



INDIA BASIN WATERFRONT PARK PROJECT

EQUITABLE DEVELOPMENT PLAN

Ensuring our Communities Thrive as we Build San Francisco's Next Great Park



SAN FRANCISCO
RECREATION
& PARKS

A MESSAGE FROM MAYOR LONDON BREED

Greetings!

As Mayor, I want to offer a sincere congratulations to everyone who worked on this Equitable Development Plan. Your contribution and partnership have produced a critical roadmap to building a world class waterfront park while preserving the culture and identity of Bayview-Hunters Point. Thank you to the Bayview-Hunters Point Community, the San Francisco Recreation and Park Department, A. Philip Randolph Institute, Inc., San Francisco Parks Alliance and the Trust for Public Land for your collaboration.

The Equitable Development Plan is a community-oriented plan that outlines a series of commitments to be honored by SF Rec and Park and partner agencies. The plan was driven by a Leadership Committee comprised of more than 20 Bayview-Hunters Point community members. Together, they identified six important areas of focus on this project: Arts, Culture and Identity; Workforce and Business Development; Transportation, Access and Connectivity; Healthy Communities and Ecology; Youth Opportunities; and Housing Security.

The India Basin project provides an important opportunity to work alongside the community to address social, economic and environmental justice issues in this historically underserved and neglected neighborhood. India Basin is much more than a park. It is the opportunity to create a cultural anchor for equitable economic growth and development, benefitting existing residents of neighborhoods long excluded from the City's economic progress.

The completion of the Equitable Development Plan marks an important milestone in this once-in-a-generation parks project. I look forward to the incredible opportunities it will bring to the community and the city.

Sincerely,



Mayor London N. Breed

A MESSAGE FROM THE PROJECT PARTNERS

The India Basin Waterfront Park Project partners wish to express our sincerest gratitude to the Equitable Development Leadership Committee, the Bayview-Hunters Point Community, the Equitable Development Working Group and our San Francisco State University advisors on the completion of this Equitable Development Plan (EDP). This document is the culmination of nearly two years of a community-driven process to preserve the rich culture, identity, and pride within Bayview-Hunters Point to ensure that the multi-million-dollar investment to transform the India Basin shoreline uplifts the community beyond its park boundaries.

In 2019, the San Francisco Recreation and Park Department (RPD) and project partners the A. Philip Randolph Institute San Francisco (APRI), the San Francisco Parks Alliance (SFPA) and the Trust for Public Land (TPL) initiated an Equitable Development planning process in partnership with an EDP Leadership Committee. This caring and thoughtful working group is comprised of more than 20 prominent community members and leaders, representing a diverse set of park stakeholders and partner organizations. This community driven process resulted in this plan – a trail map which sets forth a series of commitments woven into the planning, construction, programming, and operations of the park to advance placemaking and to help strengthen equity and community resiliency around the Park.

The EDP outlines goals and strategies designed by the Leadership Committee and the existing Bayview-Hunters Point community to actively work to prevent displacement of the Black community living and working in Bayview-Hunters Point. We hope to support this effort by acknowledging historic and systemic environmental injustices within Bayview-Hunters Point; by providing sustained resources that support and guide ongoing



community organizing, capacity-building, and decision-making efforts within Bayview-Hunters Point; and to leverage the Park as a catalyst for environmental remediation, economic opportunity and community health. The plan calls for the Park to celebrate the history and culture of the Bayview and to support Bayview-Hunters Point residents, who are fiercely passionate about retaining their culture, identity, and sense of pride within their neighborhood. We are grateful for their partnership.

We celebrate this milestone and thank the EDP Leadership Committee and the BVHP community for their tireless efforts and advocacy that shaped this Equitable Development Plan.

While this Plan includes many heartfelt acknowledgements of the individuals, organizations and agencies who have touched the project, we would be remiss if we did not offer special thanks to the early funders who helped make this work possible. This includes public funding from leaders of the State of California and the voters of the City and County of San Francisco who provided foundational support to make the project a reality, and the \$25 million private grant from the John Pritzker Family Fund that reinforced the vision of this project as a public-private partnership. With this early funding and the backing we know is to come, the partners will animate this Park and this Plan together.

The journey is not yet complete. There is still money to raise, a park to build, maintain and program, strategies to implement and promises to keep. This plan now serves as our map and the community as our guide as we proceed.

Drew Becher, San Francisco Parks Alliance

Alejandra Chiesa, The Trust for Public Land

Jackie Flin, A. Philip Randolph Institute San Francisco

Phil Ginsburg, San Francisco Recreation and Parks





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EXECUTIVE SUMMARY



ATIVE Y



EXECUTIVE SUMMARY

In partnership with the Bayview-Hunters Point community, the **A. Philip Randolph Institute**, the **Trust for Public Land**, the **San Francisco Parks Alliance**, and **San Francisco Recreation and Parks** endeavor to build a park that is both spectacular and crucial to the health of the Bayview-Hunters Point (BVHP) community, which has been historically underserved.

India Basin Waterfront Park has an opportunity to become one of the most significant park projects in San Francisco history by transforming three dilapidated and underperforming spaces at 700 Innes, 900 Innes and India Basin Shoreline Park into a contiguous 1.7-mile network of open space in the Basin totaling 64 acres. The project closes a critical gap in the San Francisco Bay Trail and further connects these spaces



to the Blue Greenway. The City has a chance to finally fulfill the potential of San Francisco's southern waterfront with an emphasis on public access, social equity, recreation, resiliency and environmental justice.

The new park will welcome healthy waterfront access, robust programming, amenities and diverse community uses while reflecting the rich history, culture and art of the site and the larger BVHP community.

The unequivocal goal for the project is to deliver a park designed by and for the BVHP neighborhood while improving the economic opportunity and environmental health of its residents, particularly its Black residents.

This Equitable Development Plan (EDP) is the project's roadmap to maximize benefits of the project for the benefit of the BVHP community and address any unintended negative impact development might have, including economic, cultural and physical displacement.

To aid in that endeavor, project partners have joined together with a diverse set of stakeholders



and organizations from the BVHP community, regularly represented by a Leadership Committee, over the past several years to advance this project.

The EDP Leadership Committee was tasked with facilitating a community-drafted plan and roadmap that sets forth a series of transparent strategies and commitments to be honored by RPD as well as partner agencies.

Goals of the Equitable Development Plan

- Support the development of the India Basin Waterfront Park designed in partnership with the BVHP community
- Work to correct environmental injustices within BVHP and reduce their impact
- Utilize the project to combat systemic racism
- Actively work to prevent displacement of the Black community living and working in BVHP
- Provide sustained resources that support and guide ongoing community organizing, capacity-building and decision-making efforts within BVHP
- Leverage the Park as a catalyst for environmental remediation and regeneration

Acting as local consultants with experience in economic and community development, and with deep community ties across BVHP, the Leadership Committee continues to provide direction on all facets of the project including interim activation,

construction, fundraising and EDP implementation.

This Equitable Development Plan identifies six community-driven areas of focus:



Arts, Culture and Identity



Workforce and Business Development



Transportation, Access and Connectivity



Healthy Communities and Ecology



Youth Opportunities



Housing Security

Each area of focus contains:

- Strategies: prioritized ideas and stated goals for realizing the values of the community
- Initiatives within each strategy: specific actions and programs to reach stated goals


The next steps in the process will include charting a multi-phase roadmap for the plan's implementation; launching a robust fundraising effort; pursuing the plan's strategies and initiatives in greater detail; and establishing metrics and key performance indicators for monitoring and managing progress toward the Park's equitable development goals.

INTROD



UCTION





Parks are not just about planting trees and keeping them alive. They become deep conversations about equity, justice and the legacies of racist housing policy.

—Alessandro Rigolon

Ph.D., assistant professor of planning at the University of Utah and co-author of “Greening Without Gentrification”

THE CITY AND COUNTY OF SAN FRANCISCO IS HEEDING THE CALLS OF ITS RESIDENTS TO FULFILL THE POTENTIAL OF ITS SOUTHERN PUBLIC WATERFRONT.

That means transforming dilapidated industrial spaces and underperforming parks into an expansive 1.7-mile network of green space through a transformative park project. The future India Basin Waterfront Park (referred to in this document as the “Park” or “India Basin” or “Project”) will be a place of promise, a shoreline park with the ecological significance of Crissy Field, cultural and historical roots rivaling Chinatown’s Portsmouth Square or North Beach’s Washington Square Park, and recreational opportunities as abundant as those offered by Golden Gate Park. With engaging and diverse programming, India Basin is poised to become the heartbeat of the Bayview-Hunters Point (BVHP) community.

One of the most significant park projects in San Francisco history, India Basin is the City’s most ambitious effort at comprehensive park investment in a historically underserved community. The unequivocal goal for the project is to deliver a park designed by and for the BVHP neighborhood while improving the economic opportunity and environmental health of its residents, particularly its Black residents. Of particular significance within that overarching goal is preserving Black residents’ cultural identity and acknowledging that systemic racism has created historical inequities and disinvestment in the BVHP neighborhood.

This Equitable Development Plan (referred to in this document as “EDP”) is the project’s roadmap to maximize benefits of the project for the benefit of the BVHP community and address any unintended negative impact development might have.

As defined by the United States Environmental Protection Agency, equitable development “draws on both environmental justice and smart growth”

to create spaces in which residents of all races, ethnicities and income levels participate and benefit. By focusing on equitable development, India Basin Waterfront Park strives to mitigate the consequences of community disinvestment.

To aid in that endeavor, the San Francisco Recreation and Park Department (RPD), the Trust for Public Land (TPL), San Francisco Parks Alliance (SFPA), and the A. Philip Randolph Institute San Francisco (APRI), have partnered with a diverse set of stakeholders and organizations from the BVHP community, regularly represented by a Leadership Committee, over the past several years to advance this project.

The project’s overarching design, planning and engagement goals are to leverage the Park to ensure they benefit and reflect the existing community. Part of that effort included careful evaluation of revitalization projects in other cities—including Washington DC’s 11th Street Bridge Park, New York City’s Brooklyn Bridge Park and Highline and the transformed waterfronts in Chicago,



Seattle and Philadelphia — to glean insights and identify elements that can be improved upon. Park planners have strived to ensure that no facet or phase of development of the India Basin Waterfront Park project will dilute Black cultural identity or displace the neighborhood’s remaining Black residents.

While numerous studies and planning efforts for the future of the site preceded this one, the current vision for the project came into focus in 2014, when RPD acquired 900 Innes, a historic boat-building site that includes Shipwright’s Cottage, designated San Francisco Landmark #250.

To conceptualize the future of the India Basin waterfront, then Mayor Edwin Lee and then Supervisor Malia Cohen, convened and chaired the India Basin Waterfront Task Force in 2015. Comprised of BVHP community leaders, key regional stakeholders, park property owners, TPL and SFPA, the Task Force set the following goals for the process: a) ensure the community drives the project design; b) ensure the project addresses significant environmental contamination and physical blight left by historic industrial uses at 900 Innes and reimagines the other two isolated, underperforming park spaces, India Basin Open Space and India Basin Shoreline Park; and c) ensure that the future network of open spaces in India Basin look, feel and operate as an integrated park.

This report marks a milestone in the equitable development planning process the project team formally initiated in 2018. Within this document are community-developed anti-displacement strategies intended to help strengthen the vitality and stability of the India Basin and greater BVHP community.



India Basin is a place of promise...

A blue-tinted photograph of a busy outdoor market. In the foreground, a person is riding a bicycle. In the background, several people are walking around, and there are various market stalls or structures. The overall scene is active and crowded.

OVERV



VIEW

CONTEXT FOR AN EQUITABLE DEVELOPMENT PLAN

BVHP and the Historic Impact of Environmental Racism

The Bayview-Hunters Point neighborhood, a combination of the two neighborhoods contained in its name, lies in the southeastern corner of San Francisco, gifting residents with sweeping views of the Bay. Before development, the area's tidal wetlands were a critical wildlife habitat, and today the shoreline still hosts more than 100 bird species a year as well as many California native plants. The Ramaytush Ohlone people were the area's first people, living there long before Spanish missionaries arrived. The neighborhood thrived economically, becoming the industrial heart of the City from the 1850s to the mid-1900s, with civilian and military ship and boat building yards, repair facilities and slaughterhouses. Many other businesses prospered in India Basin, notably the robust shrimping industry driven by Chinese immigrants during this period.¹

Polluting industries concentrated in this area of San Francisco, however, left behind a history of contamination and physical blight.² To the south of India Basin is the decommissioned Hunters Point Naval Shipyard, a US Environmental Protection Agency (EPA) Superfund³ site. This polluted land is on the EPA's National Priorities List due to its need for a long-term response to clean up hazardous material contaminations. To the east of the Park is

a decommissioned Pacific Gas and Electric facility that also contributed to the contamination of the land and bay waters.⁴

Today, the demographic profile of India Basin residents within a 20-minute walk of the Park, a service area approximately equal to one mile outward from the Park perimeter, varies compared to the broader BVHP neighborhood and especially compared to the citywide average.

Within India Basin, there are more than 13,500 residents of which 40 percent are Black, 30 percent Hispanic, 18 percent Asian, 7 percent White and 3 percent Native Hawaiian and Pacific Islander (NHPI).

Comparitively, just 5 percent of the citywide population is Black, while the rest of San Francisco's demographic breakdown is 41 percent White, 34 percent Asian, 15 percent Hispanic, and 1 percent NHPI.

This area also has a high degree of economic inequality, with median household income 65 percent lower than the citywide average. The ratio of children is twice as high as citywide, and the number of residents with a college degree is less than half of citywide.

