



Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

Meeting Agenda

ABAG San Francisco Bay Trail Board of Directors

Committee Members:

John Woodbury, Chair Julie Bondurant, Co-Chair
Steve McAdam, Secretary Juan Raigoza, Treasurer

*David Beaupre, Bruce Beyaert, Brenda Buxton, John Coleman,
Rosemary Corbin, Corinne DeBra, Leo Dubose, Nance Donati,
Jean Finney, Jim Foran, Minane Jameson, Ellen Johnck, Bill
Keene, Joe LaClair, Ethan Lavine, David Lewis, Bill Long, Judith
Malamut, John Malamut (Alternate), Moira McEnespy (Alternate),
Julia Miller, David Mitchell, Rick Parmer, Antoinette Romeo,
Diane Ross-Leech, Ana Ruiz, Philip Sales, Linda Stonier, Don
Weden*

Thursday, November 7, 2019

12:00 PM

Firehouse Building, Ft. Mason, San Francisco

The Board may act on any item on this agenda

Lunch will be served from 12:00 - 1:00 p.m. with Bay Trail historical slide show on view

[19-1286](#) Directions to meeting

Attachments: [1_Nov 7 2019 Directions-Map.pdf](#)

1. Call to Order / Confirm Quorum

A quorum of this board is one-third of the authorized number of directors, or ten (10) board members.

2. [19-1230](#) Adoption of Agenda and Approval of Minutes

Action: Approval

Presenter: Laura Thompson

Attachments: [2_Draft Board Minutes 04-19-19.pdf](#)

3. Announcements by Board Directors and Staff

4. [19-1236](#) Reflecting Back: Where We've Been

In the 30 years since the Bay Trail Plan was adopted, over 235 miles of Bay Trail have been completed, including access on 3 state toll bridges. As a region, we have a lot to be proud of. Every part of the Bay Trail has a story and we're inviting board members and guests to share their favorite tales of the people, projects and places that shape the Bay Trail.

Action: Information

Presenter: Facilitator Sarah Seward, Board of Directors and Guests

Attachments: [Nov 2019 Planning magazine article.pdf](#)

5. [19-1239](#) Checking In: Where We Are Now

Bay Trail staff will share insights about their work, illustrating that the program has entered into a new phase of trail development with new complex challenges and a need for different approaches to increase momentum and advance completion.

Action: Information

Presenter: Maureen Gaffney, Lee Huo and Laura Thompson

6. [19-1254](#) Looking Ahead: Where We're Going

Board members and guests will participate in an interactive exercise to share creative approaches, unrestrained by current realities, to address the program's current and future challenges.

Action: Information

Presenter: Facilitator Sarah Seward, Board of Directors and Guests

Attachments: [6a Where we're going memo.pdf](#)
[6b SMALLIFY-Process.pdf](#)

7. Adjournment

Walk on the Bay Trail: Join Bay Trail staff for a walk along the northern shoreline of San Francisco. The walk will start at the Firehouse Building.

Public Comment: The public is encouraged to comment on agenda items at Committee meetings by completing a request-to-speak card (available from staff) and passing it to the Committee secretary. Public comment may be limited by any of the procedures set forth in Section 3.09 of MTC's Procedures Manual (Resolution No. 1058, Revised) if, in the chair's judgment, it is necessary to maintain the orderly flow of business.

Meeting Conduct: If this meeting is willfully interrupted or disrupted by one or more persons rendering orderly conduct of the meeting unfeasible, the Chair may order the removal of individuals who are willfully disrupting the meeting. Such individuals may be arrested. If order cannot be restored by such removal, the members of the Committee may direct that the meeting room be cleared (except for representatives of the press or other news media not participating in the disturbance), and the session may continue.

Record of Meeting: Committee meetings are recorded. Copies of recordings are available at a nominal charge, or recordings may be listened to at MTC offices by appointment. Audiocasts are maintained on MTC's Web site (mtc.ca.gov) for public review for at least one year.

Accessibility and Title VI: MTC provides services/accommodations upon request to persons with disabilities and individuals who are limited-English proficient who wish to address Commission matters. For accommodations or translations assistance, please call 415.778.6757 or 415.778.6769 for TDD/TTY. We require three working days' notice to accommodate your request.

可及性和法令第六章: MTC 根據要求向希望來委員會討論有關事宜的殘疾人士及英語有限者提供服務/方便。需要便利設施或翻譯協助者，請致電 415.778.6757 或 415.778.6769 TDD / TTY。我們要求您在三個工作日前告知，以滿足您的要求。

Acceso y el Titulo VI: La MTC puede proveer asistencia/facilitar la comunicación a las personas discapacitadas y los individuos con conocimiento limitado del inglés quienes quieran dirigirse a la Comisión. Para solicitar asistencia, por favor llame al número 415.778.6757 o al 415.778.6769 para TDD/TTY. Requerimos que solicite asistencia con tres días hábiles de anticipación para poderle proveer asistencia.

