular and serve a diverse participant base. Performing arts space is needed to serve the existing demand for classes and performance space. As recommended, dance program space requirements should be a prime consideration in the master planning of a community center for practice, rehearsal, and small-scale performances.

Recommendations

R-8.1 Renovate or construct wood floor practice studio space to accommodate the city’s dance programs.

Although all dance programs require wood floor studio space, two types of practice wood floor studio practice spaces are needed. The wood or marley sprung flooring required for both ballet and Polynesian/Hawaiian dance can be damaged by the hard shoes used in ballet folklorico, tango, salsa, Irish dancing or tap. The demand for ballet space could support two ballet studio spaces. A separate studio is needed to accommodate the different types of dance. In other ways, the needs are similar – mirrors, barres, HVAC, sound system, lighting and storage space.

Dance studio space could be provided in a newly constructed Community Center, or provided by retrofitting existing space owned by the city. The minimum dimensions desirable for dance practice studio space is 40’ x 40’. Some require space for musicians as well. Dance studio space could also be used for yoga, pilates and other program needs. The Municipal Services Building’s Butterfly Room is of sufficient size and configuration to accommodate large ballet classes if retrofitted.

R-8.2 Continue to explore and to use partnership, rental and sponsorship opportunities to meet the need for a large performance venue.

The performance of limited, annual, large-scale shows should continue to be at venues built for this purpose and rented for shows. The limited number of shows scheduled for a large audience, the maintenance and operations cost, and the construction cost for a performance center is not a sustainable option for the city. It is recommended to continue the current practice of rental, partnership, and/or sponsorship agreements to provide a performance venue for audiences of 350-500. Consider partnering with adjacent communities for use of a performing arts center.

Currently, the theaters at the SSFUSD high schools are not adequate for the major performances. The theater at El Camino High School has a fly for backdrops but only an audience capacity of 400. The auditorium at South San Francisco High School has an audience capacity of 1,000, but lacks a fly for backdrops. Scheduling, availability and cost have also been issues. If the school district moves forward with improvements to its High School theaters, or construction of a new modern performance venue, the city should explore options regarding their interest in shared theater.

R-8.3 Pursue alternative options for additional program, practice and performance space.

The city should also continue to research partnership options to provide dance program and performance venues including the renovation of unused public, not-for-profit, or private spaces.

Acquire a portable platform to serve as a stage in the Social Hall and/or the Butterfly Room. This is temporary solution to meet the demand for dance class performances. The portable stage is only effective if it is also part of the rental amenities for the Social Hall; otherwise it may not be feasible with the staff requirements to assemble and disassemble to accommodate rental needs.

An outdoor amphitheater can be an effective performance venue for many types of cultural and community events and assist in alleviating some of the demand for performance space. Outdoor amphitheaters are typically

- Located in community parks
- Flexible use and utilitarian
- Distributed in community
- Convenient to users
- Venue for performances



PROGRAMMING

GOAL 9: Expand programming capacity and efficiencies to effectively serve South San Francisco's diverse community.

In 2005, the Department's funding was significantly reduced requiring deep cuts in staffing and maintenance operations. Although funding has been increased over the years, it remains below the 2004 level and continues to affect internal operations and financial sustainability. Deferred maintenance is a growing problem. Many of the city's facilities are not maintained at a level that sustains use or program growth. The Department recognizes the need to develop a plan that addresses these issues and adding facilities and programs that meets the needs of a diverse and growing population.

The Department has distinguished itself in several key program areas: 1) preschool and early childhood education, 2) senior programming, 3) cultural and performing arts, 4) environmental programming, and 5) outdoor public art. The Department faces a number of challenges in its efforts to serve the recreation interest of the community: fewer resources (fiscal and staff), increased demand for participation, wide range of programs necessary to serve a culturally diverse population, and intensified use of facilities. The Department has addressed these challenges by repurposing facilities, prioritizing programming, increasing staff responsibilities, and deferring maintenance and capital project development.

The study results indicate there will be continued demand for childcare and preschool youth programming with an emphasis on educational programming (Kindergarten readiness). Youth sports programs; cultural programming, dance and aquatics will also continue to be in high demand. Informal recreation use of park, trails, and paths will remain popular, if safety concerns are alleviated and the perception of park safety is improved. Facility rentals for private events will remain high with the many cultures that value celebrating family events as large social gathering opportunities.

Recommendations

R-9.1 Build on the successes of the city's current programming by increasing staff, expanding facilities, and improving communications.