In addition, due to the Hunters Point Naval Shipyard and decades of environmental injustice, there are significant health inequities in BVHP compared to other neighborhoods in the City. BVHP has nearly 136 cases of asthma-related emergency room visits and nine emergency room visits due to heart attacks per 10,000 people every year. Nearly 7 percent of births in this census tract

¹ Historic context section of India Basin Survey, pages 8-40; Bayview Historical Society, (1 May, 2008). India Basin Survey, San Francisco, California. San Francisco: Kelly & Verplanck Historical Resources Consulting.

² "Ever dependent on the fortunes of Hunters Point Naval Shipyard, residents of India Basin and Hunters Point suffered as jobs at the yard began to dry up by the late 1960s. The industries that remained tended to be heavily polluting, contributing to the increasingly blighted reputation of the district."; Bayview Historical Society, (1 May, 2008). India Basin Survey, San Francisco, California. San Francisco: Kelly & Verplanck Historical Resources Consulting.

³ EPA's Superfund program is responsible for cleaning up some of the nation's most contaminated land and responding to environmental emergencies, oil spills and natural disasters; <https://www.epa.gov/superfund>

⁴ Per CalEnviroScreen, BVHP has 3.4 active brownfields and 41 leaking underground storage tanks per square mile. BVHP is also burdened by stationary pollution sources that include the Southeast Sewage Treatment plant, many under-regulated and unregulated pollution-intensive ("dirty") industries and air pollution generated by thousands of vehicles traveling daily on two congested freeways that border the community, US Highway 101 and Interstate 280.



WHY AN EDP IS CRITICAL TO THIS PROJECT'S SUCCESS



Addresses social, economic and environmental issues in a historically underserved neighborhood



Ensures that we are mindful of equitable park investments and are actively working to prevent green displacement

WHAT IS GREEN DISPLACEMENT?

When large parks are built in historically marginalized urban areas, they can contribute to a process involving increases in housing prices and the influx of new, wealthier and often White residents in low-income communities of color

are at a low birth weight according to the Office of Environmental Health Hazard Assessment's California Communities Environmental Health Screening Tool.

By comparison, San Francisco at large has approximately 39 cases of asthma related emergency department visits and only six heart attack-related emergency department visits per 10,000 people, and just 5 percent of births are a low-birth-weight.

Planning for this project must consider the previous exploitation and disinvestment of the past and work to mitigate it.⁵

Equitable Park Investments and Preventing "Green Displacement"

By partnering with the community, the India Basin project provides an important opportunity to equitably address social, economic and environmental injustices in this historically

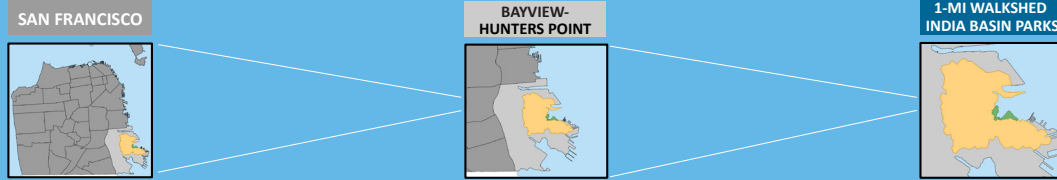
underserved and neglected neighborhood. One important emphasis is resilience to sea level rise and habitat and wetland restoration while honoring the neighborhood's history as a shipbuilding hub.

The current properties at 900 Innes and Shoreline Park have limited habitat functional value due to the degraded shoreline conditions, which consist of steep slopes, erosion, debris and deteriorating shoreline armoring. The project will soften the shoreline by creating protected terraces supporting a diverse plant pallet that will help establish a suitable habitat for local wildlife. This varied shoreline edge will provide a variety of protected habitats and allow for those habitat zones to shift over time as sea levels rise, maintaining a protected and resilient shoreline edge.

This restoration closes a critical gap in the San Francisco Bay Trail that will enable safe and healthy waterfront access and provide community-driven recreation and cultural programming opportunities. The revitalized waterfront will offer

⁵ There is a long-standing national history of inequity in park development and use, including displacement and more. Taylor, D.E. (2014). Toxic Communities: Environmental Racism, Industrial Pollution, and Residential Mobility. New York: New York University Press.

INDIA BASIN COMMUNITY PROFILE



MULTI-CULTURAL COMMUNITY



40%
Black

2%
2+races

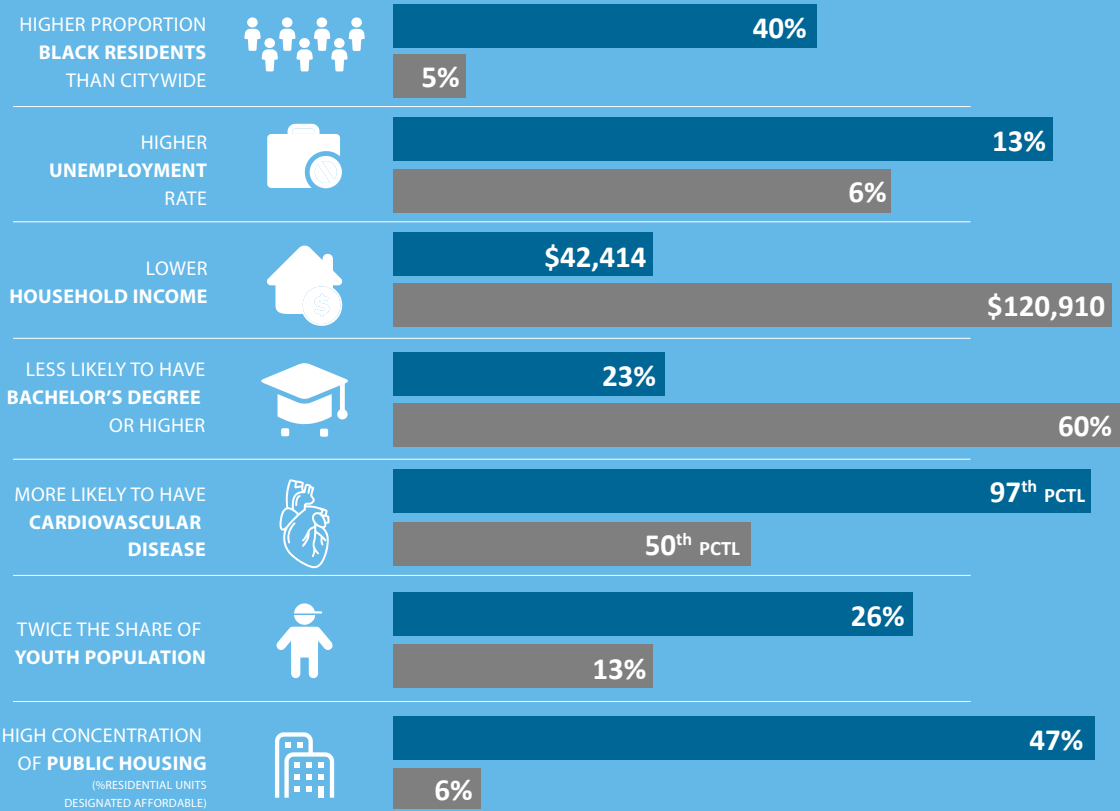
3%
NHPI

18%
Asian

30%
Hispanic

7%
White

INDIA BASIN PARKS WALKSHED compared to SAN FRANCISCO







SOURCE: 2021 ESRI, 2018 CALENVIROSCREEN 3.0, 2021 MOHCD, 2021 CCSF



Commuters traveling from Bayview-Hunters Point are most likely to drive alone to work (51%) compared to San Francisco (35%), and less likely to take transit (27% in Bayview-Hunters Point vs 34% citywide).

-2020 SFMTA Bayview Community-Based Transportation Plan



	INDIA BASIN WATERFRONT PARKS		RPD PARKS
	1-MI WALKSHED FROM INDIA BASIN WATERFRONT PARKS		NON RPD PARKS

amenities, environmental education and economic opportunities for the approximately 5,000 residents that live within a 10-minute walk of this park and the 35,000 residents that live within one mile of the park.

Throughout the US, projects like this one have made a tremendous positive impact on residents' well-being by building social capital in underserved communities. However, park advocates' analysis of unintended consequences that some of these investments have had reveals that they can lead to economic, cultural and physical displacement.

This Equitable Development Plan (EDP) serves as an evolving playbook for implementing collaboratively drafted strategies to strengthen the stability and resilience of the existing community, thereby seeking to ensure the Park project does not result in the displacement of local residents.

PARK DEVELOPMENT SUMMARY

Background, Planning and Timeline

The revitalization of India Basin along San Francisco's southeast shoreline has generated interest and discussion for decades. In 1998, community volunteers from the India Basin Neighborhood Association submitted an aspirational park plan to the San Francisco Recreation and Park Department (RPD) that outlined the acquisition of 900 Innes and development of all the India Basin waterfront into a public park. In 2008, the Shipwright's Cottage at 900 Innes was designated as San Francisco Landmark #250. In 2009, the BVHP Area Plan⁶ outlined the need to "provide continuous public

open space along the shoreline of BVHP [and] assure that new development adjacent to the shoreline capitalizes on the unique waterfront location by improving visual and physical access to the water."

In 2014, with an eye toward renovating and improving these existing parks and connecting them by buying the parcel that separates them, the Recreation and Park Department acquired 900 Innes. The property is a vacant, derelict, post-industrial brownfield. Dirty, crumbling shoreline, barbed fencing and dilapidated, uninhabitable structures are a health and safety hazard as well as a visual blight on the surrounding community.

Renovations at three City-owned sites – 900 Innes, India Basin Open Space and India Basin Shoreline Park – will create a single unified park comprised of large open lawns, barbecue and picnic areas, new basketball courts, concessions, craft and cultural spaces, a new playground, bikeways, outdoor fitness equipment, kayaking facilities, walking trails, nature corridors, viewing areas and a restored Shipwright's Cottage. When completed, the cottage will contain a visitors center, and classrooms for community use. Three other buildings will be constructed within the park that will provide additional spaces for community gatherings, recreational concessions, food sales and restrooms. The installation of a new gravel beach, new boathouse, pier and recreational dock will provide visitors with active and passive access to the waterfront.

The Project addresses significant environmental contamination and physical blight left by industrial uses at 900 Innes and reimagines the other two isolated, under-performing park spaces: India Basin Open Space and India Basin Shoreline Park.

⁶ SF Planning Department: https://generalplan.sfplanning.org/Bayview_Hunters_Point.htm



INDIA BASIN

Bay Trail

HERON'S HEAD PARK

HUNTERS POINT SHORELINE

Evans Ave

Bikeway

Hunters Point Blvd

SHORELINE PARK

900 INNES/
BOATYARD
PARK

INDIA BASIN
OPEN SPACE

BIG GREEN
(700 INNES)

