

# STRATEGIC PLAN 2023-2027



Pocket Edition

## Our Vision

Parks for All Forever

### INTRODUCTION

Since 1981, the Golden Gate National Parks Conservancy (Parks Conservancy) has established a reputation as a leading innovator among nonprofit conservation organizations. We sit at the intersection of national parks, local communities, social justice, climate resilience, and government agency partner needs helping to protect and preserve more than 82,000 acres of the Golden Gate National Recreation Area (GGNRA).

Our work is in partnership with the National Park Service (NPS), which oversees the Golden Gate National Recreation Area, Muir Woods National Monument, Fort Point National Historic Site, and the Presidio Trust (Trust), which oversees the Presidio of San Francisco together with the NPS. We also work closely with other agency partners including the Golden Gate Bridge Highway and Transportation District, and the agencies of One Tam, including NPS, California State Parks, Marin County Parks, and Marin Water. While each partner has a unique role, we are all stewards of these parks set aside for everyone to enjoy forever.

As we look to the future, our mission – to connect People, Parks, and Partners – is more vital than ever, and we continue to adapt and develop these critical roles to advance our vision of Parks for All Forever.

A Golden Gate Raptor Observatory volunteer releases a bird during a Migratory Story youth program.

Visitors arriving at Alcatraz dock (2021)



Parks Conservancy and partners at the San Francisco Pride Parade (2022).



Parks Conservancy and National Park Service staff at a Park Day event at Rancho Corral de Tierra (2022).

Many thanks to everyone who contributed to this plan, and to all of you who will support its implementation. This strategic plan shapes our future direction and partnerships bring these shared goals to life.

### OUR VALUES

The fundamental beliefs and core principles that guide and direct our culture, steer our decision-making, and establish standards that dictate behaviors that drive our actions.

- ▶ COMMUNITY Care
- ▶ Create BELONGING
- ▶ LEARNING and Growth
- ▶ Work with PURPOSE

### DIVERSITY, EQUITY & INCLUSION (DEI)

DEI at the Parks Conservancy is grounded in our acknowledgment of past and present wrongs and inequities, connected to our collective determination to build a more inclusive and equitable future.

### OUR DEI COMMITMENT

Advancing Diversity, Equity and Inclusion within the Parks Conservancy is essential to ensure we do not continue such harms and, instead, create the conditions for meaningful connections and deeper community engagement in national parks and our workplaces. In recognition of the history – our commitment must ensure focus on People of Color, Indigenous communities, and members of the LGBTQIA+ community





# Strategic Plan

Our 2023 – 2027 Strategic Plan identifies where and how focused effort by the Parks Conservancy will be directed to make many of the important advances that are needed. This plan is the North Star to our future captured in Five Key Moves – the areas of most significant emphasis for collective impact. For more information, scan the QR code.



▲ Harry Eng and Aaron Bluhm show off new merchandise at the Warming Hut at Crissy Field.



▲ Youth participating in Project WISE are mentored by staff from the Crissy Field Center as they learn about water testing in the Marsh at Crissy Field.



## KEY MOVE 1

### Social Justice & Climate Resilience

Position parks as a platform to advance racial and social justice and climate resilience and their intersections within the parks.

- ▶ **PRIORITY 1: *Social and Racial Justice***  
Increase the focus and intentionality of our park programming to expand welcome, belonging, and opportunity for marginalized people, honor and celebrate diversity, and build community connections.
- ▶ **PRIORITY 2: *Climate Resilience***  
Increase understanding of and action towards climate-related threats to our parks, our communities, and the world.
- ▶ **PRIORITY 3: *Intersections and Action***  
Inspire collective actions that contribute to a more socially just and resilient future.



## KEY MOVE 2

### Effective Partnerships

Apply best partnership practices to advance work with GGNRA, and agency partners, by leveraging the Parks Conservancy's unique strengths.