- Work with city administration to maintain and enhance current staffing levels.
- Continue succession planning and leadership skill training.
- Staffing costs should correspond with desired increased levels of maintenance and/or programming and be considered in the budget process to include supervision and management staff.
- Establish performance measures for program areas.
- Perform cost recovery analysis for programs, events and rentals. Review cost recovery goals for program areas to increase "pay for play" opportunities.
- Maximize successful class offerings by increasing class size limits or offering more sessions/times, particularly during the summer season and after school.
- Recognize the city's diverse cultural influences and incorporate them into space planning and programming. Examples include specialized education such as language skills and foreign language programs such as Italian, French, Spanish, Chinese, and Tagalog.
- Establish computer kiosks at all recreation facilities to encourage website use for information, reference, and program registration.
- Remove barriers that inhibit growth and limit quality in high-enrollment programs, such as inadequate court and field quality and availability, and scheduling influences.
- Develop and implement a capital plan to address the lack of recreational facilities that limits program offerings and/or quality.
- Develop a communication and outreach plan to parents who are non-English speakers and readers.

- Create program space either through private and/or public partnerships, or constructing/renovating spaces. These program spaces should be incorporated in a future community center to support multi-generational programming. Maximize use of existing facilities by renovating or retrofitting unused spaces such as the Magnolia Center basement and the Miller Avenue parking garage. The spaces required to serve the demand include:
 - Sprung floor studio for dance, yoga, aerobics, group exercise
 - Studio space for cultural arts programming
 - Stage space for performing arts
 - Sport courts for basketball, volleyball
- Conduct use assessments of potentially under-used spaces in existing facilities. For example, a use assessment of the small exercise room at the Terrabay Gymnasium is recommended to determine the program priority in terms of benefit and function in relation to users’ needs. This includes counting the number of users over a specified time period to determine total participations per week or month. It is useful to identify the number of different users, if possible, and to conduct a survey of users to determine the importance of the room to their attendance.

South San Francisco’s licensed childcare and preschool programs are extremely popular and successful. Expansion of the licensed preschool childcare program was the highest ranked need noted in the telephone survey. The greatest limitation to this program is the lack of physical space to increase capacity. The waiting list can extend for up to two years.

- Increase capacity for licensed childcare/preschool to address demand.
- Create dedicated space either through private and/or public partnerships, space owned by the city, or constructing/renovating spaces.
- Improve existing facilities with functional renovations. For example, the Siebecker Center was recently renovated; however, built-in storage above 5 feet and new windows would be beneficial.
- Consider preschool training program.

R-9.2 Enhance multi-generational use of existing facilities

- Enhance multi-generational programming and synergy of spaces to provide recreational opportunities for family members (adult and youth) in different programs offered at the same time and location.

The use of the Magnolia Center after hours could potentially provide space for programming that is not served due to a lack of facilities. Programming for senior adults is extensive and provided through classes, services, and social opportunities at the Senior Center. The Center has been renovated to meet the needs of the seniors and serves this function well. The Department provides licensed adult daycare services, a program not typically provided by most cities.

The targeted senior population programming ends at 3:00 pm resulting in an opportunity to explore expanding building hours and room amenities for other age programming. The Center is having difficulty making the bridge to “shared uses” when the facility is not active with senior programming. Outreach to “younger seniors” is a challenge that might be addressed by providing programming tailored to older adults (50-60 years) after 3:00 pm. Seniors are also requesting access to health and fitness amenities that the Magnolia Center is not adequately equipped to provide. This is a facility resource that potentially could be used to meet another city program need; however, limited parking and the senior center “feel” are challenges to market acceptance for other uses.

- Analyze the potential of unfinished basement space and/or unused program spaces at the Magnolia Center and determine if it is feasible to fund improvements. “Creation spaces” or technology labs, as discussed under 9.3 are potential multigenerational uses.
- Address use of Magnolia Senior Center after 3:00 pm by targeting “younger seniors” programming, socials, and events.
- Conduct program schedule review of senior center to determine opportunities for multigenerational use of facility after senior center hours. A study to examine extending afternoon hours for teen programming in the existing spaces should be a consideration.
- To address senior fitness, three pieces of exercise equipment were purchased and placed in a small room. The demand for senior fitness should be studied to determine if a larger room and greater focus on

senior exercise should be implemented. The center currently serves a less physically active senior population and fitness equipment may attract more active older adults.

- The full kitchen is underutilized and may provide the opportunity for expanded programming with multi-generational cooking classes at this site.
- Establish liaison with local corporations to inform retirees about the resources available at the Senior Center.
- Create options and design scenarios for the Municipal Services Building
- Create a “civic presence” as programming will move to the new recreation center.

R-9.3 Build and sustain partnerships to support program and facility needs.