Bay Trail

MARKETPLACE

Ingalls St

Bikeway

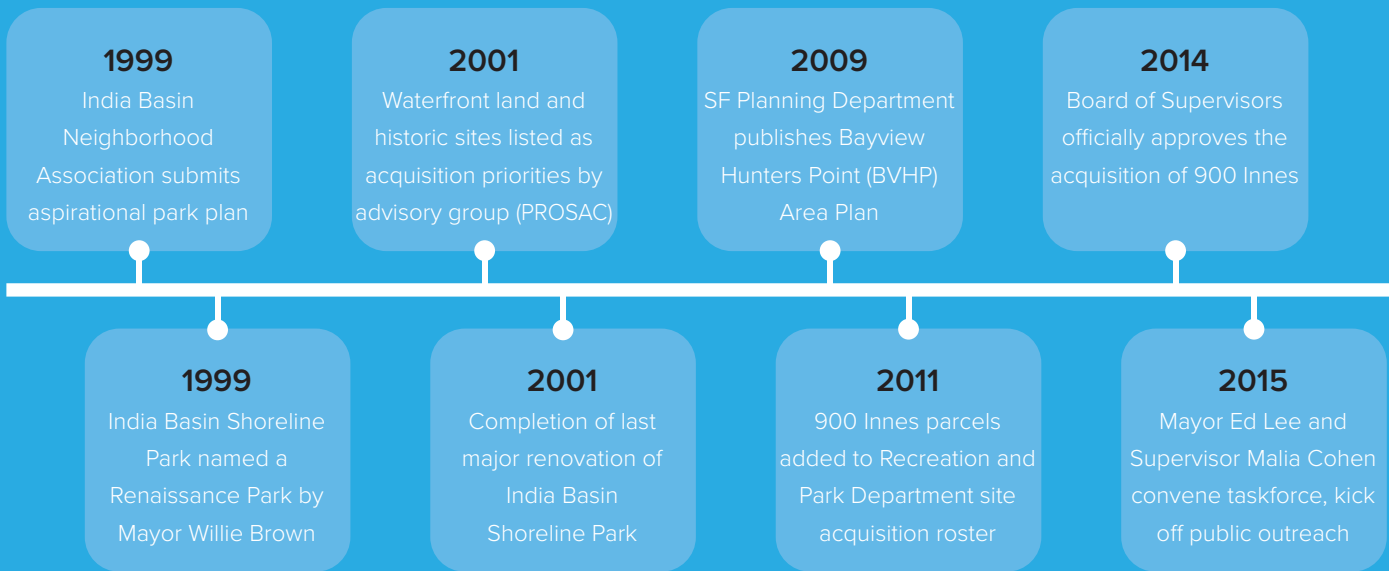
NORTHSIDE
PARK

Innes Ave

Kiska Rd



Project Timeline



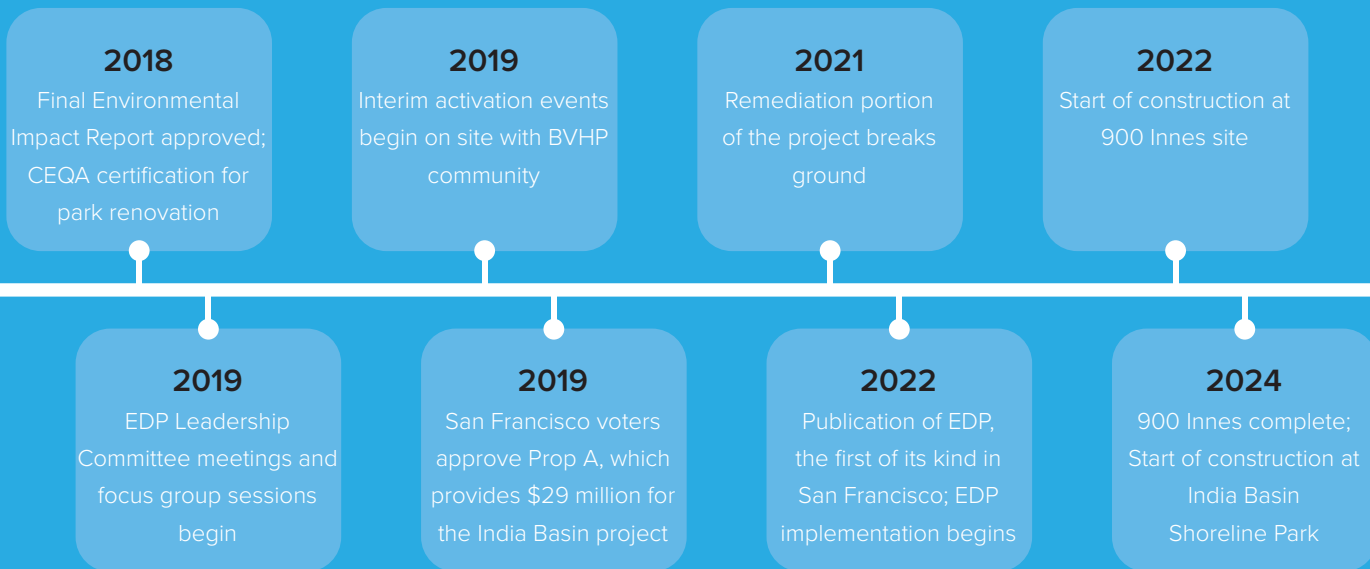
The Project connects these three public spaces to a contiguous 1.7-mile network of open space in the Basin totaling 64 acres owned by the Port of San Francisco (Port), PG&E, San Francisco Recreation and Park Department (RPD), developers of the 700 Innes site, and the Office of Community Investment and Infrastructure (OCII). It further connects these spaces to the Blue Greenway — a portion of the San Francisco Bay Trail providing pedestrian and bicycle connections from the Embarcadero all the way to Candlestick Point.

BUILD Inc., a housing and mixed-use developer, is a significant partner in the project. Through its own development agreement with the City at 700 Innes, the developers supported preliminary design development of the India Basin Waterfront Park; the organization also is required to design and construct an enlarged and improved India Basin Open Space and Big Green as an integral part of this 1.7-mile network.

As part of the 700 Innes project, the existing

five-acre RPD India Basin Open Space will be expanded to a total of 12 acres of public RPD park through the addition of more than three acres of currently private land (Big Green) and the vacation of several unused public street segments. Developers of this site will also create three acres of additional publicly accessible open space, including a new Public Market providing several new welcoming points of access through its planned mixed-use residential and commercial development. Funding from a Community Facilities District associated with the 700 Innes development will subsidize ongoing maintenance costs in the combined spaces.

Project partners have engaged more than 30 BVHP community groups since planning for the park began (see Appendix B). The A. Philip Randolph Institute San Francisco and the broader Leadership Committee have helped to establish a critical link with the community, encouraging neighbors to get involved in the long-term planning as well as with events at India Basin.



Representatives of the BVHP community have participated in nearly 50 planning meetings regarding the project since community planning began in 2014.

Funding and Resource Development
(as of January 2022)

Funding for the India Basin Waterfront Park comes from both public and private sources. The John Pritzker Family Fund (JPF) contributed the first and largest private donation to date. Public funding has been allocated at the federal, state and local levels, including grants from the EPA, the State of California, the Bay Restoration Authority and the City and County of San Francisco. The development agreement for the 700 Innes project obligates the developers to pay the full cost of design and construction for India Basin Open Space and Big Green, as well as to establish a Community Facilities District to support the Recreation and Park Department’s long-term maintenance costs for these portions of the Park.

Although significant financial investment has been secured, the India Basin Waterfront Park project is not yet fully funded.

Project partners are committed to continuing resource development throughout the lifespan of the project, in coordination with the aforementioned project partners. More funding is needed, not only to complete all phases of park construction but to fulfill plans to invest in the community’s health and stability beyond the park boundaries (See Appendix D). The Project’s remaining fundraising goal at the time of publication is \$50 million and includes at least \$10 million for the implementation of EDP initiatives.

The Park Project commissioned a study that included data collection, predictive modeling and analytics, approximately 34 strategic donor conversations, eight additional community member discussions and an online survey which was completed by 460 respondents. The study indicated that 92 percent of interviewees had a



very positive perception of the project, while 96 percent believe that the fundraising campaign goal is achievable. Furthermore, 70 percent were willing to make a gift and 60 percent were willing to help fundraise.

EQUITABLE DEVELOPMENT PLANNING PROCESS

EDP Leadership Committee

The India Basin EDP Leadership Committee, made up of more than 20 community members, is led by the A. Philip Randolph Institute San Francisco. The Leadership Committee efforts have been supported by the San Francisco Recreation and Park Department (RPD), the San Francisco Parks Alliance, the Trust for Public Land and Gustafson Guthrie Nichol, landscape architect and park design lead. The Leadership Committee has expressed and reaffirmed that BVHP residents are fiercely passionate about retaining their culture, identity and sense of pride in their neighborhood.

Park planners regularly consult with the Leadership Committee regarding interim activation and community engagement strategies. Interim programming at India Basin began in Summer 2019. The interim activation planning process has included collaboration with local community organizations, event planners and small businesses.

Throughout 2019 and amid the COVID-19 pandemic in 2020, more than a dozen specific equitable development planning meetings were held in an array of formats, including lectures, discussions, panels and field trips. Meetings featured City or community leaders who were compensated for sharing their time and expertise, as well as neighbors and peers.

The EDP Leadership Committee was tasked with facilitating a community-drafted plan and roadmap that sets forth a series of transparent strategies and commitments to be honored by RPD as well as partner agencies.



Goals of the Equitable Development Plan

- Support the development of the India Basin Waterfront Park (referred to in this document as the “Park” and inclusive of 900 Innes, Shoreline Park, India Basin Open Space and Big Green), designed in partnership with the BVHP community
- Work to correct environmental injustices within BVHP and reduce their impact.
- Utilize the project to combat systemic racism
- Actively work to prevent displacement of the Black community living and working in BVHP
- Provide sustained resources that support and guide ongoing community organizing, capacity-building and decision-making efforts within BVHP
- Leverage the Park as a catalyst for environmental remediation and regeneration

Acting as local consultants with experience in economic and community development, and with

deep community ties across BVHP, the Leadership Committee continues to provide direction on all facets of the project including interim activation, construction, fundraising and EDP implementation.

Components of the Plan

This Equitable Development Plan identifies six community-driven areas of focus:

- Arts, Culture and Identity
- Workforce and Business Development
- Transportation, Access and Connectivity
- Healthy Communities and Ecology
- Youth Opportunities
- Housing Security

Each area of focus contains:

- Strategies: prioritized ideas and stated goals for realizing the values of the community
- Initiatives within each strategy: specific actions and programs to reach stated goals



THE P



LAN





AREA OF FOCUS #1

ARTS, CULTURE & IDENTITY

—

A historically Black neighborhood since the 1950s, BVHP is rich with the culture of many ethnicities and racial minorities¹, as seen in the work of a diverse community of artists, creators and storytellers. In 2018, the San Francisco Board of Supervisors declared the BVHP neighborhood the African American Arts and Culture District to advance, cultivate, enrich and advocate for African-American equity, cultural stability, vibrancy and economic vitality in the district.

The Equitable Development Plan seeks to create a park that reflects the history of India Basin and diverse generations of BVHP residents whose stories have been obscured. The design of public spaces within the Park, therefore should highlight and celebrate past, present and future of BVHP residents, from their perspectives. Park planners drafted the following strategies to further the goal of properly representing those who have lived in BVHP and helped shape what it is today.

¹ See Appendix A for demographic profiles.

ARTS, CULTURE, AND IDENTITY

STRATEGY 1: ENSURE PARK PROGRAMMING IS EQUITABLE AND RESPONSIVE TO COMMUNITY NEEDS AND DESIRES

Ensure that programming at the India Basin Waterfront Park includes input from residents, local organizations and artists from the BVHP neighborhood. (See Workforce Development section for potential hiring and leadership opportunities for local artists, musicians and related cultural arts programs). Make sure that programming remains affordable and accessible to all visitors, but especially to area residents.

INITIATIVES

- Form an “India Basin Programming Committee,” composed of a diverse group of neighborhood park users, to plan and maintain a calendar of events at the Parks, inviting and encouraging BVHP-based organizations to use the park spaces and amenities to increase their program capacity
- Cultivate a robust array of performing arts, history and culture programming, emphasizing local partnerships and building upon existing events. Examples:
 - Annual, on-site festivals that build upon existing cultural calendars and emphasize the cultural traditions of BVHP’s Black, Asian, Latino, Native Hawaiian and Pacific Islander, Ohlone and other communities to encourage cross-cultural education and honor the diversity of the community
 - Storytelling events to record an oral history of the neighborhood
 - Events that celebrate the site’s rich maritime history
 - Shrimp boil to celebrate the historic Chinese shrimping industry
 - Support mobile art and showcases in the neighborhood, encouraging community art from youth and young adult residents (See Area of Focus 5, Youth Opportunities for potential leadership and engagement opportunities in the arts.)
 - Instruction in fishing, dance, yoga and meditation, spoken word, storytelling, Zumba, meditation, environmental education, water safety, boating and swimming lessons, as well as organized walking clubs
- Create an Artist-in-Residence program to showcase work on a rotating basis

STRATEGY 2: DESIGN THE PARK TO PRESERVE AND CELEBRATE BLACK CULTURE AND THE NEIGHBORHOOD'S CULTURAL DIVERSITY

Highlight the work of local artists, focusing on storytelling and culturally inclusive local history, to ensure the physical design of the park better reflects the identities and interests of BVHP residents. Continue community engagement to inform the design of India Basin Waterfront Park, ensuring the Project will include a variety of spaces that support a range of informal, formal, permanent and temporary cultural activities. Encourage local Black artists to join the SF Arts Commission “Bayview Artist Registry,” which would make them eligible for arts projects throughout the neighborhood.

INITIATIVES

- Ensure the Park’s design includes spaces able to accommodate both permanent and temporary art installations as well as informal spaces for events highlighting Black arts, culture and history, as well as the neighborhood’s cultural diversity
- Commission public art works at the Park that reflect Black culture and the neighborhood’s cultural diversity
- Include interpretive signage and a visual historical narrative of India Basin, the waterfront, the larger India Basin neighborhood, historic community leaders and the many ethnic and cultural groups whose contributions still impact the BVHP culture and economy today



AREA OF FOCUS #2

WORKFORCE & BUSINESS DEVELOPMENT

While crafting this plan, the Leadership Committee emphasized the importance of using the project to leverage jobs and workforce development opportunities to strengthen the resiliency of the BVHP community and help ensure that BVHP residents benefit directly from this process, both during construction and after. The strategies and initiatives outlined in this section of the Equitable Development Plan are crucial to its success; without these opportunities, many of the other goals outlined in the plan would be difficult to achieve.



WORKFORCE AND BUSINESS DEVELOPMENT

WHILE CRAFTING THIS PLAN, THE LEADERSHIP COMMITTEE **EMPHASIZED THE IMPORTANCE** OF USING THE PROJECT TO **LEVERAGE JOBS...**

India Basin was a hub for boat building and repair from the 1860s through the 1990s. At the turn of the 20th century, the neighborhood was also home to a thriving shrimping industry. Additionally, the Hunters Point Dry Docks and Hunters Point Naval Shipyard employed thousands of workers during World War II. Aside from these robust periods, BVHP's employment opportunities have waxed and waned over time, leaving many residents behind due to regional disinvestment and rapid changes in technology.

Today, the City of San Francisco's Office of Workforce & Economic Development (OEWD) offers job training in four targeted, emerging industries: hospitality, health care, technology and construction. In direct connection with the India Basin Waterfront Park project, job creation and training in construction are key initiatives of the Equitable Development Plan.

Direct investments in the local workforce and small business development are also key components of the plan. Some of the earliest ideas in the EDP process have focused on business opportunities within the Park itself, including the creation of brick-and-mortar spaces for businesses or park programming.

The community has communicated a vision of economic development that would also extend beyond the Park, along Innes Avenue and toward the Third Street corridor. A comprehensive program to support local, and particularly Black-owned, businesses— including grants, loans and fellowship opportunities— is needed to begin to reverse decades of economic disinvestment in BVHP.

STRATEGY 1: BUILD AND SUSTAIN LOCAL JOB CREATION, WITH EMPHASIS ON THE BLACK COMMUNITY

Encourage local firms to participate in construction and post-construction work at the Park. Upon completion of construction, support a variety of local small business enterprises through operations, programming and events opportunities within the Park. Help local businesses do business in the City and throughout San Francisco County, with targeted outreach to the Black community. Coordinate among municipal agencies and local unions and firms to ensure that BVHP residents receive equal opportunity in the application and hiring process for jobs in construction, post-construction and park service-related roles.

