



**To:** Bay Trail Board of Directors  
**From:** Laura Thompson  
**Date:** June 19, 2013  
**Subject:** Spring 2013 Bay Trail Board Meeting

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Our next meeting will be held at the Richardson Bay Audubon Center & Sanctuary in Tiburon on **Thursday, June 27, 2013, 12:00 pm – 4:00 pm**. Located along the Bay Trail with views of bay, this will be a fitting location for our board meeting.

The main item on the agenda is discussion and potential adoption of a revised strategic plan for the San Francisco Bay Trail Project. Over the past six months, a dedicated sub-committee has crafted an up-to-date vision of our project and we look forward to reviewing and discussing the objectives.

We will also hear about challenges and conclusions from an alignment study recently conducted by the Town of Tiburon and Marin County addressing a popular section of road located adjacent to our meeting location, made possible through a Conservancy/Bay Trail grant.

You'll have a chance to see the study area and walk along the Bay Trail after the meeting.

See you next week!



Photo: Corinne DeBra, Walking the Bay

# RSVP



**Spring Bay Trail Board Meeting**  
June 27, 2013 Noon – 4:00 pm  
Richardson Bay Audubon Center  
376 Greenwood Beach Road, Tiburon

Please fax, phone or e-mail your availability by **June 24**. Indicate attendance for each option below.

**To:** Laura Thompson  
**Phone:** (510) 464-7935  
**Fax:** (510) 433-5535  
**E-mail:** laurat@abag.ca.gov

Name: \_\_\_\_\_

I will attend:

\_\_\_\_\_ Lunch (12:00 PM – 1:00 PM)

\_\_\_\_\_ Board Meeting (1:00 PM – 3:00 PM)

\_\_\_\_\_ Walk along the Tiburon Bay Trail  
(3:00 PM – 4:00 PM)

I cannot attend:

\_\_\_\_\_

**Richardson Bay Audubon Center**  
**376 Greenwood Beach Road, Tiburon**  
**(415) 388-2524**

**DIRECTIONS**



**Bicycling/Ferry Directions**

The Audubon Center is located along the Bay Trail in Tiburon, approximately 3 miles from the Tiburon Ferry Terminal. Allow time for a lovely bike ride or walk along the Bay Trail from the ferry terminal heading north along Tiburon Boulevard, using the sidewalk or bike lane. At Mar West Street, look for the shoreline path on your left and follow to Blackie's Pasture. Cut through the parking lot and head west on Greenwood Beach Road. The Audubon Center will be on your left.

**Driving Directions**

From Highway 101 in Marin County, take the CA-131 exit towards Tiburon Boulevard / E Blithedale Avenue. Follow Tiburon Boulevard to Greenwood Beach Road and take a right. The Audubon Center will be on your right about ½ mile ahead.



# Agenda

# San Francisco Bay Trail Spring Board Meeting

Thursday, June 27, 2013 12:00 pm – 4:00 pm  
 Richardson Bay Audubon Center  
 376 Greenwood Beach Road, Tiburon  
 (Map Enclosed)

*The Board may act on any item on the agenda*

## Agenda topics

<p>Noon</p>	<p>Lunch</p>	
<p>1:00 p.m.</p>	<p><b>Business Meeting Call to Order</b></p> <p><b>Introductions / Agenda</b></p> <ul style="list-style-type: none"> <li>- Adopt agenda</li> <li>- Adopt September 19, 2012 meeting minutes*</li> <li>- Board announcements</li> <li>- Staff announcements</li> </ul>	<p>Chair/Board/Staff</p>
<p>1:20 p.m.</p>	<p><b>Audubon Center Welcome</b></p>	
<p>1:35 p.m.</p>	<p><b>Bay Trail Strategic Plan Review and Adoption*</b></p> <p>Developed by staff and the sub-committee with input from the board, the Bay Trail Strategic Plan will be presented for review, including a 5-year plan with emphasis on a long-term horizon as well as a list of priority objectives for 2013.</p>	<p>Staff / Board</p>
<p>2:40 p.m.</p>	<p><b>Greenwood Beach Road Alignment Study</b></p> <p>Staff will present an overview of the Greenwood Beach Road Alignment Study recently completed by the Town of Tiburon and Marin County. The study recommends bicycle and pedestrian improvements along this popular recreation route.</p>	<p>Staff</p>
<p>3:00 p.m.</p>	<p><b>Adjourn Meeting</b></p>	