- Negotiate with the school district for the equitable use of school facilities.
- Expand partnership with school district in providing the ASES program and continue to build on the “seamless” progression of youth programming (preschool to after school to camps).
- Explore the potential of developing “creation spaces” or technology labs at one of the existing sites and in partnership with private and public agencies. The Science, Technology, Engineering, Arts, and Mathematics (STEAM) program area may serve as a technology incubator and community gathering place, as well as provide space for group work areas. Establishing a “technology infrastructure” assists in providing a link to the biotech, science, and computer companies in the community. An objective of the STEAM movement is to encourage integration of art and design in K-12 education and influence employers to hire artists and designers to drive innovation.

OPEN SPACE ACCESS

GOAL 10: Enhance access and educational value of South San Francisco’s open spaces, while protecting and restoring unique habitat.

Sign Hill and the Bayfront are unique resources within the city. San Bruno Mountain State and County Park, is adjacent to the city’s northern border. Sign Hill is under a Habitat Conservation Plan, and being considered for status as a “Priority Conservation Area.” Access to Sign Hill and San Bruno Mountain is limited by adjacent residential development. The Bayfront is accessible for its entire length via the Bay Trail, however, private development limits access points. Sensitive habitat is also present along some of the southeastern portion of South San Francisco’s Bayfront. These open space areas are sensitive, but valued for both passive recreation and education.

Recommendations

R-10.1 Improve access to Sign Hill, San Bruno Mountain and the Bayfront.

- Improve access points to Sign Hill. Improve the informational and wayfinding signage at the Poplar Avenue, Spruce Avenue and Ridgeview Court trail heads. Explore possible enhanced parking/access via an easement off Diamond Avenue and parking at the Spruce Avenue. Provide additional wayfinding signage to direct users to access points and parking.
- Expand the area of Sign Hill Park by acquiring the privately owned parcels adjacent to city-owned land. Acquisition of these parcels would double



the size of Sign Hill Park, and provide additional access points from Larch Avenue and Ash Avenue.

- Develop trail connections from the Terrabay Open Space north of South San Francisco Drive to the open space habitat of San Bruno Mountain State and County Park.
- Improve wayfinding signage to Bay Trail access points. Require development to provide public access when new projects are brought forth.
- Improve bicycle and pedestrian connections under Highway 101, and to the Bayshore, as proposed in the Bicycle Master Plan.
- Improve Sign Hill trails to reduce erosion and discourage off-trail use.

R-10.2 Actively manage Sign Hill habitat for protection and restoration of its unique habitat.

Pursue designation of Sign Hill as a Priority Conservation Area.

- Expand the areas eligible for this designation by acquiring the privately held parcels adjacent to city-owned land. The three privately held parcels on the north side of Sign Hill contain some of the areas of highest habitat value.

Protect and Restore Essential Habitat for Special-Status Species

- Identify and protect suitable habitat for special-status plant species and listed invertebrate species, including mission blue butterfly, San Bruno elfin butterfly, and callippe silverspot butterfly.
- Coordinate future sign maintenance, trail construction and decommission, and other improvements with resource agencies to ensure compliance with the State and federal Endangered Species Acts.
- Pursue funding and implement habitat restoration to improve conditions for special-status species, including invasive species control and eradication, public access controls, and native revegetation.

Protect and Restore Native Grasslands

- Identify, protect and restore native grasslands as a sensitive natural community type with higher biological resource values.
- Ensure future trail construction and other improvements are designed to avoid and minimize adverse impacts on remaining native grasslands.
- Pursue funding and implement habitat restoration to replace native

grasslands damaged and lost as a result of past disturbance, trampling from informal trail use, and stands of invasive species.

Provide on-going treatment of Invasive Plant Species

- Monitor and treat invasive plant species that would otherwise compromise natural habitat values. Problematic invasive species currently include sweet fennel, yellow star-thistle, and non-native tree species.
- Target invasive species may change over time and include other species rated as having a “high” risk to natural habitat by the California Invasive Plant Council.
- Use a combination of available treatment practices to control and eradicate invasive species, while ensuring protection of sensitive biological resources including essential habitat for special-status species and occurrences of sensitive native grasslands.

Balance Retention of Non-Native Trees with Native Habitat Restoration

- Control further spread of non-native trees given their effect on the remaining sensitive native grasslands and essential habitat for special-status species.
- Consider removing non-native trees in selected locations where important for restoring native grasslands and suitable habitat for special-status species.



SUSTAINABILITY

GOAL 11: Incorporate sustainable features into parks and facilities to increase water conservation, energy efficiency, and habitat values, to encourage non-motorized transportation, and to educate about the environment.

Environmental sustainability is linked with the sustainability of the parks and recreation system as a whole. The values inherent in environmental sustainability - clean and adequate water supply, reduction in energy use, clean air, increased habitat, encouragement of non-motorized transportation - are all elements that enrich the parks and open space system, create efficiencies and savings in terms of water and energy use, and decrease maintenance costs. South San Francisco's draft Climate Action Plan also calls for reduction in water and energy use, and encourages non-motorized transportation to reduce greenhouse gasses. Sustainable policies and practices should be incorporated into all aspects of the city's parks and facilities.