INITIATIVES

- Working within the existing processes, develop a communications strategy to ensure local Black-owned construction firms and suppliers receive timely notice of opportunities and bidding periods
- Create bid packages that encourage local Black-owned contractors and sub-contractors to apply for park construction and post-construction/monitoring opportunities
- Ensure that BVHP residents receive ample training opportunities for construction and post-construction jobs at the Park, such as positions in engineering, labor and maintenance, vending, facilities and more
- Support equitable hiring practices for job opportunities within the Park that include flexible requirements regarding education and job experience and discourage contractors from asking about conviction history on application materials
- Ensure that commercial leases (including the food pavilion, Shipwright's Cottage, waterfront recreation concessions, kitchen incubator space and a mobile market program that enables rotating local businesses to operate food/retail trucks) within the Park comply with requirements for participation in the City's First Source Hiring Program.¹

¹ Participation in the First Source Hiring Program requires employers to provide job descriptions for entry level positions to the Office of Economic and Workforce Development (OEWD) and make a good faith effort to hire qualified candidates referred through OEWD's network of community partners; <https://oewd.org/first-source>

STRATEGY 2: PROVIDE TRAINING AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES THROUGH CONSTRUCTION AND OPERATIONS OF THE PARK

Align with workforce training organizations to provide skills training and mentorship opportunities to residents, with an emphasis on Office of Economic and Workforce Development (OEWD)-identified emerging industries: hospitality, health care, technology and construction. This strategy will include youth and young adults (See Youth Opportunities for additional training and mentorship strategies.)

INITIATIVES

- Host well-publicized job/career resource fairs, job training and resume-building workshops at the Park
- Work with the OEWD CityBuild Academy and other labor and community partners to help disadvantaged job seekers in the community develop construction skills and industry credentials that open the door to construction work at India Basin and beyond
- Explore opportunities for BVHP residents to become apprentices in the RPD-Local 261 Gardener Apprentice Program, providing pathways to employment at India Basin
- Cultivate philanthropic funding for continued job training/career investment in BVHP

STRATEGY 3: SUPPORT BVHP COMMERCIAL CORRIDORS BEYOND THE PARK

Use the Park at India Basin to encourage economic development adjacent to the Park on Innes Avenue and other commercial corridors such as Third Street throughout BVHP. Identify financial and mentorship support for existing small businesses, emphasizing outreach to Black-owned businesses.

INITIATIVES

- Support initiatives that draw more people to Innes Avenue and the Third Street corridor and help create a sense of belonging
- Support the creation and enhancement of BVHP-focused business programs that include tailored financial support, professional networking opportunities, intensive training for local businesses and entrepreneurs, and small business grants
- Partner with organizations that provide trainings on how to do business in the City and County of San Francisco, with targeted outreach to Black-owned BVHP businesses



6835





AREA OF FOCUS #3

CONNECTIVITY, TRANSIT, ACCESS & SAFETY

—

One of the key benefits of the BVHP neighborhood is its proximity to the Bay, although quality waterfront access remains a challenge meriting continued exploration. The lack of destinations in and around Innes Avenue combined with the steep topography of Hunters Point Ridge make residents unlikely to come down the hill on the Bay-facing side. Culturally relevant improved parks and amenities at India Basin are expected to draw residents of all abilities from throughout the neighborhood. When designed correctly, multimodal corridors can increase safety for all users, especially pedestrians.

Making the Park more accessible, therefore, must also consider evolving perceptions of safety. Creating a more equitable culture around public space must account for the physical and emotional safety of all patrons.

STRATEGY 1: IMPROVE NEIGHBORHOOD ACCESS TO THE PARK

Ensure safe, well-designed routes to, from and within the Park that will accommodate all modes of transportation.

INITIATIVES

- Support and advocate for the creation of safe street crossings to the Park on Innes Avenue and Hunters Point Boulevard with traffic-calming features including additional lighting, signage and bright painted surfaces
- Create safe bike lanes within the Park and along Hunters Point Boulevard
- Advocate for maintenance, expansion and improvement of bike lanes including protected rights of way for bicycles, micromobility vehicles and pedestrians
- Increase the number of bike-share stations around the Park and India Basin
- Improve stairways that connect public and affordable housing along Hunters Point Ridge to the Park

STRATEGY 2: INCREASE PUBLIC AND PRIVATE TRANSIT OPTIONS BETWEEN THE THIRD STREET CORRIDOR, THE PARK AND THE SURROUNDING NEIGHBORHOOD

Ensure park is accessible from the Third Street Corridor and BVHP neighborhood by public transit, private vehicle and park shuttle.

INITIATIVES

- Coordinate with the San Francisco Municipal Transportation Agency (SFMTA) to ensure the Park is served by a robust public transit schedule and plentiful, clean and well-maintained bus shelters that facilitate safe, easy and reliable access to the Park
- Support and advocate for the creation of a free or subsidized park shuttle system connecting the Park to neighborhood housing complexes, the Third Street Commercial Corridor and other commercial and transit hubs in BVHP such as BART and Caltrain
- Secure additional parking at off-site locations to accommodate larger events at the Park and manage traffic congestion
- Ensure adequate ADA-compliant parking for patrons with limited mobility
- Advocate for public parking to be provided by adjacent developments

STRATEGY 3: PRIORITIZE PUBLIC SAFETY IN AND AROUND THE PARK

Explore channels for alternative and inclusive community-led public safety systems to ensure the physical and emotional safety of Park patrons.

INITIATIVES

- Collaborate with City agencies to improve nighttime safety for pedestrians by increasing lighting and reflective striping along Hunters Point Boulevard and Innes Avenue
- Explore nontraditional methods to increase safety, including lighting elements and music streamed in key spaces and walking corridors
- Explore the use of neighborhood-based community ambassadors to improve safety and prevent and address adverse behavior within the Park, which would help allay the need for law enforcement intervention
- Initiate pedestrian and public safety programming in conjunction with local area schools and community-based organizations
- Partner with City agencies and local nonprofits to dispatch social workers to provide services and resources to local, unhoused residents and those in need

“Creating a more equitable culture around public space must account for the physical and emotional safety of all patrons.”



AREA OF FOCUS #4

HEALTHY COMMUNITIES & ECOLOGY

Recent research supports the long-held notion that proximity to urban parks— and the flora, fauna and natural sounds within— improves the physical and mental health of nearby residents. City parks encourage active lifestyles, reducing health costs and making cities more resilient by helping to clean the air and improve public health.

As a neighborhood butting up against industrial development and active waterfronts, BVHP communities have fought long and hard for environmental justice, remediation and reclamation of space for positive environmental change. Fighting to shutter the PG&E Hunters Point power plant is just one example of efforts and environmental justice work undertaken by this community.

The restoration and expansion of the Park continues the legacy of that robust, resident-led advocacy. Through a collaborative design process, the India Basin Waterfront Park project will act as a catalyst to promote physical, social, mental and emotional health and well-being for the entire neighborhood.



City parks encourage active lifestyles and reduce health costs, make cities more resilient, help clean the air and improve public health.

STRATEGY 1: EXTEND ENVIRONMENTAL BENEFITS OF URBAN NATURE TO SURROUNDING NEIGHBORHOODS

Expanding beyond the requisite environmental remediation at 900 Innes, spread the environmental benefits of urban nature from the Park into the neighborhoods.

INITIATIVES

- Advocate for and support efforts to plant more trees along public streets and rights of way
- Provide material resources and staff support to existing local groups that organize neighborhood cleanups. Examples include supporting neighborhood cleanups, donating mulch and soil and helping to provide composting services, while supporting existing neighborhood greening initiatives¹ on public and private property
- Support the creation of new community gardens and strengthen relationships with existing community gardens in BVHP, such as Florence Fang Asian Community Garden and Northridge Co-Op Community Garden, by identifying dedicated materials and supplies for the sites
- Expand current San Francisco Recreation and Park Department (RPD) environmental education programs that encourage stewardship of the Park including Greenagers, Youth Stewardship, SF Children and Nature and the EcoCenter at Heron's Head Park.

¹ Greening initiatives are any efforts that increase or sustain urban vegetation, such as the installation and maintenance of trees and plants.

STRATEGY 2: USE THE PHYSICAL SPACES AND PARK PROGRAMMING TO BUILD COMMUNITY COHESION AND SOCIAL CAPITAL

Use the Park and programming to build community cohesion with on-site and web-based resources. Facilitate residents gathering and sharing information and communicating about events and programming at the Park and surrounding neighborhood. Create programs that promote positive, inclusive social values as well as support strengthening relationships between individuals, families and cultural groups. (See Arts, Culture and Identity for additional social programming initiatives).

INITIATIVES

- Provide free wi-fi throughout the Park
- Building on the success of the Tech Hub (See description on page 62), expand services to offer personal, civic, educational and professional development and engagement opportunities
- Create a community and online bulletin board and calendar within the Park
- Support farmers markets and food-based events within the Park

STRATEGY 3: INCREASE PROGRAMMING THAT STRENGTHENS PHYSICAL AND MENTAL HEALTH

Provide health and wellness programming hosted by local organizations and public agencies. Provide culturally relevant programming for audiences of all ages and backgrounds but, particularly for area residents. Ensure that park docents and ambassadors are hired from within the BVHP community.

INITIATIVES

- Provide wellness-related programming including meditation, mindfulness workshops, walking groups, stress reduction, and dealing with trauma
- Collaborate with City agencies and non-profit organizations to support mental health services for at-risk community members in the neighborhood
- Through the Recreation and Park Department's park equity initiative, called Requity, and in partnership with City agencies, non-profit organizations and local businesses, provide responsive, active recreational programs, fitness activities and waterfront activities
- Continuation and expansion of the India Basin Tech Hub, where community members are able to access the Internet, use loaned devices and receive technology support or training (See description on page 62)





AREA OF FOCUS #5

YOUTH OPPORTUNITIES

Programs that help youth and young adults thrive and succeed are a shared priority. Community feedback from BVHP teenagers, seniors, parents, business leaders and even adults without children suggests support and enthusiasm for investing in career and educational opportunities for the next generation.

Many of these opportunities overlap with previously established areas of focus in the Park plan, including safe parks and open spaces; career mentorship, job opportunities and entrepreneurship support; and arts programming.

Additionally, park programming and the creation of physical spaces— where dance troupes can practice, summer job fairs can be held, and social groups can gather and organize— are also major components of the plan that will further this mission.

Support for existing leadership programs and the expansion of new ones are also needed to give young people opportunities to develop interpersonal skills; give them a voice and a platform to tell their stories and share their perspectives; and encourage them to be active in their communities.

STRATEGY 1: CREATE EDUCATIONAL AND LEADERSHIP DEVELOPMENT OPPORTUNITIES FOR LOCAL YOUTH

Expand upon existing Recreation and Park Department youth programs with additional on-site opportunities focusing on Black youth and other underserved residents. Forge partnerships with local schools and youth organizations to enhance educational and leadership offerings. (See Workforce Development section for additional job-related tactics and proposed hiring initiatives).

INITIATIVES

- Ensure paid internship opportunities with RPD that focus on local youth who reside in BVHP, including RPD programs such as Greenagers and Workreation
- Establish a youth docent program, in which local BVHP youth are trained to lead tours that narrate local cultural histories and orient visitors to the array of activities at the Park
- Expand RPD programs and partner with other programs to empower youth to participate in meetings of City agencies, housing associations, community organizations and other important forums
- Offer technology, multimedia and maker skills workshops at facilities in the park
- Partner with neighborhood high schools to support enrollment in workforce training programs
- Develop a youth-targeted communication strategy to share Park-related programming and employment opportunities
- Partner with organizations that provide financial literacy programs for youth to learn personal financial management, budgeting and investing

STRATEGY 2: INVEST IN YOUTH PROGRAMMING WITHIN BVHP

Develop youth programming that supports the arts, community values and a safe environment. Focus on age-appropriate and culturally relevant activities where children, youth and their caretakers can share experiences, learn new skills and build memories through storytelling and oral history. Ensure Park programming is supported by high-quality infrastructure for day and nighttime activities, such as adequate lighting, shade, restrooms, picnic and seating areas and access to power and wi-fi.

INITIATIVES

- Prioritize indoor and outdoor space at the Park for existing and emerging youth arts, environmental stewardship and STEM programming, including Art as Activism
- Connect youth with local artists for mentorship opportunities
- Facilitate youth programming that emphasizes storytelling and community history of the Ohlone, Black, Asian, Latino, and Native Hawaiian and Pacific Islander cultures, as well as the legacy of historic boat building
- Create a program that ensures all BVHP youth are offered free swimming lessons to enable safe waterfront access and enjoyment



AREA OF FOCUS #6

HOUSING SECURITY

In one of the most expensive housing markets in the country, the BVHP neighborhood remains one of the more affordable residential areas compared to other areas in the city. As development in this area increases, with approximately 14,000 units expected to come online in the near future, so too does concern about housing security for BVHP residents.

There is a large concentration of public and affordable housing in the neighborhood supported by a complicated web of local, state and federal resources and governance. Accessibility to affordable housing opportunities is therefore often impeded by confusing rules governing availability, eligibility and pricing along with insufficient services to assist local residents with housing support issues.

Residents of BVHP need affordable and stable housing options, including access to home ownership opportunities. Although this is a park project and not a housing project, supporting affordable and workforce housing options aligns with the EDP goal to uplift residents of neighborhoods surrounding the park and help them thrive.



STRATEGY 1: ADVOCATE FOR AFFORDABLE HOUSING WITHIN A 10-MINUTE WALK OF THE PARK

Support the needs of local tenants with a diverse array of affordable housing rentals, including public, private and non-profit developments. Advocate for no net-loss of affordable housing. Support efforts in providing workforce housing. Support existing BVHP co-ops and advocate for additional co-ops as a viable housing option for local residents.