*continued on next page*

**3:00 – 4:00 p.m.**

**Walking Tour of the Tiburon Bay Trail**

Board/Staff

Join us for a walk along Greenwood Beach Road and the Tiburon Bay Trail. View the alignment study area recommending improvements in the area

- **\*Denotes agenda material attached**
- **Additional attachments:**  
Meeting map and directions, RSVP form

**San Francisco Bay Trail  
Fall 2012 Board Meeting Minutes  
Environmental Volunteers EcoCenter  
September 19, 2012**

**Call to Order**

Meeting was called to order at 1:00 p.m.

**Attendance**

Board Members

Chair: Brian Wiese  
Co-Chair: Tom Huening  
Joe LaClair  
Ann Buell  
Minane Jameson  
Don Weden

Bill Long  
Jim Foran  
Judy Malamut  
Julia Miller  
Rick Parmer  
Dave Mitchell  
Pat Mapelli

Guests:

Corinne DeBra, Walking the Bay  
David Beaupre, Port of San Francisco

Staff:

Laura Thompson, Project Manager  
Maureen Gaffney, Bay Trail Planner  
Lee Huo, Bay Trail Planner

**Introductions / Agenda / Announcements**

Wiese brought the Board meeting to order and introductions were made.

Agenda/Minutes

**ACTION: Adoption of 09/19/12 agenda and 04/26/12 minutes**

Buell moved, Foran seconded adoption of the agenda.  
Foran moved, Huening seconded adoption of the minutes.

The agenda and minutes were approved unanimously.

Board Announcements

-Foran            Announced he will serve on the South Bay Salt Pond Restoration Project stakeholders forum.

-Mitchell        A new 6-mile section of the Guadalupe Trail from downtown San Jose to Gold Street and the Bay Trail will be completed early next year.

- Miller Recently walked the Moffett Field section of the Bay Trail and witness many trail users, including bicycle commuters.
- Jameson HARD has not signed off on the Calpine power plant, currently under construction, because of concerns about impacts to wildlife and use of the Hayward Shoreline Interpretive Center. HARD has requested better evaluation and funds for mitigation.
- Long Recently participated in the Glen Cove Waterfront Park dedication of Bay Trail and Ridge Trail along the Carquinez Strait, part of the Carquinez Strait Scenic Loop Trail. Related to the Bay Trail alignment in Novato, he has been appointed to the watershed technical committee and will work on flood control projects to incorporate Bay Trail as an amenity into ballot measures.
- Buell Since the last meeting in April, another site has been conditionally designated as part of the Water Trail system – Palo Alto Baylands. In mid-October the Water Trail will launch their new logo and website. The Water Trail accessibility plan is underway.
- Weden Asked for an update on the Stanford University mitigation process for trail development. Staff response: The Midpeninsula Regional Open Space District submitted an application for the Santa Clara County competitive process for spending these funds on the Bay Trail gap in East Palo Alto between University Avenue and the Ravenswood Open Space Preserve.
- Huening Had a nice ride along the Moffett segment today; there are some places where signs are needed.
- Beaupre The Port of San Francisco recently opened a ¼-mile section of the Bay Trail along Cargo Way – one of the first cycle-tracks in San Francisco. Improvements have also been made to Herons Head Park and the Port will soon open a section of trail along Islais Creek. If the San Francisco park bond, Prop B, passes in November it will provide \$35 million to the Port for similar improvements.
- Malamut Now part of a team working for the City of Oakland to develop alternatives for linking Lake Merritt to the bay. Huo pointed out that a Bay Trail grant is one of the funding sources for this project.
- Wiese Thanked Bay Trail staff for their work.

Staff Announcements

- Thompson Thanked Maureen for her work as project manager of the *San Francisco Bay Shoreline Guide*. Also thanked Lee for his assistance and Ann Buell

for her support. Numerous board members and others contributed photographs for the new publication.