Recommendations

R-11.1 Conserve water by updating irrigation systems, installing water-saving elements in buildings, and replacing high water use landscaping with lower water use landscaping.

- Update irrigation to high efficiency systems including "smart" controllers.
- Use reclaimed water for irrigation where it is available.
- Consider use of greywater systems and rainwater catchment systems to supplement irrigation.
- Conserve water use by using low water use landscape elements, and reducing under used areas of turf.

R-11.2 Use energy efficient features in parks and facilities.

- Conserve energy in indoor and outdoor lighting by incorporating motion activated lighting, dual level fixtures, self-powered lighting (e.g. integrated solar panels), and energy-efficient technologies such as LED.
- Identify sites where alternative energy sources (e.g. wind turbines, solar panels on roof structures, etc.) can be incorporated into the design.
- Establish LEED policy to incorporate sustainable design elements into future capital projects to establish green building and park standards (as appropriate) for energy efficiency and cost savings in development, maintenance and systems.

- Develop plan to upgrade existing facilities to achieve energy efficiencies.
- Conduct energy audits.

R-11.3 Improve habitat values with sustainable and native landscaping in parks.

- Incorporate Bay-Friendly Landscaping design and maintenance practices. In addition to improving habitat, these practices reduce waste, conserve water and energy, protect water and air quality, and reduce maintenance. (See Figure 8.7 - 7 Principles of Bay-Friendly Landscaping.)

TECHNOLOGY

GOAL 12: Continue to develop technology for efficient administration, tracking, and communications.

The Department is continuing to upgrade communications and management technology. Many residents and employees are reached via technology and social media, but the systems could be improved and made more accessible and user friendly.

Recommendation

R-12.1 Incorporate and upgrade Department technology on an ongoing basis.

- Continue to incorporate technology and social media for registration and marketing. The Department sends out an e-newsletter to approximately 9,300 addresses announcing special events and program highlights.
- Conduct an assessment of the registration software to determine if it is registrant friendly and intuitive in its application.
- Incorporate Wi-Fi hot spots in facilities and parks to encourage use.
- Provide computer kiosks at center sites to encourage program and rental registration, scheduling, and information gathering.
- Establish a reservation system for reserving court space.
- Establish systems for maintenance tracking and reporting, including a storage plan to address lack of spaces and tracking, and a system for tracking and re-ordering. Research off-site record retention or web-based service to alleviate storage issues.
- Promote the use of Engage SSF to facilitate citizen communications regarding maintenance and upkeep of the city’s parks.

The 7 Principles of Bay-Friendly Landscaping*

Bay-Friendly Landscaping is a whole systems approach to the design, construction and maintenance of the landscape in order to support the integrity of one of California’s most magnificent ecosystems, the San Francisco Bay watershed. The program was developed by the Alameda County Waste Management Authority, and is implemented by most public agencies in Alameda County, as well as many in neighboring counties. For public spaces, Bay-Friendly Landscapes embody community values for health, wildlife and the environment. A well-designed and maintained Bay-Friendly Landscape can cost less to maintain in the long run by consuming fewer resources. A Bay-Friendly Landscape is designed to create and maintain healthy, beautiful and vibrant landscapes in harmony with the natural conditions of the San Francisco Bay watershed by upholding 7 core principles:

- **Landscape Locally-** Consider climate, exposure and topography as well as soil type, local existing plants, and the potential for fire to select plants that are suitable for the site, using local natural plant habitats as models for the design.
- **Landscape for Less to the Landfill-** Select appropriate plants to encourage health, reduce green waste, and reduce invasive species. Select salvaged or recycled content materials where possible.
- **Nurture the Soil-** Healthy soil is alive with microorganisms and other beneficials, and carries out a range of processes that benefit landscapes, the community, and our planet.
- **Conserve Water-** Reduction of water use is critical to keeping up with a growing need for resources. Use natives and drought-tolerant plants, hydrozone, minimize turf, and use compost and mulch to create drought tolerant soil to landscape more responsibly.
- **Conserve Energy-** Increasing concern over energy shortfalls and dependency on fossil fuels informs the need to design landscapes for energy reduction. Plant trees to cool structures, reduce heat island effect through less paving, and use more efficient lighting to reduce energy use in new landscapes.
- **Protect Water and Air Quality-** Reduction of stormwater runoff from a site can positively affect the water quality of a site and its surrounding watershed. Similar implementation of air pollution-reducing measures - lowering fossil fuel use in maintenance, planting trees to reduce CO2 emissions, etc. can benefit the entire community.
- **Create Wildlife Habitat-** Biodiversity is crucial to the health of the local landscape. Diversify plant cultures, use natives, reduce chemical use in maintenance practices and provide shelter in order to preserve and restore vital animal habitats.