INITIATIVES

- Use Park-affiliated websites and bulletin boards to provide transparent information to inform residents about public and affordable housing opportunities, rental assistance, rental protection resources, and housing related policies.
- Provide information to residents about current and future housing developments within BVHP
- Partner with the developers of the 700 Innes property to ensure that residents of the neighborhood have opportunities to obtain below market housing on site
- Partner with the Mayor's Office of Housing and Community Development (MOHCD) to offer housing resource fairs at the Parks

STRATEGY 2: ADVOCATE FOR PATHWAYS TO HOME OWNERSHIP FOR CURRENT BVHP RESIDENTS

Provide pathways to affordable financing options for existing homeowners and prospective buyers in BVHP. Advocate for rent-to-own options for existing public housing residents.

INITIATIVES

- Use the Park to connect residents with resources regarding current housing trends, financing options, tax services, credit education and home ownership opportunities within BVHP
- Partner with mission-aligned agencies and organizations to provide a financial literacy program to help residents prepare for home ownership
- Partner with mission-aligned organizations to promote and develop community land trusts¹ to secure vacant and blighted properties and create housing opportunities for neighborhood residents
- Seek partnerships to create a first-time home buyers club
- Partner with the Mayor's Office of Housing and Community Development to target BVHP residents, broaden eligibility and expand availability of down payment assistance grants for first-time home buyers, with a focus on Black residents and other underserved community members

¹ Community land trusts are non-profit, community-based organizations designed to ensure community stewardship of land. Community land trusts can be used for many types of development (including commercial and retail), but are primarily used to ensure long-term housing affordability; <https://community-wealth.org/strategies/panel/clts/index.html>



**...connect residents with
resources regarding current
housing trends, financing
options, tax services,
credit education and home
ownership opportunities...**



IMPLEMENT STRATEGY

A photograph of two young women walking towards the camera on a paved path. They are wearing traditional light-colored dresses with blue and white geometric patterns. The background shows a grassy area and some people in the distance. The entire image is overlaid with a semi-transparent green filter.

PRESENTATION BY



WITH THE PUBLICATION OF THIS PLAN, THE FOCUS TURNS TOWARD IMPLEMENTATION.

In 2022, the Leadership Committee will be tasked with approving an implementation plan with phased schedules and budgets for each initiative that also outlines roles and responsibilities for participating and supporting partners. The project team will issue an annual report that tracks progress and refines metrics.

OUR CURRENT FOCUS

While moving through the early phases of this project and the development of this document, we've begun implementing some of these strategies and initiatives. Below is a list of the work we've begun while we finalize this EDP.

- Interim programming at India Basin began in Summer 2019 and has included events such as the Shipwright's Cottage mural unveiling; a free, public Golden State Warriors playoff game screening; Sundown Cinema; a Mardi Gras celebration; a brunch hosted by SF Black Wallstreet, and a makers market, with many more events coming in 2022. In addition, the Park has hosted job fairs and trainings, health services, volunteer cleanups, community meetings and more in 2021. The interim activation planning process has included collaboration with local community organizations, event planners and small businesses.

- As a result of the unprecedented circumstances surrounding the COVID-19 health emergency, project partners sought to close the digital divide and the longstanding lack of digital infrastructure in the neighborhood exacerbated by the closure of schools, libraries and other public facilities. A pop-up Tech Hub was launched at India Basin Shoreline Park in September 2020 and is currently open Monday through Friday. At the Tech Hub, community members are able to access the Internet, use loaned devices and receive technology support or training in a safe outdoor setting amid the pandemic.
- In partnership with the YMCA of San Francisco, Recreation and Park Department staff are currently working on ensuring water safety among all of the approximately 6,000 youth ages 5 to 18 in the 94124 zip code. We plan to launch a pilot learn-to-swim program in 2022 to help assess the water safety needs of the community.
- Through the 11th Street Bridge Grant, the A. Philip Randolph Institute San Francisco and the San Francisco Office of Economic and Workforce Development are working on removing barriers to work and providing construction job training for 26 to 30 District 10 residents (13 to 15 per year over two years) with the goal that they get jobs as a part of the Project.

NEXT STEPS

Charting a multi-phase roadmap for implementation through regular monthly meetings with the San Francisco Recreation and Park Department, the Trust for Public Land, San Francisco Parks Alliance, the A. Philip Randolph Institute San Francisco and the Leadership Committee that will include:

- Estimating budgets for all strategies and initiatives
- Beginning a robust fundraising effort
- Formalizing Leadership Committee organization
- Transitioning the Leadership Committee from planning to implementation
- Identifying partnership opportunities and potential roles
- Establish a tracking system, accountability guidelines for local hiring and course correction if goals are not being met

In addition, the strategies and initiatives within each area of focus will be pursued in greater detail. These steps include:

- Solidify partnerships with CBOs, city agencies, NGOs, private entities, etc.
- Determine ownership, or who will lead or support initiatives
- Identify location of initiatives: within the Park or within the neighborhood at-large
- Secure implementation investments: via existing funding or newly identified funding streams
- Elaborate upon metrics: ways to measure impact and hold partners accountable

TRACKING SUCCESS

The partners of India Basin Parks are committed to continuous program improvement, so measuring progress and challenges is a vital tool for tracking and enhancing performance. The EDP metrics will likely evolve over time by becoming more specific, measurable, achievable, relevant, and time-bound as the project moves through construction, into operation, and/or as new information becomes available, including updates to Cal Enviro Screen, Cal-EPA's statewide open data source which informs population demographics of the Parks' community, the BVHP neighborhood, and the city as a whole.

At the time of publication of the EDP, the reporting period is slated to begin approximately three years before Park opening. The first steps will be to assess current conditions to compose baseline data sets, which will then inform metric targets. Reporting will occur annually and continue for five to 10 years after opening to capture the longer-term effects of the Park's development.

Once the Park is open to the public, qualitative measures and evaluation will become equally important as the quantitative metrics. There will be intercept surveys of park visitors and non-park visitors, interviews, listening sessions, and open opportunities for neighbors, community members, merchants, artists, community-based organizations, schools, elected officials, and staff from other public agencies and partners to participate in achieving the EDP goals. Observations by park ambassadors and staff will lend context and meaning. In total, robust feedback will inform program development, operational planning, and the collective action of implementing the EDP.

(Please refer to Appendix E, which defines quantitative measures, metrics, and key performance indicators for monitoring and managing progress toward the Park's equitable development goals.)



ACKNOWLEDGE

A group of people, including men and women, are gathered outdoors, some holding tools like shovels, suggesting a community activity like tree-planting. The entire image is overlaid with a semi-transparent orange filter. The word "ADJUDGEMENTS" is written in large, bold, white capital letters across the bottom portion of the image.

ADJUDGEMENTS

CITY AND LOCAL AGENCIES

Mayor London N. Breed

Board of Supervisors

Supervisor Aaron Peskin (District 3)

Supervisor Shamann Walton (District 10)

Arts Commission

Department of Children, Youth and their Families

Department of Public Health

Department of Public Works

Department of the Environment

Historic Preservation Commission

Housing Authority

Human Rights Commission

Human Services Agency

Mayor's Office of Housing & Community Development

Municipal Transportation Agency

Office of Community Investment & Infrastructure

Office of Economic and Workforce Development

Office of Small Business

Office of the City Administrator

Office of the Mayor

Parks, Recreation, Open Space Advisory Committee

Planning Department

Port of San Francisco

Public Utilities Commission

Recreation and Park Commission

San Francisco Bay Regional Water Quality Control Board

San Francisco Bay Restoration Authority

San Francisco Unified School District

Youth Commission

EDP LEADERSHIP COMMITTEE

Joyce Armstrong

DJ Brookter

Jessica Campos

Michelle Carrington

Tiffany Carter

Tyra Fennell

Jill Fox

Neola Gans

Kimberly Hill-Brown

Kristen Houk

Joi Jackson-Morgan

Oscar James

Pastor Joe

Rome Jones

Linda Jordan

Kelley Lewis

Tossie Long T. Segote

PJ Lulio

Chika Mezie

Chinomso Okorie

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Celia de Pentheny O'Kelly

Maika Pinkston

Latoya Pitcher

Deven Richardson

Ericka Scott

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Alejandra Chiesa, The Trust for Public Land
Jackie Flin, A. Philip Randolph Institute SF
Phil Ginsburg, San Francisco Recreation and Parks

SISTER CITY ORGANIZATIONS

Building Bridges Across the River (BBAR); Washington DC (Project: 11th Street Bridge Park)

Trinity Park Conservancy; Dallas TX (Project: Harold Simmons Park)

Downtown Grand Rapids Inc; Grand Rapids, MI (Project: Grand River Corridor)

Western New York Land Conservancy; Buffalo, NY (Project: The Riverline)

High Line Network; New York, NY (Project: The High Line)

LOCAL, STATE & NATIONAL FUNDERS

CA Office of Governor Gavin Newsom

CA Office of Assemblymember Phil Ting

CA Office of Assemblymember David Chiu

CA Office of Senator Scott Weiner

CA State Department of Parks and Recreation

California Coastal Conservancy

US Environmental Protection Agency

PRIVATE FUNDERS

John Pritzker Family Fund

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Susan and David Tunnell

ORGANIZATIONS

100% College Prep Institute

3rd Street Youth Center & Clinic

A. Philip Randolph Institute - San Francisco Chapter

African Arts Academy

America True

Andrea Baker Consulting

Auntie April's Soul Food

Bay Conservation and Development Corporation

Bay.org

BAYCAT

Bayview Boom

Bayview Child Health Center

Bayview Historical Society

Bayview Hunters Point Citizens Advisory Committee

Bayview Merchants' Association

Bayview Neighborhood Association

Bayview Opera House

Bayview Senior Services

Bayview-Hunters Point YMCA

Black to Nature

Black to Yoga

BMAGIC

Both Sides of the Conversation

Brightline Defense

BUILD San Francisco

BVHP YMCA

C.A.R.E.

Café Alma

Candlestick Point State Recreation Area

Causa Justa/Just Cause: Black Priorities

CCS Fundraising

City College of San Francisco

City of Dreams

Community Youth Center of San Francisco



Connect San Francisco

DAHLIA

Dr. George W. Davis Senior Center

Dragonspunk

Edgewood Family Resource Center

FACES San Francisco

Family Equity Partners

Feline Finesse

Friends of the Urban Forest

From the Heart

Garden for the Environment

Gustafson Guthrie and Nichols

Hunters Point Family

Imprint City

India Basin Neighborhood Association

Literacy for Environmental Justice

Malik's Art

Mission Hiring Hall

My Brother and Sister's Keeper San Francisco

Northridge Community Garden Program

Pacific Gas & Electric

Parks 94124

Project Level

Project Wreckless

Public Glass

Quesada Gardens

Radio Africa & Kitchen

Rafiki Center for Health & Wellness

Rebuilding Together San Francisco

Recology

Red Clay Sound Haus

Renaissance Entrepreneurship Center

Rubecon Builders

Samoan Community Development Center

San Francisco Bay View National Black Newspaper

San Francisco Bicycle Coalition

San Francisco Black Wall Street

San Francisco Chamber of Commerce

San Francisco Housing Development Corporation

San Francisco Parks Alliance

San Francisco State University

San Francisco African American Arts & Cultural District

San Francisco African American Chamber of Commerce
San Francisco Black Wallstreet
San Francisco Children and Nature
San Francisco Public Housing Tenant Association
San Francisco JAZZ Center
Shared Spaces
Shipyard Trust for the Arts
Success Centers
The Box Shop
The EcoCenter at Heron’s Head Park
The Presidio Trust
The Trust for Public Land
Together Bay Area
Urban Forestry Council
Us4Us Bay Area
Wu Yee Children’s Center
YMCA of San Francisco
Young Community Developers
Yvonne’s Southern Sweets
Zaccho Dance Theatre

ADDITIONAL SUPPORT

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The India Basin Waterfront Park Project offers special acknowledgment to San Francisco State University Professor, Dr. Nina Roberts. Professor Roberts has offered academic support and guidance throughout the development of this plan, but more importantly functioned for us as our “North Star” of equitable park planning and has infused this report with her enthusiasm for learning and teaching, her passion for parks and her commitment to social justice.



LETTER SUPPORT

An aerial photograph of a large-scale construction project, possibly a port or industrial facility, is shown with a semi-transparent blue overlay. The image captures a vast area with numerous rectangular plots, some of which appear to be under construction or recently completed. The layout is organized and systematic, with long, straight paths and distinct sections. The blue overlay is uniform in color and covers the entire image, creating a cohesive visual theme.

PORTS OF PORT

Letter from the Equitable Development Plan Leadership Committee

The Equitable Development Plan Leadership Committee is proud to share with you our community's plan to equitably invest in a community that for decades has been underserved and neglected. We are a group comprised of more than 20 Bayview-Hunters Point community members who were brought together to develop a plan to ensure the India Basin Waterfront Park project benefits and reflects the history, culture and diversity of Bayview-Hunters Point and its residents.

For approximately two years, we have worked together on a community led process to retain the culture, identity, and sense of pride within our neighborhood as the project design plans are being defined and finalized and the renovation of the Park commences. Working collaboratively as a Leadership Committee, we identified six important areas of focus to achieve our goal of an equitable, culturally respectful revitalization project that promotes and supports sustainable economic opportunities, enforceable anti-displacement rules and systemic practices, environmental health policies and code, and more. The areas of focus to help achieve this are:

- Arts, Culture & Identity
- Workforce & Business Development
- Transportation, Access & Connectivity
- Healthy Communities & Ecology
- Youth Opportunities
- Housing Security

We are honored to share the culmination of our work known as the India Basin Equitable Development Plan.

Thank you to the community, San Francisco Recreation and Park Department, A. Philip Randolph Institute, Inc., San Francisco Parks Alliance and the Trust for Public Land for your assistance in crafting the Equitable Development Plan. We are pleased with the development of the plan and feel that it addresses the critical components to ensure our needs are met, provides a roadmap for accountability, and tools for measuring and ensuring success for the mission of this project.