Attachments are sent to Committee members, key staff and others as appropriate. Copies will be available at the meeting.

All items on the agenda are subject to action and/or change by the Committee. Actions recommended by staff are subject to change by the Committee.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 19-1286 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 11/1/2019 **In control:** ABAG San Francisco Bay Trail Board of Directors

On agenda: 11/7/2019 **Final action:**

Title: Directions to meeting

Sponsors:

Indexes:

Code sections:

Attachments: [1_Nov 7 2019 Directions-Map.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Subject:
Directions to meeting

Attachments:

Firehouse @ Fort Mason, San Francisco

For information about parking, public transit service and directions to Fort Mason, view fortmason.org/visit. Access lower Fort Mason from the intersection of Marina Blvd and Buchanan Street. The Firehouse is located along the shoreline at the far end of the complex. View the campus map on this website for details.

Driving Directions (Fee for parking)

EAST BAY

Bay Bridge to Fremont Street Exit; on Fremont (100 yards north) take first right on Howard; left on Embarcadero & go 2 miles; left on Bay, about 2 miles. Right on Buchanan. Cross Marina Blvd. & sharp right into Fort Mason Center.

NORTH BAY

Golden Gate Bridge (US 101) to Marina Exit; go 1.5 miles. Turn left at Buchanan & turn right into Fort Mason Center.

PENINSULA / SOUTH BAY

US 101 North to 9th St. Exit; 9th across Market & left on Hayes; right on Franklin; about 2 miles. Turn left on Bay St, right on Buchanan. Cross Marina Blvd. & sharp right into Fort Mason Center.

Public Transit

Fort Mason is served by the following MUNI bus lines: 28, 30, 30X, 43, 47 and 49. In addition, Golden Gate Transit buses stop at the intersection of Lombard and Fillmore Streets, a 20-minute walk.

Bay Area-Wide: www.511.org or call 817-1717 or 511 from any area code

East Bay BART: www.bart.gov (510) 465-2278

North Bay Golden Gate Transit: www.goldengate.org (415) 455-2000

Peninsula/South Bay CalTrain: www.caltrain.com (800) 660-4287

San Francisco MUNI: www.sfmuni.com (415) 673-6864

Bay Trail

The Bay Trail runs through Fort Mason and along the northern waterfront. Bike parking is available at the meeting location.





Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 19-1230 **Version:** 1 **Name:**

Type: Report **Status:** Committee Approval

File created: 10/31/2019 **In control:** ABAG San Francisco Bay Trail Board of Directors

On agenda: 11/7/2019 **Final action:**

Title: Adoption of Agenda and Approval of Minutes

Sponsors:

Indexes:

Code sections:

Attachments: [2 Draft Board Minutes 04-19-19.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Adoption of Agenda and Approval of Minutes

Laura Thompson

Approval

Attachments:

**San Francisco Bay Trail
Spring 2019 Board Meeting Minutes
Mersea Restaurant, Treasure Island
April 19, 2019**

Call to Order

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

Attendance

Board Members

John Woodbury, Chair
Julie Bondurant, Co-Chair
Brenda Buxton
Corinne DeBra
Leo DuBose
Jean Finney
Ellen Johnck
Ethan Lavine

Joe LaClair
Bill Long
Judy Malamut
Steve McAdam
Julia Miller
Rick Parmer
Antoinette Romeo
Don Weden

Guests

Shannon Fiala
Andrew Fremier
Shalini Kannan
Peter Lee
Mirian Saez
Leo's mom

BCDC
Bay Area Toll Authority
State Coastal Conservancy
Bay Area Toll Authority
Treasure Island Development Authority

Staff

Laura Thompson
Lee Huo
Maureen Gaffney
Ben Botkin

Bay Trail
Bay Trail
Bay Trail
Water Trail/Bay Trail

1. Call to Order / Introductions / Confirm Quorum

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

2. Adoption of Agenda and Approval of Minutes

ACTION: McAdam moved, Johnck seconded adoption of the agenda and the 06/14/18 minutes with one correction. The agenda and minutes were approved unanimously.

Yes Votes:

Board Members

John Woodbury, Chair
Julie Bondurant, Co-Chair
Brenda Buxton
Corinne DeBra
Leo DuBose
Jean Finney
Ellen Johnck
Ethan Lavine

Joe LaClair
Bill Long
Judy Malamut
Steve McAdam
Julia Miller
Rick Parmer
Antoinette Romeo
Don Weden