*Alameda County StopWaste

Figure 8.7: Bay Friendly Principles

SUSTAINABLE FUNDING

GOAL 13: Develop a Parks and Recreation Sustainable Funding Strategic Plan.

The Department has continued to provide high quality facilities and a high level of service to the South San Francisco community in spite of tight budgets and competing demands on the city's resources. Ensuring a dependable and sustainable funding stream is key to the future of parks and recreation in the city.

Recommendations

R-13.1 Adopt a business-like model of operations.

- Review and prioritize core services to determine appropriate levels of cost recovery.
- Assess services based on their fit with the department's vision, with the department's financial capacity to provide the service, whether the marketplace or partners may appropriately provide the service, and what the community's expectations are relative to the service.

R-13.2 Update and expand park impact fees on new development.

- Revise existing park fees to reflect current impacts and costs associated with new residential development.
- Expand park fees to include residential rental development and commercial development, which also place demands on the city's parks and recreation.

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CHAPTER 9

implementation



9-IMPLEMENTATION

This chapter provides a strategy for moving forward with recommendations listed in the previous chapter.

DEFERRED MAINTENANCE PLAN FOR PARKS

Existing parks and facilities can best meet community needs if they are in optimal state of repair. Maintenance, repair and upgrade of existing facilities is an opportunity to improve the existing park system without the need for acquiring or developing new land or facilities. A deferred maintenance plan is being prepared which;

- Identifies and prioritizes needed repairs and upgrades that will optimize service levels at existing facilities.
- Identifies costs and potential funding sources for all repairs and upgrades.

The Deferred Maintenance Plan for Parks is appended to this document.

A city building maintenance inventory is also underway, to be published separately.

COST RECOVERY PLAN

The City of South San Francisco and the Parks and Recreation Department objective is to be deliberate and sufficient in meeting operational costs of public space and to collect sufficient fees to support new programs and facility operations. The Department's budget policy must support community priorities by establishing a system based on core services. Further, cost recovery objectives should be reviewed in the context of affordability, community benefit, and inclusion. To this end, it is necessary for the Department and the city to establish priorities in service and cost recovery and to build in sufficient fees to support service delivery. For instance, senior programming may have a lower cost recovery objective due to Council policies, and the policy to subsidize this program area should be tracked as through a performance measure process.

As the City of South San Francisco's General Fund revenues have lagged behind costs, the Parks and Recreation Department must explore closing

the funding gap by instituting or increasing fees and charges for facilities use and program participation. This practice should be continually monitored to ensure cost recovery goals are attained. Fees must be set at a rate that encourage repeat, on-going use with consideration given to the users ability to pay.

For example, in the survey and workshop residents expressed that the rental rates appeared expensive. A fee comparison study regarding rental rates and usage would be beneficial in assessing market rate and value.

A cost recovery plan will identify opportunities to offset maintenance and operations costs with user fees. Prepare a plan that identifies appropriate user fees taking the following into consideration:

- Comparative analysis of fees of local private, non-profit and public providers of similar facilities
- Actual costs of operations and maintenance of facilities.
- The Department offers affordable programs that provide support, skills, and education to low-income families. This is an important community service that should be continued as many families rely upon the city's services for childcare, preschool, recreation, and parks. Through grants, partnerships, and creative alliances with partners like Genetech and KaBOOM! the department leverages program dollars to offer these services for the benefit of the entire community.
- Potential for a formalized volunteer program or league partnerships to reduce operations and maintenance costs. There is potential to build upon the very successful "Improving Public Places" program, a formalized volunteer program the city has fostered over the past eight years. The program encourages civic engagement through enhancement of public places. This community partnerships assists in reducing operating costs and advance park and recreation projects, share job skills, provide community insight into city systems, and instill pride in contributing to the community. This program has over 250 volunteers since its inception. The city is considering expansion the program to shared sport field maintenance with non-profit organizations as a means to address maintenance needs.

FUNDING STRATEGIES

OVERVIEW

As a result of the recent economic downturn, South San Francisco, as most municipal governments, experienced significant declines in revenues, which led to spending reductions for operation and capital projects. As the city considers the recommendations of the master plan and future build-out of several significant community facilities, capital funding is a major consideration. This section identifies funding mechanisms available to the city. No single financing source is likely to provide all of the resources needed for parks and recreation maintenance and projects. Financing will require a blend of sources and techniques. It is recommended that the city engage the services of a funding consultant who can analyze the various options and develop a successful funding strategy, which is likely to include a variety of mechanisms.