- Gaffney Shared samples of the new Bay Trail maps scheduled for release in November. The 25-card map set features detailed map cards with trail descriptions on the back as well as a large format fold-out map that also serves as a stand-alone brochure. Updated the board on discussions about mobile applications that could feature the Bay Trail maps and more.
- Huo Updated the board on new sections of the trail in the East Bay, including: Shipyard 3 in Richmond, the Fruitvale to High Street segment in Oakland, and the Berkeley Marina access project, scheduled for completion this fall.

### **Environmental Volunteers Welcome**

Laura Thompson introduced Allan Berkowitz, Executive Director of Environmental Volunteers and host of the board meeting. Allan shared the mission and history of Environmental Volunteers as an organization promoting hands-on science education. He also described the process for restoring the sea scout building as the organization's headquarters. Berkowitz thanked the board for financial support that enabled them to complete the last remaining Bay Trail gap at the Palo Alto Baylands. He highlighted the 'EV Bay Tour' mobile application that has been developed with eight stations around the Baylands as a digital learning tool.

### **Bay Trail Board Candidates**

Wiese introduced the item and recommended that staff send letters of appreciation to board members that step down from the project.

Thompson introduced David Beaupre, planner with the Port of San Francisco. Beaupre described his background and interest in serving on the board of directors

**ACTION: Huening moved, LaClair seconded confirmation of David Beaupre as a member of the Bay Trail Board of Directors. The vote was approved unanimously.**

Thompson introduced Corinne DeBra, founder of the Walking the Bay blog. DeBra elaborated on her interest in serving on the board and ideas for promoting the Bay Trail.

**ACTION: Miller moved, Huening seconded confirmation of Corinne DeBra as a member of the Bay Trail Board of Directors. The vote was approved unanimously.**

## **Marin County Measure A: Protect Marin Open Space, Parks and Farmland**

Gaffney briefed the board on Marin County's measure for parks, open space and farmland protection slated for the ballot in November 2012 and its potential benefits for Bay Trail completion and maintenance. Bill Long expanded on more details about the measure.

**ACTION: Foran moved, Weden seconded Bay Trail Board support for Marin County's Measure A: Protect Marin Open Space, Parks and Farmland. The vote was approved unanimously.**

### **Bill Lockyer Monument**

Thompson informed the board that staff continues to work with Supervisor Haggerty's office on developing language for the plaque recognizing Bill Lockyer along the Bay Trail. Haggerty's staff is working with the City of San Leandro to confirm a location for the monument. The board will be kept informed of the process.

### **Bay Trail Strategic Plan Discussion**

Thompson introduced the discussion of strategic plan objectives and provided an overview of program accomplishments, upcoming reductions in grant program funding and ideas for changes in board representation. The board was asked to consider new funding development and board composition and the following ideas and themes were put forward:

- **Legislation is important.** Work with MTC to get Bay Trail funding included in transportation funds, particularly future regional bonds.
- **Legislative champions.** Consider new realms of funding in the form of mitigations for greenhouse gas emissions, mitigation bank credits and flood control investments by establishing policy champions.
- **Climate change and sea level rise.** Understand how flood control districts are responding to climate change models, incorporate trail as an amenity in local flood control measures and place trail on proposed new levees.
- **Ridge Trail collaboration.** Continue to work with the Ridge Trail for mutual benefits and funding.
- **Focus on corporate philanthropy.** Identify major corporations located near the Bay Trail and link project types to funding. Consider corporate transportation coordinators as board members.
- **Regional bicycle commuting and transit.** Generate report with MTC focusing on regional bicycling commute connections. Coordinate with BART and the Transit-to-Trails program and reach out to the Bay Area Bicycle Coalition.
- **Outdoor recreation partners.** Explore partnerships with outfitters and sporting goods providers such as REI.
- **Promote health benefits of trails.** Work with Kaiser to promote trail and recognize benefits for an aging population.

- **Cultivate local activists and Bay Trail champions.** Identify officials, community activists and board members in every sub-region of the bay. Increase constituency and public visibility of the Bay Trail.