No Votes: None

Abstentions: None

3. Announcements by Board Directors, Guests and Staff

Board Announcements

- DeBra Announced the completion of the reconstructed boardwalk at Lucy Evans Interpretive Center in the Palo Alto Baylands.
- Miller Updated the board on the Sunnyvale Bay Trail resurfacing financed by Google and the planned ribbon cutting on May 7, 2:30 p.m. – 4:30 p.m. at Sunnyvale Baylands Park. An email invitation has been sent. A section of the trail in Sunnyvale did not get resurfaced because of planned work related to the wastewater treatment plant expansion.
- Finney Caltrans District 4 is embarking on a Pedestrian Plan to improve safety and connectivity on state owned infrastructure, as a companion to the recently completed D4 Bike Plan. The first stakeholder meeting was held this month and there will be more opportunities for public input. She distributed a fact sheet about the plan.
- Johnck Announced that she is working with the developers of a biotech campus along Sierra Point in Brisbane that will include completion of a Bay Trail segment.
- Parmer Announced that he is planning a trekking trip in Nepal if anyone is interest in joining him.
- Long Announced that 2019 is also the Bay Area Ridge Trail's 30th anniversary year.
- Buxton Provided details about a Capital Corridor rail study in Alviso that proposes a rail realignment passing through the salt pond restoration project area and impacting proposed Bay Trail alignments.

- Romeo Commented on the same rail study noting that one of the proposed alignments goes through Alviso County Park, affecting the Bay Trail and Water Trail.

Staff Announcements

- Thompson Informed the board that the following members had stepped down: Karen Langdon, Cecily Harris, Ina Gerhard and Hanna Miller. Reported on a successful 30th anniversary launch event on March 8 to kick-off an exhibit of Kurt Schwabe's photographs that will be on view at the Metro Center lobby through September. Announced plans in the works for an upcoming NBC Bay Area Open Road with Doug McConnell episode entirely focused on the Bay Trail, made possible through the \$5,000 Bay Trail nonprofit and \$20,000 BATA sponsorships. Also working with Bay Nature on an 8-page summer issue supplement highlighting accomplishments and future openings. Funding update: Bay and Water Trail staff applying for Prop. 68 funds from the Coastal Conservancy, OBAG2 \$10 million Priority Conservation Area funding decisions will be made this summer/fall, Regional Measure 3 lawsuit has been dismissed, will hold tight for 60 days before decisions are made on \$150 million Bay Trail / Safe Routes to Transit. Finally, the May 9 Steering Committee need to be rescheduled because of Bike to Work Day.
- Huo Announced work with the Alameda County Transportation Commission on pedestrian crossing improvements near Hwy 80 and Gilman Street. Informed the board that a consultant has been hired to assist with 30th anniversary outreach in combination with Bike to Work Day through a social media campaign to improve our presence on Facebook, Twitter, Instagram and Snapchat. Activities and events are planned with a social media-oriented context that includes activities with prizes.
- Gaffney Announced that a Bay Trail map update is coming soon. Reminded the board about the planned Skaggs Island bike ride on May 18 with a chance to see this remote area and learn about the work that has been happening there. Bay Trail staff led 25 planners as part of the American Planning Association (APA) conference along the Bay Trail from Fisherman's Wharf across the Golden Gate Bridge to Sausalito, ferrying back to San Francisco. Also announced that the Highway 37 corridor public access study has started and design is progressing on a joint Bay Trail/Vine Trail segment in Vallejo.
- Botkin Informed the board that the Water Trail now has 45 official sites. He also led a Water Trail mobile workshop as part of the APA conference. Working with the Canoe Mobile program supporting their plans to expand into the Bay Area. Also noted that he filmed a video of his bike ride to the meeting from Richmond that will be posted on the website.

4. Big Plans for Treasure Island

Mirian Saez, Director of Island Operations for the Treasure Island Development Authority (TIDA) provided an update on development plans for the 365-acre Treasure Island, including Infrastructure work, geotechnical preparations, transportation, circulation, open space, and shoreline public access. The island served as a naval base until 1997 when TIDA was created to guide the transition. Master developers Wilson Meany + Lennar were selected and in 2011 environmental review was completed. This \$5 billion project will roll out in phases over 20 years, including 8,000 housing units. The master plan includes habitat restoration, elevation for sea level rise and 300 acres of open space. The Bay Trail will be constructed as a perimeter trail around the island as well as a board sailing and kayak launch, a large waterfront park and art installations.

5. BCDC Bay Plan Environmental Justice Policy Amendment Discussion

Shannon Fiala, Long Range Planning Manager with BCDC reviewed work currently underway to update the Bay Plan, which guides permitting decisions for BCDC, to include environmental justice policies. The last amendment added climate change policies about 8 years ago and now equity and social justice as well as fill for habitat is under consideration. The Commission will hold a public hearing on July 18 at the Metro Center. Focusing EJ + shoreline access, shoreline protection and mitigation.

Board comments included emphasizing the importance of connecting shoreline public access to the community, not just along the shoreline, allowing for cross-connection and use to avoid creating isolated areas. A suggestion was made to develop joint policies with shoreline jurisdictions to develop connections to the Bay Trail.

Board members emphasized the importance of free access to the Bay Trail, suggesting conditions on develop to require free access.