Four categories of funding mechanisms are identified and described below. This brief description is followed by a detailed explanation of each funding type. As with most park and recreation agencies in California, South San Francisco must secure the funding necessary to sustain or grow its services to serve the public's demand while securing funding for capital improvements for maintenance, renovation, or expansion of facilities.

Respondents to the 2014 survey were divided in their preferences for paying for desired improvements; however, they slightly favored increasing park fees (39% favor, 35% oppose) compared to a bond measure (44% oppose, 29% favor). Current park fees do not generate sufficient revenue to sustain park operation, nor would the public accept pricing at the level necessary to meet those costs. With budget reductions and inflation, the Department must increase its revenue just to supplement operations. Increasing fees to fund capital improvements is not a viable option.

More likely sources of funding have been identified by staff and include:

- TOT increase from 10% to 11%
- Parking tax increase from 8% to 10%
- Annual Parcel Tax of \$50 /parcel
- Business License tax increase
- 1/2 cent sales tax

Other possible funding sources to be explored include development funding, corporate funding, Lighting and Landscape Districts, and partnerships.

DEVELOPMENT RELATED FINANCING

In response to the fiscal changes that began with Proposition 13 California cities have generally turned to various forms of development-related financing to provide the public improvements—such as streets, sewers, water systems and parks— that were required to serve new development. The two most common techniques used by cities to provide park improvements are Quimby Act dedications and/or in-lieu fees and Development Impact Fees. These techniques require evidence of a relationship, or nexus, between the new development and necessary public services.

QUIMBY ACT DEDICATION AND FEES

Section 66477 of the Government Code (known as the Quimby Act) grants cities and counties authority to require the dedication of parkland—or the payment of a fee in-lieu thereof—by a new residential subdivision. The Quimby Act allows a city or county to require such a dedication at the parkland standard that was in effect at the time of adoption of the implementing ordinance to a maximum of 5.0 acres per 1,000 resident populations. Land dedicated and fees collected may only be used for developing new, or rehabilitating existing park or recreational facilities serving the new development.

The City of South San Francisco currently has a Quimby requirement of 3.0 acres per 1,000 residents. This is in line with the park standards contained in the city's General Plan, and recommended in this Parks and Recreation Master Plan. Only new development of owner-occupied units are subject to Quimby. For other development types, Impact Fees should be assessed.

DEVELOPMENT IMPACT FEES (DIF'S)

These fees are paid by a developer at or near the time of building permit to pay for various public improvements that are required to serve the new development. Such fees are required for issuance of building permits of a proposed development and are required under the city's powers over

land use. The city's policy to have development pay for the infrastructure required is a sound fiscal strategy if the approved fees are sufficient and include cost escalators to keep pace with building costs.

Section 66000 (et seq) of the California Government Code establishes the requirements for imposition of development impact fees. This section of the Government Code (enacted as AB1600) requires an agency that establishes, increases or imposes a development impact fee as a condition of development approval to do the following:

- Identify the fee's purpose
- Identify the fee's uses
- Establish a reasonable relationship between the fee's use and the type of development project on which the fee is imposed.
- Determine whether there is a reasonable relationship between the need for the public improvement and the development project on which the fee is imposed.

The improvement and expansion of the Parks and Recreation Facilities as recommended in this Master Plan and the city's General Plan are policies based a comprehensive needs assessment. Fees exacted under AB1600 would be designated for carrying out the improvements set forth in these documents, which reflect the demands that will result from the increased population of residents and employees resulting from development projects. Whereas the Quimby Act applies only to owner-occupied development projects, these fees may be assessed against other development types, including rental and commercial projects.

The city should implement park fees on new development projects. This is particularly important at this time, when the pace of rental and commercial construction is accelerating rapidly, and the increase in the number of new residents and employees will significantly impact the parks system.

VOTER INITIATIVES

The capital costs for future build out of public facilities and parks will most likely require some form of voter-approved or landowner-approved initiative such as a bond, sales tax or other tax assessment. Although the current economic conditions may not be conducive for voter-approved financing, and the public responses were not in favor of this option, it is a good time to

develop a funding strategy, select a preferred mechanism, and begin the planning process. Effective communications regarding the uses, costs and purpose of such bonds or taxes increases the likelihood of success.

Listed below are the four funding mechanisms that could be used to help finance facility improvements. Each of these requires some form of voter or landowner approval. These four mechanisms - - Special Benefit Assessments, Landscaping and Lighting District, General Obligation Bond and Special Tax - - are presented as alternative methods of providing a citywide financing base.

SPECIAL BENEFIT ASSESSMENT

Special Benefit assessments can be levied on real property by municipalities, counties, and special districts to acquire, construct, operate, and maintain public improvements that convey an identifiable special benefit to the defined properties. Prior to issuing bonds, the City Council would conduct a set of proceedings to establish the scope and cost of the improvements to be financed, identify the land parcels that are benefited, determine a fair and equitable allocation of the costs to the benefited parcels, and conduct a landowner approval process.