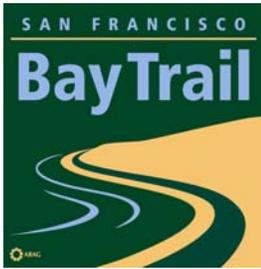
The board directed staff to bring this topic to the next Steering Committee meeting with an invitation to other board members interested in participating. Staff was also directed to bring a recommendation for board consideration to their next meeting in spring 2013.

The meeting was adjourned at 3:15 p.m.

#### **Walking Tour of the Palo Alto Baylands**

Board members and staff joined Baylands Ranger Richard Bicknell for a walking tour of the Palo Alto Baylands and Byxbee Park.

DRAFT



**To:** Bay Trail Board of Directors

**From:** Laura Thompson

**Date:** June 19, 2013

**Subject:** 2013-2018 Bay Trail Strategic Plan

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#### Purpose

Looking back over 24 years and 330 miles, we have significant accomplishments to celebrate! But we also have a lot of work ahead to complete the Bay Trail vision. The landscape of Bay Trail completion has started to change. Only difficult and expensive gaps remain, political support is needed to move projects forward, sea level rise has appeared as a serious challenge and funding for planning, design and construction is drying up. These changed circumstances necessitate the need for reassessing our organizational operations and developing strategies to meet these new challenges.

#### Process Overview

The adopted 2001 Bay Trail Strategic Plan Mission, Vision and Objectives were used as a starting point for Strategic Plan development. Board input from strategic plan discussions at the August and December 2012 Steering Committee meetings and the September 2012 Board meeting were included as a framework for changes to the plan. We followed a scenario-based strategic planning process that took into account a range of uncertainties rather than only current conditions.

Between January and April 2013, we conducted four sub-committee\* meetings plus a Steering Committee discussion on strategic planning. Several documents were created to frame the strategic plan discussion:

- Driving forces worksheets identifying internal and external conditions that could have an impact on the project's effectiveness
- List of projects led by other agencies with potential impact on the Bay Trail in 2013
- Detailed matrix of the objectives under three alternative scenarios (sunny, partly cloudy and stormy) assessing their likely effectiveness, ability to function across different scenarios and prioritization

## Strategic Plan Objectives

The Strategic Plan has a 5-year horizon of 2013-2018. It takes into consideration a new funding and environmental landscape and attempts to balance staff work load and capacity with organizational tasks. The document will be used by Bay Trail Board Directors and staff to accomplish the mission of the Bay Trail Project. It includes the organization's mission, vision and a list of six objectives:

Objective 1. Provide funding to implementing agencies in order to significantly advance the development of the Bay Trail alignment

Objective 2. Explore outside funding sources that will continue to close gaps and substitute for grant funds that may no longer be available

Objective 3. Provide technical assistance to implementing agencies and other appropriate entities to support development of the Bay Trail consistent with the adopted Bay Trail Plan

Objective 4. Strengthen partnerships with decision-makers and key-constituencies

Objective 5. Promote awareness of the Bay Trail to increase use and build support for its completion

Objective 6. Increase the organizational capacity of the Bay Trail Project by enhancing the effectiveness of its staff and board of directors

Each objective includes a list of specific tasks, with comments on how the task is or can be accomplished.

## Differences between the 2013 and 2001 Strategic Plans

Overall, the 2001 objectives stood the test of time very well. Many objectives were retained, with slight rewording, or modified to reflect progress. A new format and several new tasks are included in the 2013 version:

- Comments provide context for each objective sub-task.
- A Bay Trail Marketing Plan is envisioned as part of the Strategic Plan.
- Objective 2 and its tasks related to exploring outside funding sources was added as a new objective addressing the changing funding landscape that faces our organization.
- Objective 3 (a) addresses sea level rise as a serious threat to the Bay Trail.
- Objective 4 (g) highlights the importance of communicating with property owners along the proposed route.
- Objective 5 (c) was reworked to emphasize new strategies for encouraging events along the Bay Trail rather than ABAG-sponsored Bay Trail Days.