The importance of community involvement in shaping shoreline access areas was emphasized, suggesting a regional approach to encourage youth involvement in stewardship. Resilient by Design work could be built upon.

Perhaps someday in the future a Bay Trail ranger program will be in place to ensure the security and well-being of users.

6. MTC Planning Program & Bay Trail Nonprofit Funding Overview

Thompson provided an overview of the Regional Planning Program structure and funding needs as well as a review of the Bay Trail nonprofit budget.

Board comments included considering how to spend down the nonprofit balance, publicizing how it is spent and generating more dollars. Endowments and another golf tournament fundraiser were encouraged as well as soliciting donations through health care organizations. As social media awareness of the Bay Trail is activated, consider a PayPal button on the Bay Trail website for donation. Another mechanism to generate

funds is to identify the nonprofit as a charity in employer donation programs, which already occurs for major employers such as Apple and Google.

The board requested a discussion at a future Steering Committee meeting about the purpose and goals of the nonprofit funds.

7. Bay Trail Strategic Plan Update

Thompson reviewed the proposed Bay Trail staff updates and additions to the Bay Trail Strategic Plan. The board agreed that the existing objectives will continue to serve the program well, with the following comments emphasizing the goals already outlined in the plan:

activating private sector funding partnerships, such as Google (Objective 2c); participation in sea level rise discussions and decisions (Objective 3a), leveraging and strengthening creative partnerships with trail-related organizations, i.e. Columbia, Mtn. Hardware, and public agencies (Objective 4f); analyzing the economic benefits of the Bay Trail recognizing the challenge of identifying specific dollar amounts contributed to the local economy (Objective 3h); the need to better publicize our Bay Area trail system, citing a nationwide trail website in Switzerland, possibly through the creation of a Bay Area regional trail plan (Objective 3i and Objective 5all); and recognizing the challenge of not having the staff capacity to conduct robust promotion and outreach, instead focus on tasks with the most impact, consider additional staff and leverage other agency work (Objective 5b and Objective 6b).

The board moved forward with adoption of the Bay Trail Strategic Plan with staff revisions requesting an additional week to provide feedback.

ACTION: Malamut moved and Romeo seconded the motion to adopt the Bay Trail Strategic Plan as amended by staff with additional revisions incorporated by board members recorded at the meeting and received by email by April 26. The motion passed unanimously.

Yes Votes:

Board Members

John Woodbury, Chair
Julie Bondurant, Co-Chair
Brenda Buxton
Corinne DeBra
Leo DuBose
Jean Finney
Ellen Johnck
Ethan Lavine

Joe LaClair
Bill Long
Judy Malamut
Steve McAdam
Julia Miller
Rick Parmer
Antoinette Romeo
Don Weden

No Votes: None

Abstentions: None

8. Bay Bridge West Span Pathway Update

Andrew Fremier, Bay Area Toll Authority, provided an overview and status update on the proposed pathway across the West Span of the Bay Bridge, emphasizing the importance of the pathway as part of the regional commute network, not just for recreation purposes. Preliminary engineering and design has been completed and now MTC/BATA is looking for capital funds to advance the project. Currently, they are seeking to secure \$180 million from a variety of funding sources, including RM3 Bay Trail / Safe Route to Transit, SB1 funds such as Active Transportation Program (ATP) Solutions for Congested Corridors Program (SCCP), County Transportation Agency funds, corporate dollars, crowdsourcing, etc. These funds would advance The Link in Oakland, from Mandela Parkway over railroad tracks to Gateway Park and engineering money for the remainder of the project, addressing existing connectivity and future links.

9. Adjournment

Meeting was adjourned at 3:00 p.m.

Walk on the Bay Bridge East Span Pathway

Board members and Bay Trail staff enjoyed a walk along the Bay Bridge East Span pathway.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	19-1236	Version:	1	Name:	
Type:	Report	Status:		Informational	
File created:	10/31/2019	In control:	ABAG San Francisco Bay Trail Board of Directors		
On agenda:	11/7/2019	Final action:			
Title:	Reflecting Back: Where We've Been				

In the 30 years since the Bay Trail Plan was adopted, over 235 miles of Bay Trail have been completed, including access on 3 state toll bridges. As a region, we have a lot to be proud of. Every part of the Bay Trail has a story and we're inviting board members and guests to share their favorite tales of the people, projects and places that shape the Bay Trail.

Sponsors:

Indexes:

Code sections:

Attachments: [Nov 2019 Planning magazine article.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Reflecting Back: Where We've Been

In the 30 years since the *Bay Trail Plan* was adopted, over 235 miles of Bay Trail have been completed, including access on 3 state toll bridges. As a region, we have a lot to be proud of. Every part of the Bay Trail has a story and we're inviting board members and guests to share their favorite tales of the people, projects and places that shape the Bay Trail.

Facilitator Sarah Seward, Board of Directors and Guests

Information



The San Francisco Bay Trail winds through 350-plus miles of urban areas and waterfront.