Proposition 218 establishes a strict requirement for formal landowner approval before such assessments can be put in place. Each landowner would vote in proportion to the amount of any assessment that would be levied on his or her property. The assessment must be approved by a simple majority of the weighted ballots cast. Under Proposition 218, public properties are treated the same as private properties in a benefit assessment.

The established area of benefit is often termed an "assessment district". An assessment district is not a separate legal entity, and has no separate governing board or authority to act independently of the local agency that established it.

LANDSCAPING AND LIGHTING MAINTENANCE ASSESSMENT DISTRICTS (LLMAD)

An LLMAD is one type of special benefit assessment. The Landscaping and Lighting Act of 1972 (and amended in 1984) provides for local

governments (cities, counties and certain special districts) to raise funds for developing, maintaining and servicing public landscaping and lighting. Public landscaping and lighting can include parks and open space acquisition and improvement, landscaping, street lighting, sidewalks, curbs and gutters. The revenue to pay for these facilities comes from special assessments levied against the benefited properties. The establishment of the assessment is subject to the requirements of Proposition 218, and the assessment is collected as a separate item on the annual property tax bill.

The formation of one or more LLMAD’s has been undertaken by many California cities as an effective way to operate and maintain parks, recreation and open space areas.

Incorporating one citywide LLMAD ensures that everyone pays into the park maintenance system and everyone has access to all of the parks. The city should consider initiating a ballot measure for the implementation of a citywide Lighting and Landscaping Maintenance Assessment District to fund neighborhood park maintenance.

East of Highway 101, the roadways are broad and busy, accommodating the thousands of employees that work in that growing job center. The parks maintenance department is responsible for maintenance of the many areas of landscaped medians and streetscapes in this area. The city should consider implementation of an LLMAD in this area to fund maintenance and improvements to these highly visible public areas.

GENERAL OBLIGATION BOND

Cities, counties and certain other local government entities may issue General Obligation (GO) bonds to finance specific projects. Debt service for GO bonds is provided by an earmarked property tax above the one percent general property tax mandated by Proposition 13 (often called a “property tax override”). These overrides typically appear on the annual tax bill as “voted indebtedness”. The proceeds from GO bonds can be used to finance the acquisition, construction and improvement of real property, but cannot be used to pay for equipment, supplies, operations or maintenance costs. GO bonds require a 2/3 majority vote by registered voters.

SPECIAL TAXES ON PROPERTY

COMMUNITY FACILITIES DISTRICT

The Mello-Roos Community Facilities Act permits various local governments to establish a Community Facilities District (CFD) to finance new facilities and/or to pay for operations and maintenance through the levying of a special tax. The Act (as well as Proposition 218 discussed earlier) requires a two-thirds vote for approving the special tax. CFD funds could be used for projects such as a portion of a new Parks and Recreation/Library facility on the former PUC parcels, or parks, landscaping and bikeway construction and maintenance in the East of 101 area.

PARCEL TAX

Cities, as well as counties, school districts and other districts, can adopt a “special tax” with the approval at an election of at least 2/3 of those voting on the measure. The parcel tax is a special tax that traces its origin to Proposition 13, which, as discussed earlier, primarily limited taxes on property values. The parcel tax is a tax on real estate parcels and not their value and is authorized under the Proposition 13 provision that allows special taxes to be adopted by the two-thirds majority.

SPECIAL SALES TAX

Under some circumstances, a special sales tax can be imposed with voter approval and its revenues earmarked for special purposes. The imposition of such a tax typically requires special state legislation as well as a 2/3 approval by the electorate.

GOVERNMENT GRANT FUNDING

Governmental grants have historically provided a substantial source of capital for park and recreation agencies. A strong grant-writing and grants management program is critical to identifying, making application, and securing grant funding. An ongoing and effective program requires the assignment of specific staff to these tasks that can be a challenge in light of staff reductions. The City of South San Francisco has retained a consulting firm in order to support their efforts in obtaining grant funding.

LEVERAGE RESOURCES

Many grant sources have matching requirements. Leveraging resources made available through private fund raising or other sources will increase grant revenues that would otherwise be unavailable. Other examples of resource leveraging include school district- city partnerships, public/private partnerships, and volunteerism.

Phasing of projects and making them manageable sometimes increases the opportunity to leverage resources. For instance, in 2011, volunteers from the community, Boys and Girls Club, and corporate funding sponsors participated in the Orange Memorial Park KaBOOM! Build Day. Demolition of the existing playground equipment, site preparation, installation of new play equipment, and a new fence was constructed. The KaBoom! Grant only funded one-third of the total playground area, so the project was planned in two phases with the remainder of the playground site placed on the Capital Improvement Program. Further leveraging of funding resources was accomplished through the Houston-Galveston Area Council (H-GACBuy), a regional council of governments which awards contracts that then are made available to local agencies.