EDP Leadership Committee



MALIA M. COHEN
CHAIR
STATE BOARD OF EQUALIZATION

Congratulations!

I am so heartened and excited about the release of the India Basin Equitable Development Plan, which will support the Bayview Community by ensuring that the India Basin Waterfront Park will genuinely support those who need and deserve it most.

As a two-term member of the Board of Supervisors for Bayview and the surrounding neighborhoods, I fought for all that the Equitable Development Plan encompasses, more healthy green space, jobs, youth development, healthy recreation, and celebrating Bayview's rich history, arts, and culture. However, I am also acutely aware that sometimes even the best-intentioned investments in a neighborhood like the Bayview can end up displacing those we seek to serve. For this reason, I am so proud of the project team's partnership with the community to create this plan.

I also want to celebrate the memory of our former Mayor Edwin M. Lee. Mayor Lee and I served as co-chairs of the initial India Basin Waterfront Taskforce, which planted the seeds for this report. Mayor Lee, like Mayor Breed, grew up in public housing and was an inspiring champion for equitable growth that allows ALL of us to benefit. His important legacy only grows because of this project.

I now serve San Francisco at the state level on California's Board of Equalization, but I am raising my own family in this neighborhood. My daughter Madison and I couldn't be more excited to enjoy this beautiful new green space along the Southern Waterfront. It's about time.

Sincerely,

Malia M. Cohen, Chair
California State Board of Equalization



Mayor's Office of Housing and Community Development
City and County of San Francisco



London N. Breed
Mayor

Eric D. Shaw
Director

To the EDP Team,

Congratulations on the completion of the India Basin Equitable Development Plan! This document helps set a transformative course of action for housing policy, economic growth, empowerment, and environmental improvements in a community that has long been underserved.

Thank you to the Bayview-Hunters Point community, San Francisco Recreation and Park Department, A. Philip Randolph Institute, Inc., San Francisco Parks Alliance, and the Trust for Public Land for their groundbreaking work in writing and publishing the Equitable Development Plan (EDP). The Mayor's Office of Housing and Community Development (MOHCD) is proud to be a partner in this important work, and we look forward to the completion of the India Basin Waterfront Park project.

The EDP strategies and initiatives most directly related to the work of the MOHCD are those aligned with our agency's mission to advance housing opportunity, community stabilization and anti-displacement. This plan, spearheaded by the existing Bayview-Hunters Point community, creates the clear and community led framework for MOHCD to work with Bayview-Hunters Point residents on the critical issues of affordable housing, increased public waterfront access, and more spaces for people to thrive. There is a tremendous amount of pride, diverse culture, and deep commitment within the community, and the EDP sets a roadmap to ensure the goals of the plan are met.

We are excited to lend our support and expertise to help implement the strategies and initiatives set forth in the EDP that will provide more equitable and affordable housing in Bayview-Hunters Point.

Sincerely,

A handwritten signature in cursive script, appearing to read "Eric Shaw".

Eric Shaw
Director, Mayor's Office of Housing and Community Development

President, Board of Supervisors
District 10



City and County of San Francisco

SHAMANN WALTON

華頌善

January 20, 2022

Dear Friends,

I want to offer my congratulations to everyone who worked so hard to complete the India Basin Equitable Development Plan. Your commitment of time and dedication to this valued effort will undoubtedly help to ensure and inform the construction of this world class waterfront park that is being built for the existing community while preserving the culture and identity of Bayview-Hunters Point. Thank you to the Bayview-Hunters Point Community, the San Francisco Recreation and Park Department, A. Philip Randolph Institute, Inc., and the Trust for Public Land for your collaboration.

As the District Supervisor, I am excited to support the India Basin Waterfront Park project because it provides an important partnership opportunity between the government and the community to work collaboratively to address social, economic and environmental injustices that have plagued this historically underserved and neglected neighborhood. This plan and project create a path for equitable economic growth and development, benefitting existing residents of neighborhoods long excluded from the City's economic progress.

The community-oriented, Equitable Development plan outlines a series of commitments to be honored by the project team, and the aforementioned partner agencies and organizations. Developed by a Leadership Committee comprised of more than 20 Bayview-Hunters Point community members the plan identified six important areas of focus on this project: Arts, Culture and Identity; Workforce and Business Development; Transportation, Access and Connectivity; Healthy Communities and Ecology; Youth Opportunities; and Housing Security to achieve their goal.

The completion of the Equitable Development Plan marks a critical juncture in this park project. I look forward to the incredible opportunities for the community and our city.

Sincerely,

A handwritten signature in blue ink, appearing to read "Shamann Walton".

Shamann Walton, President of the San Francisco Board of Supervisors
District 10 Supervisor

Letter from BUILD, Inc.

BUILD acknowledges and celebrates the Bayview-Hunters Point community, San Francisco Recreation and Park Department, A. Philip Randolph Institute, Inc., San Francisco Parks Alliance, and the Trust for Public Land, for their groundbreaking work in writing and publishing the Equitable Development Plan (EDP). The entire BUILD team pledges its support for the EDP through our collective work of enhancing the India Basin Waterfront together.

The EDP strategies and initiatives set forth by the existing Bayview-Hunters Point community align with BUILD's values, like providing Bayview Hunters Point residents with more affordable housing, more public waterfront access, and more indoor and outdoor spaces for local businesses to thrive. BUILD recognizes the local pride, diverse culture, and deep commitment within the community and remains steadfast in providing the neighborhood with opportunities to flourish in place.

For years as a neighbor and invested community partner, BUILD has served as a collaborator at each step. Since early stakeholder meetings in 2014, BUILD has supported preliminary design development of the India Basin Waterfront Parks and is proudly committed to designing and constructing an enlarged and improved India Basin Open Space and Big Green as an integral part of the 1.7 mile overall network. As part of this 700 Innes project, the existing 5-acre RPD India Basin Open Space will be expanded to a total of 12 acres of public RPD park.

BUILD is excited to work with the EDP project partners and the entire Bayview-Hunters Point community to fund and build 5 acres of public park, 6 acres of rehabilitated public shoreline and 3 acres of privately owned publicly accessible open space. This including a new Public Market and providing several new welcoming points of access through a planned mixed-use residential and commercial development at 700 Innes. The formation of an associated Community Facilities District will subsidize ongoing maintenance costs in these combined spaces. The project will also provide neighborhood benefits, including subsidized on-site Childcare facility, grocery store, retail, and community-wide transit, bicycle and pedestrian network improvements. Public benefits such as these were shaped by many community-based organizations and city agencies, and BUILD commits to seeking community guidance in future implementation.

As the park and the waterfront takes shape, BUILD will continue to partner with the EDP Leadership Committee and project partners in the planning, construction, programming, and operations of the India Basin Waterfront. BUILD commends the community for bringing this plan to light and for setting a course toward a more equitable future at Bayview-Hunters Point.

Lou Vasquez, Founder & Principal

BUILD:

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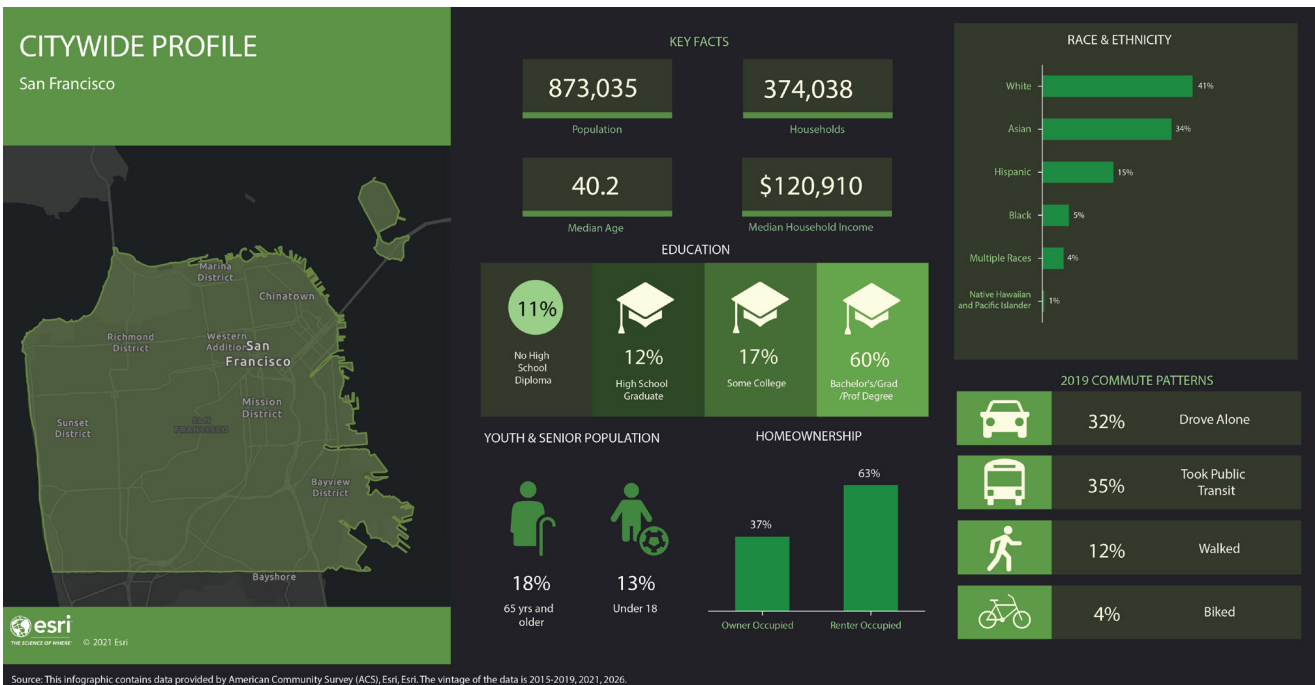
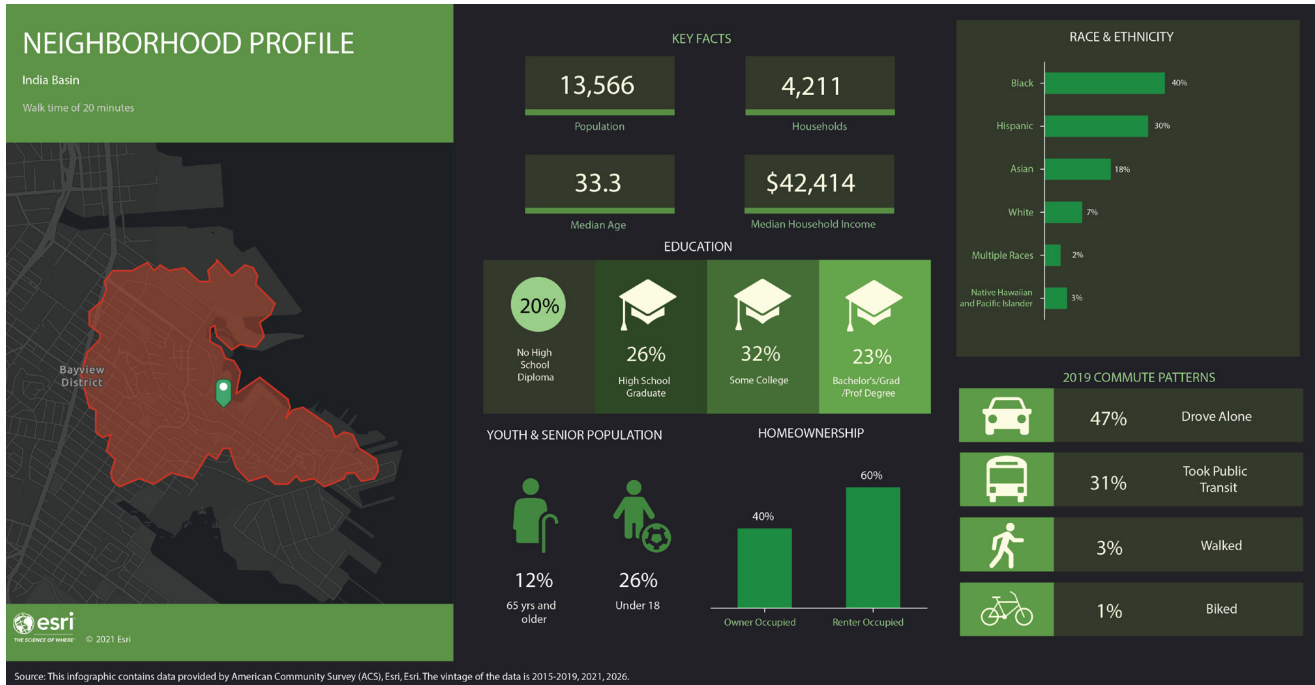


INDICES





APPENDIX A: BVHP NEIGHBORHOOD DEMOGRAPHIC PROFILE



APPENDIX B: PLANNING AND ENGAGEMENT TIMELINE

1999-2014	
1999	India Basin Neighborhood Association submits aspirational park plan for India Basin
2001	Park, Recreation, Open Space Advisory Committee (PROSAC) lists waterfront land and historic sites as acquisition priorities
2008	Shipwright's Cottage at 900 Innes Avenue named San Francisco Landmark #250
2009	India Basin Shoreline: Sub Area Plan of the BVHP Area Plan (SF Planning Dept, 2009)
March 21, 2010	India Basin Neighborhood Association publishes "India Basin Shoreline: The Community Vision," a document outlining the need for additional open space and activation along the waterfront
June 1, 2011	900 Innes parcels added to RPD Acquisition Roster
Aug. 1, 2012	Phase I Environmental Site Assessment completed by Weiss Associates
Jan. 8, 2013	PROSAC first discusses future RPD acquisitions, including 900 Innes
April 2, 2013	PROSAC follow-up discussion of future RPD acquisitions, including 900 Innes
2014	
April 1	PROSAC again discusses future RPD acquisitions, including 900 Innes
May 6	PROSAC again discusses future RPD acquisitions, including 900 Innes
June 3	PROSAC unanimously approves the acquisition
June 4	RPD presentation on the acquisition of 900 Innes to the Recreation and Park Commission's Capital Committee
June 19	The Recreation and Park Commission unanimously recommends acquisition of 900 Innes to the Board of Supervisors (BOS)
July 16	RPD presents 900 Innes acquisition to BOS Budget and Finance Committee, which recommends the acquisition to the full Board without objection.
July 22	BOS approves the city's acquisition of 900 Innes
Dec. 2	PA Brownfield Grant Application Presentation
2015	
January	Then Mayor Ed Lee and Supervisor Malia Cohen convene and chair India Basin Waterfront Taskforce with more than 30 BVHP community and park serving representatives
Jan. 13	BOS retroactively authorizes RPD to accept and expend a grant of \$500,000 from the California Coastal Conservancy Priority Conservation Area Grant Fund