- Objective 6 (a) recommends activating existing board members as well as seeking additional members to represent new constituencies and address funding issues.
- Objective 6 (c) recommends the creative involvement of outside skilled volunteers or pro-bono services for specific projects rather than an internally managed group of volunteers.

#### Implementing the plan

In addition to the 5-year plan, the sub-committee recommends developing a list of priority objectives for each calendar year. The Bay Trail Board will review these objectives at the beginning of each year as a way to build consensus on priorities and make changes when needed.

Built into the plan is the task of activating existing board members and recruiting new ones to help accomplish our goals. This is an opportunity for board members to become more involved in implementing our strategic vision.

#### Board Action

The 2013-2018 Bay Trail Strategic Plan and a list of 2013 priority objectives are attached. The Board of Directors is being asked to review and discuss the revised strategic plan with the goal of adopting the new plan at the June 27, 2013 board meeting.

**\*Special thanks** to Don Weden for drafting a paper on scenario-based strategic planning and for the sub-committee: Corinne DeBra, Julie Bondurant, Bill Long, Don Weden and Brian Wiese.

# San Francisco Bay Trail Project Strategic Plan 2013 – 2018

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## Mission

The San Francisco Bay Trail Project advocates for the implementation of a continuous recreation and transportation path around San Francisco Bay by coordinating the efforts of government agencies and other partners, providing technical assistance, seeking and administering funding and promoting the trail's benefits through education and outreach.

## Vision

San Francisco Bay is ringed by a continuous recreational corridor made up of hundreds of miles of safe, pleasant and attractive trails that serve a wide range of users. This network, known as the Bay Trail, almost always runs along the shoreline and typically travels on separated paths. The Bay Trail is used extensively for recreation, as a commute route, and as a setting for learning about nature. It crosses the region's toll bridges and reinforces transit use by passing near many public transportation facilities. Along it are found many points of historic, natural, cultural and recreational interest. The Bay Trail has expanded the public's access to the shoreline, increased appreciation for the bay, fostered local economic development and waterfront planning, and reinforced the Bay Area's sense of regionalism. The Bay Trail is acknowledged as a uniquely valuable resource, and enjoys the unwavering support of government agencies and the public.

To accomplish these goals, the Bay Trail Board and staff will pursue the following Strategic Plan Objectives during the next five-year period.

## Objective 1. Provide funding to implementing agencies in order to significantly advance the development of the Bay Trail alignment

- |  |  |
|--|--|
| <p>a) <b>Award and administer grants to implementing agencies for all aspects of Bay Trail development</b></p> | <p><i>The Bay Trail Grant Program, in partnership with the State Coastal Conservancy, is a significant resource for trail completion that relies on state bond funds. An additional \$1 million will be allocated from the Coastal Conservancy in December 2013 with no additional allocations on the horizon.</i></p> |
| <p>b) <b>Seek operation and maintenance funding solutions</b></p>  | <p><i>Local jurisdictions and park districts are seeking a steady source of funding for trail operation and maintenance. Staff continues to work to develop solutions to this funding need.</i></p>  |
| <p>c) <b>Revisit long term funding strategy annually</b></p>   | <p><i>Staff reviews funding needs periodically with the board, project sponsors and partners.</i></p>  |

## **Objective 2. Explore outside funding sources that will continue to close gaps and substitute for grant funds that may no longer be available**

- |   |  |
|---|--|
| <b>a) Seek options for leveraging public funding, i.e. transportation, recreation, health, climate change and sustainable communities</b> | <i>Use the Gap Analysis to set strategic priorities and determine funding needs; coordinate with congestion management agencies (CMAs) on transportation funds for trail development; and engage in the Sustainable Communities Strategy, Priority Development Area and Priority Conservation Area programs.</i> |
| <b>b) Explore opportunities for private funding and partnerships</b>  | <i>Develop partnerships with corporations located along the shoreline for general Bay Trail support or project-specific assistance.</i>  |

## **Objective 3. Provide technical assistance to implementing agencies and other appropriate entities to support development of the Bay Trail consistent with the adopted Bay Trail Plan**