Development of Centennial Way is a successful example of the City of South San Francisco transforming a once “unbuildable” swath of land into a valuable community asset with the help of partners and leveraging resources. Running through the heart of South San Francisco since 2008, this three-mile long corridor provides connections to BART stations, schools, services, jobs, parks, recreation, and housing with Class 1 bicycle/pedestrian trails. City staff commitment, grassroots support, successful outreach program, partnering agencies, businesses, and residents formulated the development of a Master Plan which resulted in 12 grant awards for a total of \$5,145,000.

PRIVATE SECTOR FUND RAISING

CORPORATE SPONSORSHIP

Another method of securing private funding is through corporate sponsorship. Many facilities and strategic programs lend themselves to corporate sponsorships that involve short-term naming rights. In a rocky economy, some cities have eased restrictions on sponsorships and naming rights as a means for funding projects and programs.

Environmental Efficiencies and Rebates

The emphasis on energy-efficient systems and buildings with cost-effective design is a major factor in the long-term sustainability of costs. However, these systems typically have greater initial costs and savings are leveraged over the life of the building and its systems. The city should continue to use cost-effective designs in all park and facility designs and renovations, and a LEED policy should be established.

There are local (such as PG& E), state, and federal rebates that are sometimes available to offset these costs. The city should continue to take advantage of these opportunities, as was done with the Fernekes Recreation Building. In 2009 the City of South San Francisco received honorable mention regarding the Joseph A. Fernekes Recreation Building from Sustainable San Mateo County Awards Program. The daylighting, use of natural materials and flow of the interior to exterior are sustainable strategies implemented in the Recreation Center that will have direct benefits on the community as they use this center for years to come. In 2008 the city received new construction energy saving rebate for the Fernekes Center of \$2,558 representing the annual energy savings the city realizes as a result of energy efficient construction.

Charter Fund

When General Fund revenues are more secure, the City of South San Francisco may consider a charter fund. A charter fund is a designated, fixed allocation of the General Fund for parks and recreation purposes. The allocation is set by a citywide vote, and cannot be changed without a similar vote. This allows the Department to plan ahead for capital improvements and long-term maintenance knowing that a fixed, reliable base revenue source will be available.

Public and Private Partnerships

Partnership with private and public organizations, including users, and even some vendors, can generate resources for facility improvements and upgrades and should be considered. Partnerships, however, are only effective if there is true public benefit and both parties share the same vision.

Certificates of Participation

Certificates of Participation (COP) are a form of lease purchase agreement that does not constitute indebtedness under the State constitutional debt limit and does not require voter approval. In a typical case, a local government entity decides to acquire a new or renovated public facility. This facility is purchased or constructed by a vendor corporation and the local government signs a lease agreement with the corporation to use the facility. An underwriting firm then buys the lease obligation from the vendor corporation, and divides it into small units called “COP’s”. Each COP represents a share of the lease payment revenue stream. The underwriter then places the COP issue with a bank, which in turn sells the certificates to individual investors. The local government makes the lease payments to the bank, which in turn makes payments to the certificate holders. At the end of the lease period, title to the facility passes to the local government entity at nominal cost. Interest paid to the certificate holders is tax-exempt.

A COP does not itself generate an income stream that will be used to make the required periodic payments. It is, rather, a way to capitalize an already existing income stream or to create the wherewithal to purchase or construct an income producing public improvement.

Volunteer Community Leadership

A successful individual donor campaign typically requires strong, visible community leaders who will both “give and get.” These individuals can, with proper support, provide endorsement, access to wealth, and a sense of enthusiasm in an otherwise crowded fund raising marketplace.

Recommendations

The economic slowdown has had a significant financial impact on the city’s General Fund resulting in reductions to the Department funding. This has impacted the staff’s ability to maintain service levels.

The following recommendations are suggested for staff’s consideration:

- Explore establishment of a Community Facilities District to fund a new Park and Recreation/Library facility on the PUC parcels, and/or park, landscaping and bikeway improvements in the East of 101 area
- Determine if there is a significant benefit to the city to initiate a ballot measure for a citywide Lighting and Landscaping Maintenance Assessment District (LLMAD)
- Adjust the Park Fee Ordinance to include rental developments and commercial projects
- Explore the possibility of establishing a Charter Fund
- Analyze rental rates for all on-going non-profit users to determine appropriate levels of return. Establish a policy for subsidy or in-kind services with non-profit partners
- Establish green building and park standards (as appropriate) for energy efficiency and cost savings in development, maintenance and systems. Refer to LEED accredited standards for existing rating levels.