



Agenda

Bay Trail Steering Committee Meeting

Thursday, October 10, 2013
1:30 p.m. to 3:30 p.m.
Metro Center, 101 8th Street, Oakland

The Committee may act on any item on the agenda

Agenda topics

1:30 – 1:35 pm	Adoption of agenda and approval of 04/11/13 minutes*	
1:35 – 1:50 pm	Announcements by Chair and Boardmembers	
1:50 – 2:00 pm	Staff Announcements	
2:00 – 2:45 pm	Bay Trail Naming Policy* Steering Committee consideration of a naming policy for the San Francisco Bay Trail Project.	Thompson / Committee
2:45 – 3:30 pm	Bay Trail Marketing Plan Update* Overview of the marketing sub-committee's progress on focusing marketing messages, promoting events/activities and creating a quarterly update for board and stakeholders.	DeBra / Thompson
3:30 pm	Adjourn Meeting	

* materials attached

**San Francisco Bay Trail
Steering Committee Meeting Minutes
ABAG Metro Center
April 11, 2013**

Call to Order

Meeting was called to order at 1:30 p.m.

Attendance

Steering Committee

Brian Wiese, Chair
Tom Huening, Co-Chair
Julie Bondurant
Leo DuBose
Ann Buell
Joe LaClair

Bay Trail Staff

Lee Huo
Maureen Gaffney
Laura Thompson

Board Directors

Linda Stonier
Betty Moose

ACTION: Adoption of 04/11/13 agenda and approval of 12/13/12 and 02/14/13 minutes.

LaClair moved, Moose seconded approval of the agenda and minutes.

The agenda and minutes were adopted unanimously.

Announcements by Chair and Boardmembers

- Huening Announced he plans to depart from the board of directors. He will work with staff to identify a replacement from San Mateo County before he officially steps down.
- LaClair Reviewed the renewed Oak to Ninth development project and suggested that we advocate to include the highway overcrossing as part of the project. Announced that BCDC received a \$300,000 grant from FHWA for climate change adaption planning for three focus areas in the Adapting to Riding Tides (ART) region: Bay Bridge touchtown area, Oakland Coliseum area and the Hwy 92 area.
- Stonier Highlighted the Golden Gate Fields stretch as a confusing gap in the Bay Trail. East Bay Regional Park District is working to complete the gap.
- DuBose Announced that Bike to Work Day preparations are underway.
- Buell Announced the Explore the Coast Grant Program for projects that are not capital outlay. Approximately \$1.5 million available statewide. A second grant will be announced shortly for the coast only. Announced that the Water Trail was invited to have a session at the 2013 Trails and Greenways Conference. Panel members included: Ann, Galli,

Steve, Sue Rae Ireland of the Tahoe Rim Trail. In addition, announced that Alviso Marina County Park is set for designation at the next meeting.

-Moose The Hayward Area Shoreline Planning Association (HASPA) is updating a booklet that includes the Bay Trail. Two grievances are in process: the Calpine power plant, and recently approved wind turbine near the Bay Trail in San Leandro. Highlighted Virtual Marsh, an interactive website, virtualmarsh.org .

Announced that she was awarded the John Sandoval Community Award by the Hayward Historical Society!

-Wiese EBRPD is in contract for two Bay Trail projects using federal Tiger funds: Carquinez Strait Scenic Drive and the Hercules Intermodal segment, near Victoria by the Bay (BioRad).

Staff Announcements

-Thompson Confirmed next full board meeting date is June 27. Announced that the bike/ped bridge to Inner Bair Island was recently completed by U.S. Fish & Wildlife Service and Ducks Unlimited as part of a Bay Trail grant. Exciting news that a member of the public, Kurt Schwabe, plans to walk around the Bay Trail during the month of June to raise awareness of the project.

-Gaffney Announced release of the new Bay Trail map set, the Bay Trail brochure and an online/mobile map program. The map sets are for sale on the Bay Trail website and at visitor centers. Exploring use of a distributor to help get the maps into bike shops and other retail outlets. Plan to apply for an Explore the Coast grant to develop a Bay Trail app. Announced that the Napa Plant Site work is moving forward.

-Huo Measure DD and the Bay Trail made a general presentation to the Port of Oakland Commissioners about the Bay Trail and two board members were very supportive of moving projects forward. Lee and Laura made a presentation to BCDC's design review board about the Bay Trail focusing on design issues.