Feb. 12	Task Force Meeting #1
April 12	Booth at Sunday Streets about the project
July 18	Booth at Black Love Festival about the project
Aug. 27	Task Force Meeting #2
Oct. 7	Task Force Meeting #3
Oct. 15	Recreation and Park Commission approves an MOU between RPD, the Trust for Public Land, India Basin Investment, LLC, and the SF Parks Alliance to plan and develop the new India Basin parks and open space project
Nov. 5	Task Force Meeting #4
Dec. 3	Task Force Meeting #5
December	Design competition begins
2016	
Jan. 13 - Feb. 13	Design Competition Finalist Submission Exhibition at the EcoCenter at Heron's Head Park
Jan. 23	Design Competition Finalist Submission Open House
Jan. 26	Design Competition Finalist Presentations (one in the afternoon, one in the evening)
Feb. 27	Jury selects GGN to design shoreline Park. Jury includes Commission President Mark Buell, Maya Rodgers, Sue Ellen Smith and Leah Pimentel
May 4	900 Innes/IBSP Concept Design Community Meeting #1
June 16	Planning Department conducts a Public Scoping Meeting to receive oral comments concerning the scope of the EIR for the India Basin Mixed-Use Project
June 21	900 Innes/IBSP Concept Design Community Meeting #2
July 14	Environmental Mitigation Meeting
July 27	900 Innes/IBSP Concept Design Community Meeting #3
Nov. 7	BCDC Design Review Board Meeting
Nov. 29	BOS authorizes RPD to accept and expend two US EPA, Brownfield Cleanup Cooperative Agreement grants for a combined total of \$400,000 for the development of a remediation action plan and site remediation activities for 900 Innes Property
Dec. 3	EPA Brownfield Grant Application Presentation
2017	
Feb. 21	Task Force Meeting #6
March 1	Project Update is presented to the Recreation and Park Commission's Capital Committee
May 10	Community Meeting on 900 Innes/India Basin Shoreline Park

Aug. 10	Future Hunters Point Community Meeting about the Southern Bayfront (source)
Sep. 13	Planning Department publishes Draft EIR
Sept. 21	Recreation and Park Commission recommends that the BOS authorize RPD to accept and expend two EPA Brownfield Cleanup Grants and an EPA 2017 San Francisco Bay Water Quality Improvement Fund grant
Oct. 4	EIR and Mixed-Use Project plans are discussed at the Historic Preservation Commission, concurring with the draft EIR's analysis and supporting the proposed mitigation measures
Oct. 19	Public hearing and comments on the Draft EIR
2018	
July 16	Planning Department approves CEQA certification for the Mixed-Use Project
July 26	Planning Commission certifies Final EIR
August 21	Recreation and Park Commission adopts CEQA findings and approves of concept design developed by GGN
September 17	BOS Land Use Committee hears and continues three ordinances relating to the India Basin Mixed-Use Project, including the Development Agreement, amendments to the General Plan and zoning changes
Sept. 24	BOS Land Use Committee again hears and continues three ordinances relating to the India Basin Mixed-Use Project
Sept. 25	BOS hears appeals to the EIR and continues the motion until the next meeting
Oct. 1	BOS Land Use Committee refers without recommendation three ordinances related to the India Basin Mixed-Use Project
Oct. 2	BOS again hears appeals to the EIR and continues the motion until the next meeting
Oct. 16	BOS votes to approve EIR in a 10-1 vote
Oct.18	Recreation and Park Commission approves the Development Agreement, CEQA Certification and Public Trust Exchange for the project
Oct. 23	BOS approves the Development Agreement and CEQA Certification, zoning changes and amendments to the General Plan for the India Basin Mixed-Use Project
2019	
Feb. 25	SF Bay Restoration Authority approved RPD to receive and expend a Measure AA Grant for the Remediation and Restoration of 900 Innes in the total amount of \$4,998,600
May 7	SF Small Business - Building Connections in Business BBQ
May 29	Open House Meeting #1 (hosted by the Trust for Public Land): 900 Innes/ Shoreline

June 7	India Basin Project Interim Activation: Shipwright's Cottage Mural Unveiling and Warriors game screening at 900 Innes
June 22	Blue Greenway Bike tour
June 22	India Basin Project Interim Activation: Operation Genesis family event hosted at NOW Hunters Point, in partnership with SFPD, and the San Francisco Park Alliance
Sept. 27	India Basin Project Interim Activation: Sundown Cinema: Space Jam
October- December	India Basin Project Interim Activation: Shoreline Fridays
Oct. 10	India Basin Project Interim Activation: Unveiling of the Big Fish Sculpture at 888 Innes
Oct. 12	IBNA Annual Bay Day India Basin
Oct. 15	Equitable Development Plan (EDP) Leadership Committee Meeting #1 (Arts, Identity and Culture)
Nov. 7th	BCDC Bay Plan Amendment Hearing (note to editor, include outcome)
Early-Mid November	Remediation Public Meeting (note to editor, confirm date and outcome)
Nov. 19	Equitable Development Plan (EDP) Leadership Committee Meeting #2 (Connectivity and Access)
Dec. 12	Equitable Development Plan (EDP) Leadership Committee Meeting #3 (Healthy Communities)
Dec. 21	India Basin Project Interim Activation: Holiday Event & Toy Giveaway
Aug. 18	EDP Focus Group Meeting #3
Aug. 20	EDP Focus Group Meeting #4
Aug. 25	EDP Focus Group Meeting #5
Aug. 27	EDP Focus Group Meeting #6
Sept. 21	India Basin Tech Hub (Phase 1) officially launches at India Basin Shoreline Park
Nov. 3	City and County of San Francisco votes to pass the Health and Recovery Bond (Proposition A), which authorizes the City to issue up to \$487.5 million in bonds with bond revenue going to fund permanent investments in transitional supportive housing facilities, shelters and/or facilities that serve individuals experiencing homelessness, mental health challenges or substance misuse; improve the safety and quality of parks; and improve the safety and condition of street. Roughly \$29 million of this bond will be allocated to the India Basin project.
2020	
Jan. 21	Equitable Development Plan (EDP) Leadership Committee Meeting #4 (Economic and Workforce Development)
Feb. 12	Third St. Corridor African American Arts & Culture District: Tour and Discussion



Feb. 18	EDP Leadership Committee Meeting #5 (Youth Opportunities and Development)
Feb. 28	India Basin Project Interim Activation: Shoreline Saturdays Mardi Gras
April 14	Public Hearing and Unanimous Vote to approve permit application for the 900 Innes Remediation
May 19	EDP Leadership Committee Meeting #6 (Midyear Review)
June 16	EDP Leadership Committee Meeting (Design Feedback pt. 1)
June 23	EDP Leadership Committee Meeting #7 (Housing)
July 7	EDP Leadership Committee Meeting (Design Feedback pt. 2)
August 11	EDP Focus Group Meeting #1 (Arts, Culture and Identity)
August 13	EDP Focus Group Meeting #2 (Workforce and Business Development)
August 18	EDP Focus Group Meeting #3 (Connectivity, Transit, Access and Safety)
Aug. 20	EDP Focus Group Meeting #4 (Healthy Communities)
Aug. 25	EDP Focus Group Meeting #5 (Youth Opportunities)
August 27	EDP Focus Group Meeting #6 (Housing Security)
2021	
January 28	EDP Leadership Committee Meeting (2021 Kick-off)
February 25	EDP Leadership Committee Meeting (Design Feedback pt. 3)
March 25	EDP Leadership Committee Meeting (Seed Initiatives)
April 22	EDP Leadership Committee Meeting (Interim Site Activation)
May 27	EDP Leadership Committee Meeting (Plan Feedback Review)
June 17	Remediation Groundbreaking for 900 Innes at Shoreline Park
June 24	EDP Leadership Committee Meeting (Prioritizing Initiatives)
June 28	Targeted Stakeholder Focus Group Meeting (Arts, Culture and Identity)
June 29	Targeted Stakeholder Focus Group Meeting (Workforce & Business Development)
June 30	Targeted Stakeholder Focus Group Meeting (Connectivity, Transit, Access and Safety)
July 6	Targeted Stakeholder Focus Group Meeting (Healthy Communities)
July 7	Targeted Stakeholder Focus Group Meeting (Youth Opportunities)
July 8	Targeted Stakeholder Focus Group Meeting (Housing Security)
July 22	EDP Leadership Committee Meeting (Stakeholder Outreach Review)
August 26	EDP Leadership Committee Meeting (Metrics)
October 28	EDP Leadership Committee Meeting (Site Activation, Programming)

APPENDIX C: PARTNERSHIP OPPORTUNITIES

Properly addressing green displacement cannot be limited to equity within the Park alone. Leaders in park development and management must consider procedural, distributional and structural equity when engaging current and potential partners. The plan, therefore, needs to involve leaders in the professions of housing, land use, economic development and public works. One crucial objective includes leveraging political capital and inviting others to collaborate on this Equitable Development Plan effort. This is not an exhaustive list and will likely be modified as the Plan rolls out.

Organizations and Potential Partners	Arts, Culture & Identity	Workforce & Business Development	Connectivity, Transit, Access & Safety	Healthy Communities & Ecology	Youth Opportunities	Housing Security
100% College Prep Institute					x	
3rd Street Youth Center & Clinic					x	
A. Philip Randolph Institute - SF Chapter	x				x	
America True				x		
Andrea Baker Consulting	x					
Aquarium of the Bay				x	x	
Auntie April's Soul Food						
BAYCAT	x				x	
Bayview Arts and Cultural District	x					
Bayview Boom					x	
Bayview Child Health Center						
Bayview Historical Society	x					
BVHP YMCA				x	x	
Bay.org				x	x	
Bayview Merchants' Association		x				
Bayview Neighborhood Association	x			x		
Bayview Opera House	x					

Organizations and Potential Partners	Arts, Culture & Identity	Workforce & Business Development	Connectivity, Transit, Access & Safety	Healthy Communities & Ecology	Youth Opportunities	Housing Security
Black to Nature				x		
Black to Yoga				x		
BMAGIC			x		x	
The Box Shop	x				x	
BUILD SF		x	x			x
Causa Justa/Just Cause: Black Priorities					x	x
City College of San Francisco, BVHP campus		x				
Community Youth Center of San Francisco		x			x	
ConnectSF			x			
DAHLIA					x	
Dr. George W. Davis Senior Center	x					
The EcoCenter at Heron's Head Park		x			x	
Edgewood Family Resource Center					x	
Family Equity Partners				x		
Florence Fang Community Farm				x		
Friends of Alemany Farm				x		
Friends of the Urban Forest				x		
From the Heart				x		
Garden for the Environment				x		
Hunters Point Family				x	x	
Imprint City	x					
India Basin Neighborhood Association	x			x		
Literacy for Environmental Justice				x	x	

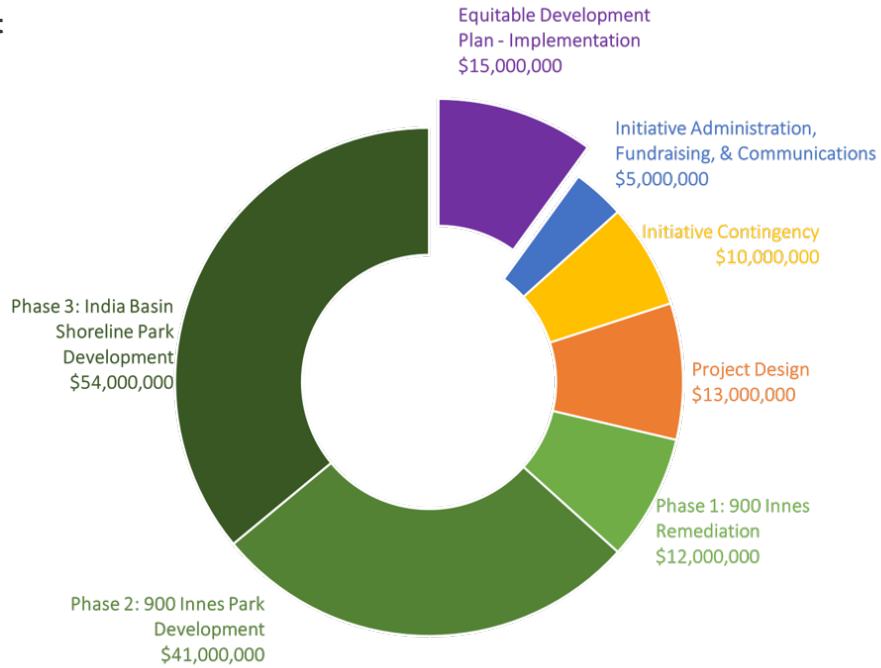
Organizations and Potential Partners	Arts, Culture & Identity	Workforce & Business Development	Connectivity, Transit, Access & Safety	Healthy Communities & Ecology	Youth Opportunities	Housing Security
Martin Luther King Jr. Pool				x	x	
The Mayor's Office of Housing and Community Development						x
The Mayor's Youth Employment & Education Program		x			x	
Northridge Community Garden Program				x		
Port of San Francisco		x				
Project Wreckless	x				x	
Public Glass	x					
Quesada Gardens				x		
Rafiki Center for Health & Wellness				x		
Rebuilding Together San Francisco						x
Recology				x		
Renaissance Entrepreneurship Center		x				
San Francisco African American Arts & Cultural District	x					
San Francisco African American Chamber of Commerce		x				
San Francisco Bay View National Black Newspaper	x					
San Francisco Bicycle Coalition			x			
SF Black Wallstreet		x				
San Francisco Chamber of Commerce		x				
San Francisco Children and Nature				x		
San Francisco Department of Public Works				x		