- |   |   |
|---|---|
| <b>a) Assist regional partners and local jurisdictions in assessing and addressing the impacts of sea level rise on the Bay Trail</b>             | <i>Staff participates in regional and sub-regional initiatives to address the impacts of sea level rise on the Bay Trail and to ensure that adaptation strategies include the Bay Trail.</i>                              |
| <b>b) Update and maintain the Gap Analysis to provide the status of remaining gaps, cost estimates and a timeline for completion</b>              | <i>The Gap Analysis and the corresponding GIS-based Bay Trail alignment are updated regularly as a tool for assessing the remaining gaps.</i>   |
| <b>c) Refine the recommended Bay Trail design standards regarding width, signage, surfacing and other aspects of trail design and development</b> | <i>A grant from the Coastal Conservancy was awarded to the Bay Trail Project to update the design guidelines. Work on this project will begin in 2013.</i>  |
| <b>d) Assist understaffed local agencies in improving their trail-development capacities</b>  | <i>This is an ongoing task for Bay Trail staff in areas where communities are challenged with staff reductions.</i>   |
| <b>e) Participate in local development review to ensure optimum inclusion of the Bay Trail in relevant development projects</b>                   | <i>Staff regularly comments on environmental documents, participates in technical advisory committees and bicycle plan task forces and provides public testimony at BCDC Design Review Board and Commission meetings.</i> |
| <b>f) Participate in trail planning efforts led by other agencies</b>   | <i>Staff participates in the development of local bicycle/pedestrian and trail plans, regional planning initiatives and partnerships to move</i>  |

*completion of the trail forward.*

- g) Encourage other agencies to incorporate the Bay Trail into their missions, plans, programs, projects and policies** *Collaboration with shoreline agencies is an ongoing process.*

#### **Objective 4. Strengthen partnerships with decision-makers and key-constituencies**

- a) Produce an annual report that details the major accomplishments of the Bay Trail Project and progress on the development of the Bay Trail, including legislative delegation as target audience** *An annual report is produced for ABAG's work plan at the beginning of each calendar year. It has not been forwarded to the legislative delegation in the past.*
- b) Develop Bay Trail legislative champions at the state level** *The project has a history of success with state legislative champions.*
- c) Provide frequent recognition of supportive elected officials and dedicated advocates** *Supportive elected officials have been recognized in the past.*
- d) Enhance the role of the Bay Trail in protecting natural resources and promoting conservation-related values** *Several public resources have been developed to promote the Bay Trail's role in promoting support for bay conservation, including the San Francisco Bay Shoreline Guide, the Bay Trail map set, birding brochures, Bay Nature magazine articles and the Wildlife & Public Access Study.*
- Fund demonstration projects that exhibit innovative trail designs to protect natural resources
  - Extend and possibly expand the scope of the Wildlife and Public Access Study
  - Increase appreciation of the bay and its natural resources by such means as interpretive signage and route guides
- e) Work with state and federal resource agencies and open space and recreation advocates and partners to integrate public access and resource protection goals and mandates** *This is carried out along specific segments of the Bay Trail such as the South Bay Salt Pond Restoration Project and the Don Edwards San Francisco Bay National Wildlife Refuge. More work is needed to integrate these two goals around the bay.*
- f) Collaborate/cultivate partnerships on trail issues of mutual interest and benefit such as alternative transportation, health and recreation, trails as a desirable feature of** *Staff works with MTC, bicycle coalitions and CMAs on elevating the Bay Trail as a non-motorized transportation corridor. The project can benefit from cultivating partnerships in the*

new developments, etc.

*health field. Staff regularly interacts with public agency staff and BCDC about the Bay Trail as a feature of new development.*

- g) Communicate frequently with property owners, public and private, along the proposed Bay Trail route to remind them of our mission and enlist support**

*Interactions with property owners along Bay Trail gaps occur primarily as development proposals are initiated and also as feasibility analysis near private lands. A more proactive approach could lead to increased support.*

## **Objective 5. Promote awareness of the Bay Trail to increase use and build support for its completion**

Development of a Bay Trail Marketing Plan will incorporate many elements of this objective by communicating key messages to target audiences.