Bay Trail Strategic Plan Update

Thompson introduced the Strategic Plan discussion as a review of the Strategic Plan Sub-Committee's work so far. Staff and the board reviewed the scenario-based approach and the initial conclusions of the sub-committee.

The Committee commented on several topics:

Funding. The need for strategic coordination with the congestion management agencies (CMAs) to incorporate the Bay Trail into transportation sales tax measures, using the Gap Analysis as a tool for setting strategic priorities. Also working through the One Bay Area Grant program and the shoreline PDAs.

Board Composition. Recruit new board members to help find funding. Ideas included non-government organizations, such as Transform, CMA representatives, public health representatives such as Kaiser and Sutter. Discussed repurposing board members, perhaps as part of organizational capacity rather than funding objective 1a. It was pointed out that well-organized nonprofits are clear about board members with contacts to money but also that nonprofit are different than our board. Ours serve a different role with ties into political entities, etc. Important to inspire existing board members by giving them a range of opportunities and the ability to contribute in different ways. Staff could provide a list of ways board members can contribute, such as transportation, health and private funding to ensure an active board. A “Board Gap Analysis” was suggested as a way to assess additional board capacity to meet the funding challenges we currently confront.

Gap completion. The primary mission of the organization is to complete the trail gaps and the Gap Analysis is a critical tool. BCDC is interested in activating shoreline public access areas which could elevate the importance of linking to local bicycle networks in order to improve access to the Bay Trail from inland areas. Sea level rise presents a major challenge for us to balance the future and focus on our mission. Important to understand the sea level rise issues and integrate strategies into our design guidelines.

Public education. Emphasized the importance of public awareness and the reality that many people do not know what the Bay Trail is. A higher level of public awareness could help us close gaps and bring more people to the trail. Suggested promoting events like Kurt Schwabe’s walk around the Bay Trail and coordinating with schools.

Bay Trail Board of Directors Approval Process

Thompson provided an overview of the process for bringing new board members into the organization: 1) introduced and voted in at the same meeting, or 2) introduced at a meeting and voted in at the following meeting several months later.

Concern was expressed that new board candidates and existing board directors are not given much time to meet each other at one meeting and when the introduction and vote are split between meetings, 3-4 months separate those meetings.

Proposal for future board candidate nominations:

- Existing board directors should have an opportunity to name their successor.
- The candidate will be invited to attend a steering committee meeting to meet board members and learn about the organization. This would be structured as an orientation, not an evaluation.
- At their following meeting, the Steering Committee would vote and make a recommendation to the board. The full board would then vote on the candidate at their next meeting.

Thompson also indicated a need to assign board directors to the roles of vice chair, secretary and treasurer.

The committee discussed a framework for recruiting future board directors to expand our capacity and meet strategic goals. There was consensus about using the strategic priorities and the gap analysis as tools for soliciting new board membership.

Existing board directors may be empowered by serving as officers such as program chair, finance chair, event chair or on regional committees that could result in increased involvement, but would need to be balanced with staff work loads and capacity.

The Steering Committee directed staff to bring the proposed board nomination process and officer assignments to the board for a discussion and vote at their spring meeting.

Adjournment The meeting was adjourned at 3:30 p.m.

DRAFT

MEMO

Date: October 1, 2013
To: Bay Trail Steering Committee
From: Laura Thompson
Subject: Bay Trail Naming Policy

Bay Trail staff recommends that the Steering Committee revisit the issue of preserving the San Francisco Bay Trail name by adopting a naming policy. On April 18, 2011, the Bay Trail Board of Directors adopted the following resolution addressing the name of the San Francisco Bay Trail:

ACTION: Huening moved, Beyaert seconded Bay Trail Board adoption of this resolution:

That the Bay Trail Board support the name "San Francisco Bay Trail," unaltered, to commemorate the vision and shared responsibility of the entire nine-county Bay Area community to complete and operate the Bay Trail and to reflect the trail's unique regional characteristic.

And that the Bay Trail Board direct the Board Steering Committee to work with Bay Trail staff to develop policies to guide local jurisdictions in naming local Bay Trail features or amenities after geographic features, historic events, individuals, organizations or agencies in honor of their significant contributions in creating and completing the San Francisco Bay Trail.

Yes = 14; Abstained = 7; No = 0

This resolution gives the Steering Committee the authority to work with Bay Trail staff to develop naming policies and guidelines. Staff recommends adoption of a naming policy that clearly outlines the Board's position on the official name of the project.