Organizations and Potential Partners	Arts, Culture & Identity	Workforce & Business Development	Connectivity, Transit, Access & Safety	Healthy Communities & Ecology	Youth Opportunities	Housing Security
San Francisco Recreation and Park Department	x	x		x	x	
San Francisco Department of the Environment				x		
San Francisco Housing Authority			x			x
San Francisco Municipal Transit Authority			x			
San Francisco Office of Economic and Workforce Development		x			x	x
San Francisco Office of Small Business		x				
San Francisco Parks Alliance	x			x		
San Francisco Police Department			x			
San Francisco Public Library	x				x	
San Francisco Public Utilities Commission / Southeast Community Center	x			x		
San Francisco State University		x				
San Francisco Unified School District				x	x	
San Francisco Youth Commission					x	
SFJAZZ Center	x					
Urban Forestry Council				x		
Us4Us Bay Area					x	
Wu Yee Children's Services	x				x	
Youngblood-Coleman Recreation Center, RPD	x			x	x	
Young Community Developers		x			x	
Zaccho Dance Theatre	x				x	

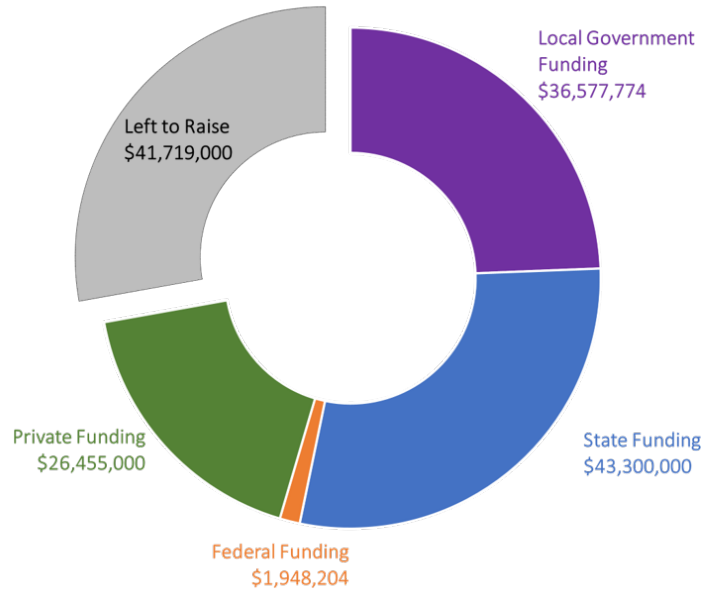


APPENDIX D: FUNDING

Project Budget



Secured Funding



APPENDIX E: METRICS AND TRACKING PROGRESS

Goal 1: Park Programming Is Equitable and Responsive to Community Needs and Desires	
Outcome 1: Park Programming Is Equitable and Responsive to Community Needs and Desires	Key Metrics
One year before Park opening, create an “India Basin Programming Committee (IBPC),” composed of a diverse group of Park stakeholders to inform, plan, and maintain a calendar of events at the Parks.	Number and variety of opportunities for feedback on programming, satisfaction measures, and response rates among program participants and park visitors
IBPC cultivates a broad array of performing arts, history, and culture programming with new activities, emphasizing local partnerships, and building upon existing community events. Examples in note.	
An active and vibrant Artist-in Residence program showcases artwork on a rotating basis	
BVHP-based organizations visit the park spaces and use park amenities to increase their program success.	
Outcome 2: The Park design preserves and celebrates Black culture, the waterfront history, and the neighborhood’s cultural diversity	Key Metrics
The Park’s design includes spaces to accommodate permanent and temporary art installations celebrating Black arts, culture, and history, as well as the neighborhood’s cultural diversity	Report various data points to measure number, type, frequency, and appeal of permanent and temporary art, performance and events, and signage installations that celebrate BVHP’s culture, history, and diversity
Commission public art works for the Park that reflect Black culture and the neighborhood’s cultural diversity	
Install interpretive signage that creates a visual narrative of India Basin, history of the waterfront, the larger India Basin neighborhood, historic community leaders, and the many ethnic and cultural groups whose contributions still impact the BVHP culture and economy today	

Goal 2: The Park Provides Workforce & Business Development	
Outcome 1: The Park creates and sustains local jobs	Key Metrics
Develop a communications strategy and outreach practices to reach local Black-owned construction firms, subcontractor specialties, and material suppliers with timely notice of business opportunities	
Create bid packages that encourage local Black-owned contractors and sub-contractors to apply for site remediation, park construction, and post opening	Report City LBE/MBE/WBE, BVHP, SF status and percent of all contractors, vendors, and leasees engaged during the remediation, construction, and operation of the Park
Collaborate with First Source Hiring to provide BVHP residents training opportunities for jobs created by Park development, including jobs in site remediation, , construction, and post-construction operations	
Ensure that commercial leases also comply with First Source Hiring program provisions such as food vendors, operation of the Shipwright’s Cottage, waterfront recreation concessions, a mobile market program that enables rotating local businesses to operate food/retail sales in the Park, and other opportunities for workforce development with lo	
Support equitable hiring practices for job opportunities including flexible requirements for education, experience, and conviction history	
Outcome 2: Job Training and Professional Development Opportunities are created through Park Construction and Operation	Key Metrics
Produce and publicize job/career resource fairs, job training and resume-building workshops onsite or through the Park	Number of job fairs and workforce training-related events held at the Park with data on participants and any SFRPD, CCSF, or L261 hiring
Work with OEWD CityBuild Academy and other labor and community partners to help disadvantaged job seekers in the community develop construction skills and industry credentials that open the door to construction work at India Basin and beyond	
Explore opportunities for BVHP residents to become apprentices in the SFRPD-Local 261 Gardener Apprentice Program, providing pathways to employment at India Basin	
Cultivate philanthropic funding for continued job training/ career investment in BVHP	

Outcome 3: Support BVHP Commercial Corridors Beyond the Park	Key Metrics
Support initiatives that draw more people to Innes Avenue and the Third Street corridor and create a sense of belonging	In collaboration with the City’s Small Business Commission, measure business activity and jobs created within the service shed of the Park and in the BVHP neighborhood
Support the creation and enhancement of BVHP focused business programs that include tailored financial support, professional networking opportunities, intensive training for local businesses and entrepreneurs, and small business grants	
Partner with City agencies to provide training on how to do business in the City & County of San Francisco, with targeted outreach to Black-owned BVHP businesses	

Goal 3: The Park Development Enhances Neighborhood Connectivity, Transit & Access	
Outcome 1: Neighbors within a 10-minute walk have convenient and safe access to the Park	Key Metrics
Support and advocate for the creation of safe street crossings to the Park on Innes Avenue and Hunters Point Boulevard with traffic-calming features including additional lighting, signage or bright painted surfaces	Conduct and report annual accessibility survey to better understand needs; make changes based on results and other data trends
Create safe bike lanes, walkways, and stairways to, around, and within the Park	
Advocate for maintenance, expansion, and improvement of bike lanes including protected rights of way for bicycles, micromobility vehicles and pedestrians	
Outcome 2: Transit Options Between the 3rd Street Corridor, the Park and the Surrounding Neighborhood are Improved	Key Metrics
Support and advocate for the creation of a free or subsidized park shuttle system connecting the Park to neighborhood housing complexes, Third Street Commercial Corridor and other commercial and transit hubs in BVHP such as BART and Caltrain	In cooperation with SFMTA, create meaningful and measurable metrics with baseline data prior to opening the Park and annually thereafter

Coordinate with SFMTA to ensure the Park is served by a robust public transit schedule, availability, location and quality of bus shelters that facilitates safe, easy and reliable access to the Park.	
Secure additional parking at off-site locations to accommodate larger events at the Park and manage traffic congestion	
Ensure adequate ADA-compliant parking for patrons with limited mobility	
Advocate for public parking to be provided by adjacent developments	
Increase the number of bike share stations around the Park and India Basin	
Outcome 3: The public is safe in and around the Park	Key Metrics
Collaborate with City agencies to improve safety for pedestrians by increasing lighting, reflective striping, and other best practices along Hunters Point Boulevard and Innes Avenue	Report number and categories of Incidents (to be defined using SF Police Department data) within the Park and 10-minute walk from the Park
Explore non-traditional methods to increase safety, including lighting elements and music streamed in key spaces and walking corridors	
Explore the use of neighborhood-based community ambassadors to improve safety, prevent and address adverse behavior within the Park, as well as allay the need for intervention by law enforcement	
Initiate pedestrian and public safety programming in conjunction with local area schools and community-based organizations	
Partner with city agencies and local nonprofits to dispatch social workers to provide services and resources to local, unhoused residents and those in need	



Goal 4 The Park Creates Healthy Communities and Inspires Healthy Nearby Nature	
Outcome 1: The Environmental Benefits of Urban Nature Extend to BVHP neighbors and neighborhoods	Key Metrics
Expand current RPD environmental education programs that encourage stewardship of the Park including the Greenagers, Youth Stewardship, SF Children and Nature and the Heron’s Head Park EcoCenter	Report data on programming in the Park with environmental and/or food education components and information about participants
Advocate for and support tree planting along public streets and rights of way in India Basin	
Provide material resources and staff support to existing local groups to organize neighborhood cleanups, donating mulch and soil, providing compost, and supporting neighborhood greening initiatives	
Support the creation of new community gardens and strengthen relationships with existing community gardens in BVHP	
Outcome 2: Use the Physical Spaces and Park Programming to Build Community Cohesion and Social Capital	Key Metrics
Building on the success of the Tech Hub, provide free wi-fi at the park, expand digital learning and services, and offer digital engagement opportunities	Report on TechHub activation and participants
Create a community calendar and bulletin board for the Park that is shared onsite and online	
Support farmers markets and food-based events within the Park	
Outcome 3: Increase Programming that Strengthens Physical and Mental Health	Key Metrics
Through RPD’s Requity initiative and in partnership with City agencies, non-profit organizations and local businesses provide responsive, active recreational programs, fitness activities and waterfront activities	Report on data on active, wellness, outdoor, nature-based programming and participants
Provide wellness-related programming including meditation, mindfulness workshops, walking groups, stress reduction, dealing with trauma	
Collaborate with City agencies and non-profit organizations to support mental health services for at-risk community members within the neighborhood	

Goal 5: The Park Provides Youth Opportunities	
Outcome 1: Create Educational and Leadership Development Opportunities for Local Youth	Key Metrics
Develop a youth-targeted communication strategy to share Park-related programming and employment opportunities	Report data on health-related and active recreational events, programs, and participants related to youth development
Ensure paid internship and youth development opportunities with RPD, such as Workreation and Greenagers, are advertised onsite, online, and using a variety of methods to reach Park neighbors	
Establish a youth docent program, in which local BVHP youth are trained to lead tours that narrate local cultural histories, the natural elements, and orient visitors to the array of activities at the Park	
Expand RPD programs and partner with other programs to empower youth to participate in meetings of City agencies, housing associations, community organizations and other important forums	
Partner with neighborhood high schools to support enrollment in workforce training, technology, multimedia, financial literacy, and maker skills to be offered at the Park and nearby RPD facilities	
Outcome 2: Invest in Youth Programming within BVHP	Key Metrics
Prioritize indoor and outdoor space at the Park for existing and emerging youth arts, environmental stewardship and STEM programming, including Art as Activism	Report data on permits for and participants of youth programming at the Park
Connect youth with local artists for mentorship opportunities	
Facilitate youth programming that emphasizes storytelling and community history including Ohlone, Black, Asian, Latino, and Samoan cultures, as well as the legacy of historic boat building	
Create a program that ensures all BVHP youth are offered free swimming lessons to enable safe waterfront access and enjoyment	

Goal 6: The Park Development Supports Housing Security and Anti-Displacement Best Practices	
Outcome 1: Park Partners Advocate for Affordable Housing Within a 10-minute Walk of the Park	Key Metrics
In collaboration with Mayor’s Office of Housing and Community Development (MOHCD), leverage Park communications and outreach to provide information about public, affordable, and supportive housing opportunities, rental assistance, rental protection resources and services	With MOHCD, Rent Arbitration Board, and other data sources, report on BVHP housing stabilization programs, participants, and outcomes
Develop or enhance city partnership with developers of 700 Innes property to advocate for equitable housing that provides families of all income levels access to housing that costs no more than 30% of their household income	
Host housing resource fairs at the Parks with MOHCD	
Outcome 2: Advocate for Pathways to Home Ownership for Existing BVHP Residents	Key Metrics
Use the Park to connect residents with resources regarding current housing trends, financing options, tax services, credit education, financial literacy, and pathways to home ownership	With MOHCD, develop method to report on increased participation of BVHP residents in housing ownership programs
Investigate, evaluate, and develop partnership with mission aligned organization(s) to establish a community land trust or other best practice method to secure vacant and blighted properties and create housing opportunities for neighborhood residents	
Partner with MOHCD to broaden eligibility, expand availability, and increase participation in down payment assistance programs with a focus on historically disadvantaged community members	



APPENDIX F: CITATIONS

The following reports and articles were either cited or referenced in the drafting of this document. This is not intended to be an exhaustive list of sources.

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