San Francisco Celebrates 30 Years of Trails

THIS PAST JUNE, THE SAN FRANCISCO BAY AREA celebrated the anniversary of a visionary plan. In 1989, the executive board of the Association of Bay Area Governments greenlit the San Francisco Bay Trail, a 500-mile, continuous hiking trail that stretches along the edge of the Bay. Today, that plan still serves as the blueprint for the trail, which is 70 percent complete.

I spoke recently with Laura Thompson, an ABAG planner who has spearheaded the plan's implementation for the last 15 years. The accomplishments to date have been impressive: It's currently a little over 350 miles long (about 100 miles of trails already existed when the project began and were folded in). The Water Trail, an effort to map all the launch and landing sites for nonmotorized boats along the Bay, is also in progress.

The completed parts were the easiest ones to get done, Thompson tells me. Some of the hardest segments of the trail lie ahead, like the one around the San Francisco International Airport, which will require going inland and likely "up and over U.S. Highway 101 twice." Narrow rights-of-way and extensive sensitive habitats present other design difficulties.

Still, she believes the trail will be

substantially complete in another 10 years. Not bad for such a monumental undertaking. That's due in part to the considerable support the trail has had. It was mandated by Senate Bill 100, introduced by state legislator Bill Lockyer, and has benefited from the support of regional partnerships, dedicated staff, and creative funding.

The Bay Trail's 30th anniversary coincides with a parallel project along the Bay's ridge lines. More a traditional natural trail, the Ridge Trail is coordinated by a nonprofit, the Bay Area Ridge Trail Council, with lots of volunteer help. It is also about 70 percent complete and will eventually be 550 miles long when completed.

Few cities can boast this kind of sustained commitment to trails—which is why the Bay Area's efforts serve as such an important lesson for the rest of the country.

Why trails?

The Bay Trail was—and remains—a bold idea and an ambitious undertaking in terms of scale and geographical reach. The trail passes through nine counties and 47 cities, with many different kinds of experiences to be found in different segments—from busy urban areas along the Embarcadero in downtown San Francisco to more remote and natural settings. Even though it is not fully finished, it is extremely popular and heavily used, with a wealth of benefits for residents. It's a source of recreation, a way to get away and recharge, and a place to see and watch birds and experience nature. Increasingly, it's also a transportation resource.

On balance, the benefits of trails are considerable. The 2019 study *Investing in Our Future* sought to estimate the health, environmental, and economic benefits of completing the East Coast Greenway, which passes through Philadelphia. According to the report, the benefits amount to 10 times the costs of completion, providing some \$3 billion annually just for the sections local to Philadelphia.

And there are a range of other values and benefits that may be even harder to add up. "It's brought us together," Thompson says. "It connects communities to each other, and it connects us to the waterfront." It's hard to underestimate that impact: to be able to hike or cycle around the San Francisco Bay, to see and experience it in its entirety.

Bold trail visions are nothing new to planners, of course. Regional planner Benton MacKaye envisioned what would become the 2,200-mile long Appalachian Trail as early as 1921. That vision now attracts more than three million hikers each year. Along the West Coast, the Pacific Coast Trail provides a similar experience, at an even longer 2,650 miles. In recent decades, this boldness in regional—or even continental-scale trails—has been even greater. The East Coast Greenway (which broke ground in 1991) will allow someone to travel 3,000 miles through 15 states, from Florida to Maine. And the recently completed

Trans Canadian Trail, with a whopping distance of 14,000 miles, is purported to be the “world’s longest hiking trail.”

Despite all these efforts, San Francisco remains in an urban trails category unmatched by any other city in the world. It is an exemplar of how an urban area can deeply connect its citizenry with the nature around it, enhancing its residents’ health and quality of life.

Lessons from Trail City

In the Bay Area, the trail plays an ongoing and important role in conservation and restoration. Thompson describes it as an extension of the original efforts of Save the Bay in the 1960s, when three activist women took on the powerful interests aiming to fill and alter the Bay. Today’s South Bay Salt Ponds Restoration Project, which aims to convert salt ponds (evaporation ponds used to produce salt) back to natural wetlands, is just one example of that continued spirit. Impressively, Bay Area voters also passed Measure AA in 2016, imposing on themselves a \$12-per-year parcel tax (for a 20-year period) to fund wetland and habitat restoration projects, water quality improvements, and projects (including construction and maintenance of trails) that expand public access along the shoreline.

The trail and restoration of Bay wetlands just seem to go hand in hand. “I think that the way we’ll be able to carry forward this movement is if we can make sure that people can reach out and touch the Bay and understand it and see it, then they will continue to support it over time,” says Thompson. One ongoing challenge will be responding to sea-level rise, as many of the segments of the trail will be in jeopardy. Already opportunities to move the trail landward have arisen, as local governments are beginning to respond (by moving a levy, for instance). In this way, even when the 500 miles are completed, work on the trail will never completely end.