- ▶ **PRIORITY 1: *Strengthen Foundational Partnerships for Collective Impact***  
Strengthen foundational agency partnerships and ensure our goals and activities are aligned.
- ▶ **PRIORITY 2: *Invest in our Partners***  
Continue to leverage our status as a non-profit philanthropic park partner and cooperating association of the National Park Service to support priority programs and projects of our agency park partners.
- ▶ **PRIORITY 3: *Crossing Boundaries***  
Increase the capacity of our partners to care for the parks and public lands by facilitating work that crosses jurisdictional boundaries.
- ▶ **PRIORITY 4: *Community Connections***  
Cultivate a spirit of mutual support between the parks and Bay Area communities through active engagement within the parks.



## KEY MOVE 3

### Financial Resiliency

Develop a resilient financial model for the Parks Conservancy and seek funding sources that best align with our mission.

- ▶ **PRIORITY 1: *Efficient Management of Resources for Financial Stability***  
Rebuild the Parks Conservancy's financial reserves by strategically and efficiently leveraging our financial assets.
- ▶ **PRIORITY 2: *Actively Plan and Manage Financial Resources for Strategic Impact***  
Develop three plans to capture the best management approaches for our financial resources, employees, and assets and infrastructure (e.g. financial strategy, workforce plan, long-term capital investments).



## KEY MOVE 4

### One Parks Conservancy

Craft a singular organizational identity that creates a common understanding of our work among staff, volunteers, and the public.

- ▶ **PRIORITY 1: *Singular Brand***  
Establish a cohesive brand identity that gathers our diverse portfolio underneath our single purpose, mission, and strategic direction.
- ▶ **PRIORITY 2: *Public Awareness***  
Expand public awareness of the Parks Conservancy and the national parks and strengthen our ability to reach diverse audiences where they are.
- ▶ **PRIORITY 3: *Evaluation, Innovation, and Impact***  
Establish organizational processes, systems, and tools that support cross-functional evaluation and innovation to make informed decisions with impact.



## KEY MOVE 5

### Invest in Staff

Develop organizational culture and capabilities that support our staff and strategy, and deliver impact.

- ▶ **PRIORITY 1: *Inclusive Culture***  
Foster a culture that welcomes and engages BIPOC (Black, Indigenous, People of Color) and historically marginalized people and enables them to contribute and thrive at all levels of the organization.
- ▶ **PRIORITY 2: *Employee Development***  
Create employee connection to the Parks Conservancy through professional development, engagement, and alignment with organizational mission, values, and priorities.
- ▶ **PRIORITY 3: *Employee Support & Resources***  
Strengthen the entire Parks Conservancy workforce through appropriate resources that support an employee through their entire experience with the organization.

## Special Initiatives

Focused opportunities to test and demonstrate progress at geographic park sites that will be targeted for focused efforts over the next five years.

### Alcatraz 2030

Create international awareness for Alcatraz's ability to inspire transformative thinking and experience related to incarceration, justice, Indigenous connection, and our shared humanity.

### Alcatraz Embarkation Site Enhancement

Establishes a long-term ferry embarkation site for Alcatraz visitors focused on a high-quality welcome and visitor support area that connects people to the island's history, as well as serves as a gateway to all GGNRA park sites.

### Climate Vulnerability: Assessment and Response

Develop a parkwide climate vulnerability assessment across GGNRA and the Golden Gate National Biosphere it sits within and articulate a roadmap to a more climate resilient future.

### Crissy Field Forever

Continue a robust commitment to community design in shaping future enhancements and activations for Crissy Field, one of the most visited GGNRA sites and a model for the restoration and activation of urban parklands.

### One Tam Initiative: Strategy for a Second Decade of Partnership

Facilitate a multi-agency approach to support work that improves the health of Mount Tamalpais, enriches the experience of its visitors, and inspires and educates a new generation of stewards.

### Presidio Tunnel Tops Activation and Learning

Continue to envision and refine how best to provide relevant and accessible programming at the Tunnel Tops in partnership with Presidio Trust and NPS.

### Rancho Corral de Tierra

Support engagement, design development, and implementation of priority work at newest addition to the GGNRA.

### Redwood Renewal

Support NPS's preservation and health of Muir Woods National Monument for generations to come through fundraising and interpretive and operations partnership.