The following policy language is presented for Steering Committee consideration:

Bay Trail Naming Policy and Guidelines

The San Francisco Bay Trail Project is responsible for coordinating the completion of the 500-mile San Francisco Bay Trail. The trail alignment passes through nine counties and 47 cities and across seven toll bridges. Bay Trail staff work with local agencies and other shoreline managers to close gaps in the trail network.

Bay Trail Naming Policy

The name "San Francisco Bay Trail" shall be used to designate the 9-county regional trail circling San Francisco Bay. This name, created in the enabling legislation SB 100 and carried forward in the 1989 San Francisco Bay Trail Plan and EIR, acknowledges the vision and shared responsibility of the entire

nine-county Bay Area community to complete and operate the 500-mile Bay Trail, named after the body of water that defines the region.

Guidelines for Local Jurisdictions and Shoreline Managers

Local agencies and shoreline land managers have the authority to name specific Bay Trail segments, features or amenities after persons who have contributed significantly to completing the Bay Trail and increasing access to the shoreline. Bay Trail staff will work with local entities as needed to ensure the Bay Trail sign is also included along the trail segment. No corporate naming will be allowed under any circumstances.

San Francisco Bay Trail Board Report 2013 Third Quarter Updates

Bay Trail Groundbreakings / Openings

Bay Bridge Trail Opens

On September 3 the Bay Bridge Trail, a section of the Bay Trail, opened to the public along with a new 2-mile section of Bay Trail between Emeryville and the bridge. The City of Oakland held a ribbon-cutting and the East Bay Bicycle Coalition lead a ceremonial ride. One of the *San Francisco Chronicle* articles featured the new path as part of the Bay Trail network. This is a big milestone for the project's effort to span all 7 toll bridges with a bicycle/pedestrian pathway.



Hercules Intermodal Transit Center Groundbreaking

On September 4, the groundbreaking for a new segment of the San Francisco Bay Trail was held in Hercules as part of the Hercules Intermodal Transit Center. A half-mile of trail will be constructed along the Carquinez Strait shoreline linking to existing trail at the Victoria by the Bay development.

Events

New Events Page added to the Bay Trail Website

A new events page was added to the Bay Trail website in September showcasing walks, bike rides and birding excursions along the Bay Trail around the region. www.baytrail.org/events Twenty-nine events are listed for October alone. Special thanks to Bruce Beyaert and Corinne DeBra for highlighting many events to post to the page. We're looking for more board volunteers to bring Bay Trail events to staff's attention.



Doug McConnell speaks at the California Historical Society

On July 25, Doug McConnell, environmental advocate and former host of Bay Area Backroads, spoke to a full house at the California Historical Society in San Francisco about the Bay Area's environmental legacy, focusing on the Bay Trail and the Ridge Trail. The presentation was part of the 'Curating the Bay' exhibit and Bay Trail map sets were used as promotion for new membership to the museum.

Local Government Health & Wellness Forum

On September 12, ABAG and Kaiser co-sponsored a workshop for ABAG members to learn from a panel of experts about how communities can become healthier places to live, work and play. The Bay Trail and Water Trail showcased their displays at the event.



ABAG Wellness Program launched, July-October

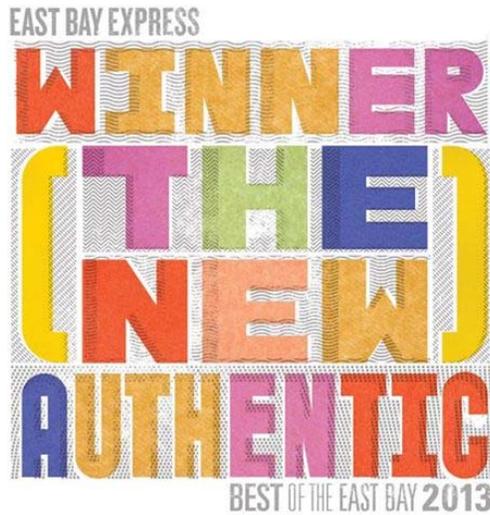
In July, ABAG launched its first-annual employee wellness program to encourage healthy, active lifestyles. Participants were given detailed maps and descriptions of 5 walks and 5 bike rides along the Bay Trail. Prizes are available to the first group of participants to complete the outings and for images selected in the photo contest. <http://www.baytrail.org/wellness>



Bay Trail-Water Trail Coastal Cleanup, Damon Slough

On September 21, the Bay Trail and the Water Trail teamed up for a Coastal Cleanup along the edge of the Oakland Estuary and Damon Slough. Despite heavy rains right before our event, 12 kayakers and 5 dedicated land-side volunteers participated in the cleanup. Over 30 bags of trash were collected along the Bay Trail. This event was part of Oakland's Creek to Bay Day held in conjunction with International Coastal Cleanup Day sponsored by the California Coastal Commission.