The region understands the importance of partnerships and working together on this kind of long-term,

massive project, and dedicates the staff power to get it done. “To have this regional entity coordinating completion, I think, has been instrumental in its success,” Thompson says.

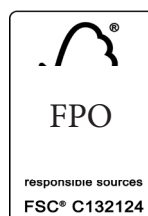
The path of the Ridge Trail is less urban than the Bay Trail’s, allowing hikers to reach more remote, wilder areas. As Janet McBride, executive director of the Ridge Trail Council, tells me, a priority has been providing camping sites for hikers. Once a new BART station opens in San Jose, a hiker could exit the station and travel via a connecting creek trail “right up to just absolute wilderness, in the hills above the city,” says McBride. The Ridge Trail facilitates a connection to wild nature that does not require one to travel to a distant national park. “It’s in your backyard,” she says.

Wedge Cabins, distinctive huts no larger than 156 square feet, have been designed by architecture students at Cal Poly Pomona and are being installed along the trail. “We’re working to connect longer and longer stretches so that folks can take on these epic adventures,” she says.

These two trails will eventually intersect and connect with an extensive network of local trails, creating what Thompson calls a “web” of trails. Hiking the Bay—traveling its two 500-plus-mile regional trails—will likely become a bucket list item, a badge of honor. And there is little doubt that residents who hike, bike, and camp along the trails will have a chance to experience their home region, in a remarkably different, but deeply transformative, way. ■

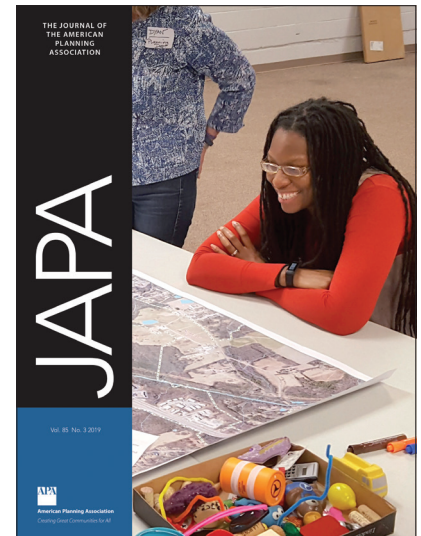
—Timothy Beatley
Beatley is the Teresa Heinz Professor of Sustainable Communities at the University of Virginia, where he directs the Biophilic Cities Project.

Planning (ISSN 0001-2610) is published by the American Planning Association, 205 N. Michigan Ave., Suite 1200, Chicago, IL 60601. APA’s membership includes 11 issues annually of Planning. From membership dues, \$30 is the subscription fee for Planning. Nonmember subscribers pay \$85 a year for 11 issues annually of Planning (\$120 foreign). Periodicals postage paid at Chicago, Illinois, and at additional mailing offices. Planning is a registered trademark. Copyright 2019 by the American Planning Association. Reprint permission must be requested in writing from APA. Attn: Postmaster and subscribers please send change of address to: Planning, Subscription Department, American Planning Association, 205 N. Michigan Ave., Suite 1200, Chicago, IL 60601; 312-431-9100. Please supply both old and new addresses. Attn: Canadian Postmaster By Canadian agreement 40033287, Canadian return mail should be addressed to Station A, P.O. Box 54, Windsor, Ontario N9A 6J5.



JAPA

THE JOURNAL OF THE
AMERICAN PLANNING ASSOCIATION



Emerging Research for the Practicing Planner

APA members can get
the print and digital JAPA
for only **\$48** a year!

Subscribe today
planning.org/JAPA





Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	19-1239	Version:	1	Name:	
Type:	Report	Status:		Informational	
File created:	10/31/2019	In control:	ABAG San Francisco Bay Trail Board of Directors		
On agenda:	11/7/2019	Final action:			
Title:	Checking In: Where We Are Now				

Bay Trail staff will share insights about their work, illustrating that the program has entered into a new phase of trail development with new complex challenges and a need for different approaches to increase momentum and advance completion.

Sponsors:

Indexes:

Code sections:

Attachments:

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Checking In: Where We Are Now

Bay Trail staff will share insights about their work, illustrating that the program has entered into a new phase of trail development with new complex challenges and a need for different approaches to increase momentum and advance completion.

Maureen Gaffney, Lee Huo and Laura Thompson

Information

Attachments:



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	19-1254	Version:	1	Name:	
Type:	Report	Status:		Informational	
File created:	10/31/2019	In control:	ABAG San Francisco Bay Trail Board of Directors		
On agenda:	11/7/2019	Final action:			
Title:	Looking Ahead: Where We're Going				

Board members and guests will participate in an interactive exercise to share creative approaches, unrestrained by current realities, to address the program's current and future challenges.