- a) Produce updated maps of the Bay Trail alignment for the public**

*In May 2013, the Bay Trail maps were released to the public in two formats: a physical map set in the form of a deck of cards and an online interactive map. The online maps are also available on mobile phones. These maps are in GIS format and will be updated on a more regular basis.*

- b) Work with implementing agencies to ensure that all developed segments of the Bay Trail are signed, and in a consistent manner**

*The Bay Trail Sign Program is a work in progress. Site visits have been conducted and sign plans have been created for most sections of completed trail around the bay. Over 100 new signs have been placed in the field and staff continues to contact shoreline managers to install new signs.*

- c) Encourage individual and group events to draw attention to the Bay Trail**

*During the Bay Trail Project's 20<sup>th</sup> Anniversary year, we co-sponsored several events with shoreline partners. We also organized nine bike rides around the region for the board of directors. 2014 will mark our 25<sup>th</sup> anniversary and an opportunity for using new strategies to reach a wider audience such as blogs and social media rather than special event trail days.*

- d) Develop attractive and effective promotional materials using traditional and new technologies.**

*The San Francisco Bay Shoreline Guide was updated and released in 2012 as a UC Press publication. The new Bay Trail maps and brochure were made available in May 2013 and will be used as promotional tools. The Bay Trail*

has a Facebook page. Looking ahead, the website needs to be completely updated and a digital newsletter can reach a wider audience with more up-to-date information.

- e) **Improve outreach to special groups such as seniors, children and school groups** *Many programs are already available to special groups around the region. Bay Trail can match existing programs with Bay Trail messages and provide materials, such as maps at the Exploratorium and brochures at the Palo Alto EcoCenter.*
- f) **Develop a list server for communicating with Bay Trail advocates** *Consider a list server as a new tool for public communication, replacing the newsletter.*

## **Objective 6. Increase the organizational capacity of the Bay Trail Project by enhancing the effectiveness of its staff and board of directors**

- a) **Activate the Bay Trail Project's board of directors and seek additional members who represent new or under-represented constituencies** *Consider environmental groups, under-represented geographic and trail gap areas, utility representatives, shoreline-related business and development as well as board composition that can assist with a changing funding landscape.*  
*Adding capacity to the board is under discussion with the Steering Committee and the Board of Directors to address the public funding reduction.*
- b) **Retain sufficient staff to implement the organization's mission/strategic plan and provide staff development opportunities** *The current staff capacity is sufficient to implement the organization's mission and strategic plan.*
- c) **Make use of volunteer and pro-bono services for the Bay Trail Project** *Creative involvement of skilled volunteers, i.e. bloggers, photographers, can expand staff capacity.*
- d) **Develop Bay Trail advocacy and stewardship teams focused on cities, counties or specific trail projects or segments** *More involvement from the Board of Directors can help address this need.*

# San Francisco Bay Trail Project Strategic Plan

## 2013 Priority Objectives

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### **Objective 1. Provide funding to implementing agencies in order to significantly advance the development of the Bay Trail alignment**

- a) **Award and administer grants to implementing agencies for all aspects of Bay Trail development** *The Bay Trail Grant Program, in partnership with the State Coastal Conservancy, is a significant resource for trail completion that relies on state bond funds. An additional \$1 million will be allocated from the Coastal Conservancy in December 2013 with no additional allocations on the horizon.*
- c) **Revisit long term funding strategy annually** *Staff reviews funding needs periodically with the board, project sponsors and partners.*

### **Objective 2. Explore outside funding sources that will continue to close gaps and substitute for grant funds that may no longer be available**

- a) **Seek options for leveraging public funding, i.e. transportation, recreation, health, climate change and sustainable communities** *Use the Gap Analysis to set strategic priorities and determine funding needs; coordinate with congestion management agencies (CMAs) on transportation funds for trail development; and engage in the Sustainable Communities Strategy, Priority Development Area and Priority Conservation Area programs.*
- b) **Explore opportunities for private funding and partnerships** *Develop partnerships with corporations located along the shoreline for general Bay Trail support or project-specific assistance.*