Awards



In July, the Bay Trail received the "Best Bike Trail" award from the East Bay Express.

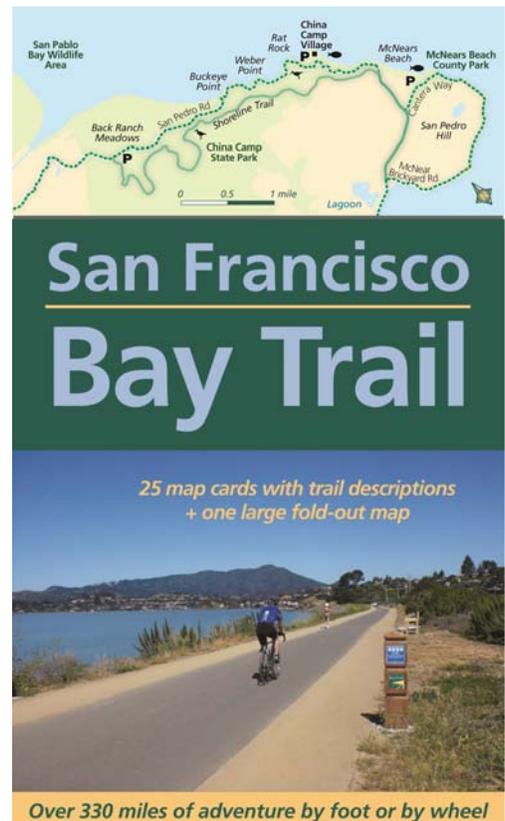
Grants

In July, a \$2,000 PG&E Corporation Foundation Charitable Giving Grant was awarded to the San Francisco Bay Trail Project. The grant was awarded to further promotion of the Bay Trail's benefits through education and outreach. The funds will contribute to the Bay Trail operating funds, and we will be recognizing PG&E's contribution in the coming months.

Map Sales

The Bay Trail Project contracted with a distributor of outdoor books to increase the presence of the Bay Trail Map set in book stores and other retailers throughout the Bay Area. The result is an expansion of distribution into bike stores, interpretive centers and museums:

- Bay Area Bikes (2424 Webster, Oakland)
- Bay Crossings (San Francisco Ferry Building)
- California Historical Society (678 Mission Street, San Francisco)
- Exploratorium Store (Pier 17, San Francisco)
- Hayward Shoreline Interpretive Center (4901 Breakwater Ave., Hayward)
- Oakland Museum (1000 Oak Street, Oakland)
- Rosie the Riveter National Historic Park (1414 Harbour Way South, Richmond)
- San Francisco Bay Trail c/o ABAG (101 8th Street, Oakland)
- Tilden Regional Park - Environmental Education Center (Central Park Drive, Berkeley)
- Trail Head Cyclery-San Jose (14390 Union Ave., San Jose)
- Tread - A Bike Shop (501 E. Campbell, Campbell)
- World of Wheels (1544 Stanford, Modesto)



Social Media



The Bay Trail Facebook site has reached 664 “likes” and is still growing. Staff is developing a Facebook editorial calendar to expand topics for postings. The posting calendar will assist staff with a more consistent and frequent participation in social media and a wider audience.



Service Matters

BAY TRAIL TREKKER CIRCLED THE BAY IN 30 DAYS

New Bay Trail Map Set Used as Guide

To experience the breadth and depth of the Bay Area, travel along the San Francisco Bay Trail, a network of walking and biking paths encircling the Bay connecting the shoreline of 47 cities. Bay Area outdoorsman/trekker Kurt Schwabe decided to see for himself what the Bay Trail had to offer when he traveled approximately 300 miles on the trail from June 1st to June 29th. Each day, he ventured out from his condo in San Francisco to walk a new segment of the trail using a set of map cards and an online map tool recently developed by the San Francisco Bay Trail Project, which is a nonprofit organization, administered by the Association of Bay Area Governments (ABAG).

trek, Schwabe returned home to download his photos and blog about his experiences at walkingthebaytrail.com.