Sponsors:

Indexes:

Code sections:

Attachments: [6a_Where we're going memo.pdf](#)
[6b_SMALLIFY-Process.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Looking Ahead: Where We're Going

Board members and guests will participate in an interactive exercise to share creative approaches, unrestrained by current realities, to address the program's current and future challenges.

Facilitator Sarah Seward, Board of Directors and Guests

Information

Attachments:



San Francisco Bay Trail Project
Firehouse @ Fort Mason
San Francisco

TO: Bay Trail Board of Directors & Guests

DATE: October 31, 2019

FR: Laura Thompson

RE: Looking Ahead: Where we're going

As we recognize the Bay Trail's 30-year milestone and reflect on our accomplishments, we are taking time to look forward and develop creative approaches to address the program's known challenges. At this point in the meeting, you will have heard about what we have accomplished in the past, our status today and the challenges we face to completing the full trail system. You will have heard from us that our work is much more complicated and time-consuming now that the "easy" gaps, if there ever were any, have been completed.

This portion of the meeting will use the Smallify method and will be an interactive and fun exercise geared towards looking ahead and gathering high-level ideas from you. We value your unique knowledge of the program, and we will ask you to share your insights with us, unrestrained by current realities, so that we can move new ideas forward to tackle our challenges.

To frame this discussion and to give you a chance to start thinking before the meeting, we have outlined our primary challenges, organizing our work into three broad categories. Increasing capacity and securing resources are the baseline needs for the program and we will ask for your ideas as they relate to these broad challenges. We plan to bring your ideas back to the Steering Committee to make decisions on what will move forward.

Thank you for joining us on this endeavor!

Bay Trail Challenge Categories

Policy / Advocacy / Partnerships

How can we build capacity / secure resources:

1. To mitigate current lack of authority/mandate
2. To navigate difficult political settings: actively against trail/competing local interests
3. To develop uniform plans with partners: resource agency issues/changing policies/lack of comprehensive and unified strategy plan for implementation

Land Use, Trail Building, Operations and Maintenance

How can we build capacity / secure resources:

1. To resolve property ownership issues: private property/incompatible adjacent land uses, i.e. industrial facilities/railroads/airports/shipping ports
2. To resolve trail conflict issues: e-bikes/new mobility/busier trails/motorized vehicles
3. To address long term sustainability: operation & maintenance/pressures for other uses on trails/sea level rise/need for more trail capacity
4. To grow staff capacity & complete gaps

Outreach and Engagement

How can we build capacity / secure resources:

1. To build trail awareness, increase public engagement, activate the public and implement sustained outreach

Our Method:

SMALLIFY'S FIVE TOOLS OF RAPID INNOVATION™



Bet Small. Go Big. Fast.™

www.smallify.it | @SmallifyLabs



WHAT:

Adopt a “growth mindset.” Experiment to learn.

WHY:

A willingness to experiment, make mistakes and learn is a key trait of innovative leaders and organizations.

HOW:

Learn from mistakes. Take the “Failure Bow” and move on.



OPEN
UP

WHAT

Identify and understand unmet needs by engaging the people and places around you.

WHY

*The most important part of solving a problem is solving the **right** problem.*

HOW

Reframe your challenge around an unmet need in the form: “What can I create for [user] that helps her/him [need]?”



**SAY
YES**

WHAT

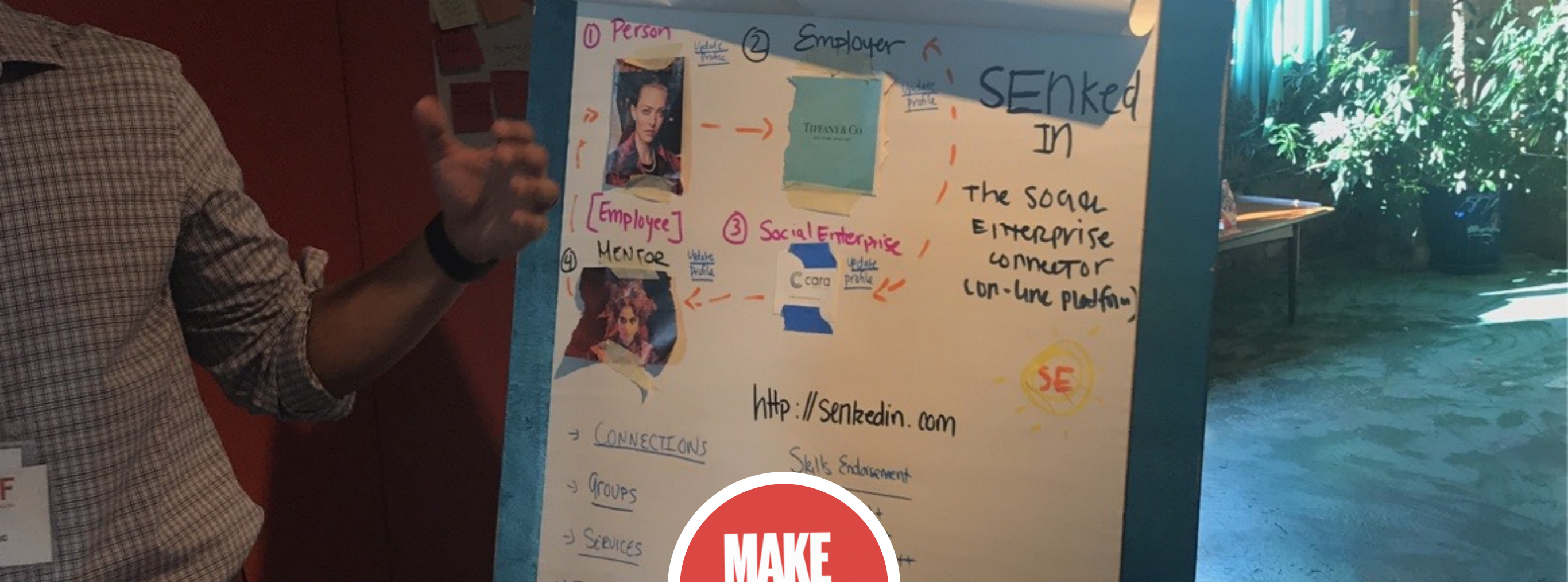
Get into a creative space and mindset to generate a wide range of possible solutions to your challenge.