### **Objective 3. Provide technical assistance to implementing agencies and other appropriate entities to support development of the Bay Trail consistent with the adopted Bay Trail Plan**

- a) **Assist regional partners and local jurisdictions in assessing and addressing the impacts of sea level rise on the Bay Trail** *Staff participates in regional and sub-regional initiatives to address the impacts of sea level rise on the Bay Trail and to ensure that adaptation strategies include the Bay Trail.*
- c) **Refine the recommended Bay Trail design** *A grant from the Coastal Conservancy was*

standards regarding width, signage, surfacing and other aspects of trail design and development

*awarded to the Bay Trail Project to update the design guidelines. Work on this project will begin in 2013.*

- e) **Participate in local development review to ensure optimum inclusion of the Bay Trail in relevant development projects**

*Staff regularly comments on environmental documents, participates in technical advisory committees and bicycle plan task forces and provides public testimony at BCDC Design Review Board and Commission meetings.*

- g) **Encourage other agencies to incorporate the Bay Trail into their missions, plans, programs, projects and policies**

*Collaboration with shoreline agencies is an ongoing process.*

#### **Objective 4. Strengthen partnerships with decision-makers and key-constituencies**

- a) **Produce an annual report that details the major accomplishments of the Bay Trail Project and progress on the development of the Bay Trail, including legislative delegation as target audience**

*An annual report is produced for ABAG's work plan at the beginning of each calendar year. It has not been forwarded to the legislative delegation in the past.*

- b) **Develop Bay Trail legislative champions at the state level**

*The project has a history of success with state legislative champions.*

- e) **Work with state and federal resource agencies and open space and recreation advocates and partners to integrate public access and resource protection goals and mandates**

*This is carried out along specific segments of the Bay Trail such as the South Bay Salt Pond Restoration Project and the Don Edwards San Francisco Bay National Wildlife Refuge. More work is needed to integrate these two goals around the bay.*

- f) **Collaborate/cultivate partnerships on trail issues of mutual interest and benefit such as alternative transportation, health and recreation, trails as a desirable feature of new developments, etc.**

*Staff works with MTC, bicycle coalitions and CMAs on elevating the Bay Trail as a non-motorized transportation corridor. The project can benefit from cultivating partnerships in the health field. Staff regularly interacts with public agency staff and BCDC about the Bay Trail as a feature of new development.*

## **Objective 5. Promote awareness of the Bay Trail to increase use and build support for its completion**

Development of a Bay Trail Marketing Plan will incorporate many elements of this objective by communicating key messages to target audiences.

- b) Work with implementing agencies to ensure that all developed segments of the Bay Trail are signed, and in a consistent manner**

*The Bay Trail Sign Program is a work in progress. Site visits have been conducted and sign plans have been created for most sections of completed trail around the bay. Over 100 new signs have been placed in the field and staff continues to contact shoreline managers to install new signs.*
- d) Develop attractive and effective promotional materials using traditional and new technologies.**

*The San Francisco Bay Shoreline Guide was updated and released in 2012 as a UC Press publication. The new Bay Trail maps and brochure were made available in May 2013 and will be used as promotional tools. The Bay Trail has a Facebook page. Looking ahead, the website needs to be completely updated and a digital newsletter can reach a wider audience with more up-to-date information.*
- f) Develop a list server for communicating with Bay Trail advocates**

*Consider a list server as a new tool for public communication, replacing the newsletter.*

## **Objective 6. Increase the organizational capacity of the Bay Trail Project by enhancing the effectiveness of its staff and board of directors**

- a) Activate the Bay Trail Project's board of directors and seek additional members who represent new or under-represented constituencies**

*Consider environmental groups, under-represented geographic and trail gap areas, utility representatives, shoreline-related business and development as well as board composition that can assist with a changing funding landscape.*

*Adding capacity to the board is under discussion with the Steering Committee and the Board of Directors to address the public funding reduction.*
- d) Develop Bay Trail advocacy and stewardship teams focused on cities, counties or specific trail projects or segments**

*More involvement from the Board of Directors can help address this need.*