Coyote Hills, Fremont

Schwabe used a new interactive online mobile map tool that captures the entire Bay Trail network on desktops, laptops and mobile devices: baytrail.org/maps-online.html and a newly developed map card set. The set includes 25 map cards with a fold-out map that shows the entire Bay Trail system and a card for birding on the trail. The map set is available for purchase at www.baytrail.org for \$14.95, as well as at the Bay Crossings store at the San Francisco Ferry Building and in area bookstores, or call 510-464-7900.



Beacon Day School, located near the Bay Trail in Oakland, joined Kurt Schwabe on his trek on June 13, 2013.

Some of Schwabe's daily adventures on the trail included walking across the Golden Gate Bridge; along the Sonoma Baylands Restoration Area; along the Richmond shoreline; through China Camp State Park in San Rafael; through Coyote Hills Regional Park in Fremont; around the Palo Alto Baylands, and along the Hayward Regional Shoreline. In his blog, Schwabe documented the ease of accessing the Bay Trail via the region's bus, rail, and ferry network. He took public transit to and from the trailheads, each morning picking up where he left off the day before, using a Clipper® card provided by Metropolitan Transportation Commission (MTC) to pay his fares. Public transit allowed Schwabe to get home at night without having to backtrack to a car parked at his starting point. "The Bay Trail is connected to public transportation at just about any point along our shoreline," Schwabe wrote in one of his pre-trek blog posts. Each night after his

"Schwabe's adventure highlights the diversity of experiences provided on the shoreline paths for locals, tourists, and commuters," said Julie Pierce, ABAG Vice President and City of Clayton Mayor. She added that, "when complete, the Bay Trail will link the shoreline of all nine counties, pass through 47 cities, and cross the region's major toll bridges, along 500 miles."

"MTC has been a strong supporter of the Bay Trail and has contributed \$4.4 million in planning moneys over the past 25 years to make the trail a reality," said MTC Commissioner Anne Halsted. "With this walk, Schwabe has become an ambassador for the Bay Trail as well as for the Clipper transit fare card, showing that these two innovations go hand in hand and that the Bay Trail is an important corridor for green commuting."

The State Coastal Conservancy is a primary funder of the Bay Trail, allocating over \$20 million over the past 15 years for planning, design and construction of Bay Trail segments throughout the region. Conservancy grants are matched by other funding sources resulting in increased momentum for trail completion. The Conservancy has also funded the publication of popular outreach tools such as the new Bay Trail map set and the *San Francisco Bay Shoreline Guide*.

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San Francisco Bay Trail Project Strategic Plan 2013 – 2018

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

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|---|---|
| a) Award and administer grants to implementing agencies for all aspects of Bay Trail development | <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> |
| b) Seek operation and maintenance funding solutions | <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> |
| c) Revisit long term funding strategy annually | <i>Staff reviews funding needs periodically with the board, project sponsors and partners.</i> |

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

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|---|--|
| a) Seek options for leveraging public funding, i.e. transportation, recreation, health, climate change and sustainable communities | <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) Explore opportunities for private funding and partnerships | <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

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|---|---|
| a) Assist regional partners and local jurisdictions in assessing and addressing the impacts of sea level rise on the Bay Trail | <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) Update and maintain the Gap Analysis to provide the status of remaining gaps, cost estimates and a timeline for completion | <i>The Gap Analysis and the corresponding GIS-based Bay Trail alignment are updated regularly as a tool for assessing the remaining gaps.</i> |
| c) Refine the recommended Bay Trail design standards regarding width, signage, surfacing and other aspects of trail design and development | <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> |
| d) Assist understaffed local agencies in improving their trail-development capacities | <i>This is an ongoing task for Bay Trail staff in areas where communities are challenged with staff reductions.</i> |
| e) Participate in local development review to ensure optimum inclusion of the Bay Trail in relevant development projects | <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> |
| f) Participate in trail planning efforts led by other agencies | <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 and cultural 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.
- h) Collaborate with other regional trail projects to increase support for the bay and other regional trails.**

Partner with Ridge Trail, Vine Trail and Water Trail to strengthen effectiveness on common objectives.

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

- a) Develop a Bay Trail Marketing Plan**

Clearly show the steps that will be taken to meet the marketing objectives of the project. Identify target audiences, key messages and tasks.
- b) 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.
- c) 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) Encourage individual and group events to draw attention to the Bay Trail**

During the Bay Trail Project's 20th 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 25th 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.
- e) Develop attractive and effective promotional materials using traditional and**

The San Francisco Bay Shoreline Guide was updated and released in 2012 as a UC Press

new technologies.

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) 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.

g) 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.