WHY

Saying yes removes the blockers that can stifle innovative thinking.

HOW

If you're stuck on a problem, use "yes, and" or adopt a different point of view: "How would [famous person] solve my problem?"



MAKE STUFF

WHAT

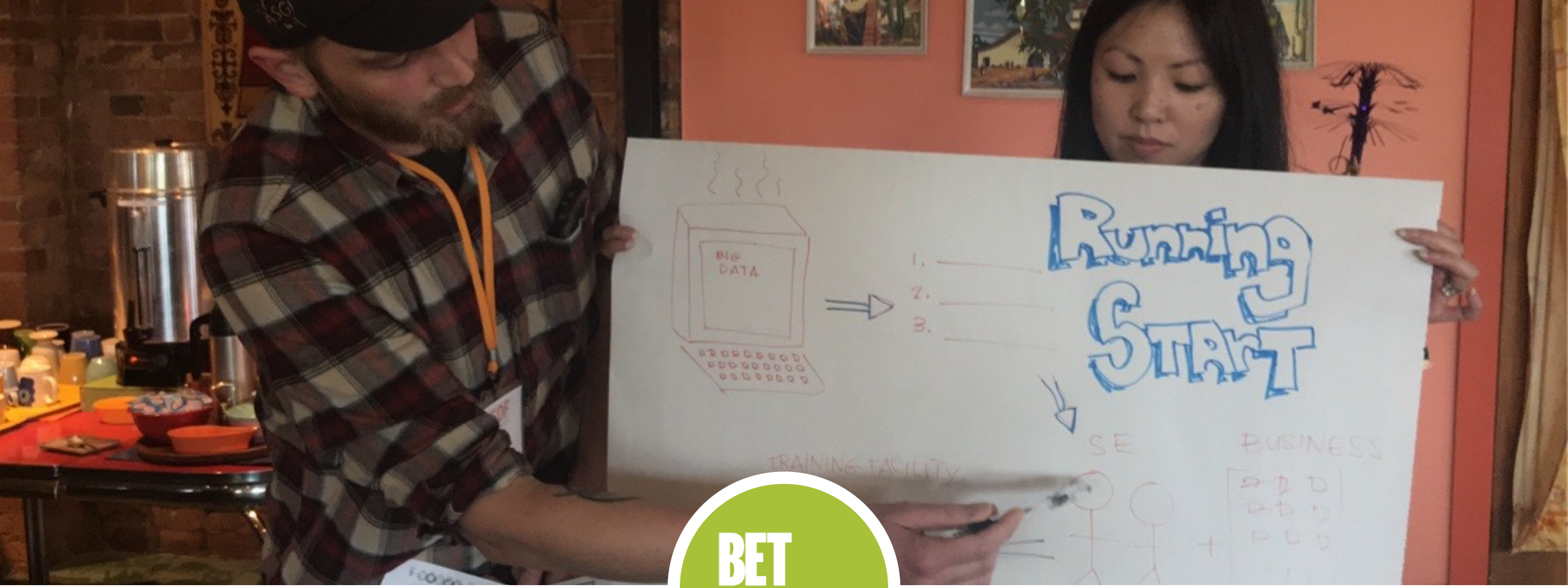
Bring your idea to life in a tangible, visual form quickly and affordably.

WHY

Rapid prototypes let you to test your idea for quick validation with users without spending a lot of time and resources.

HOW

In 15 minutes, draw a storyboard of your idea and how people will experience it. Show it to potential users for fast feedback.



BET SMALL

WHAT

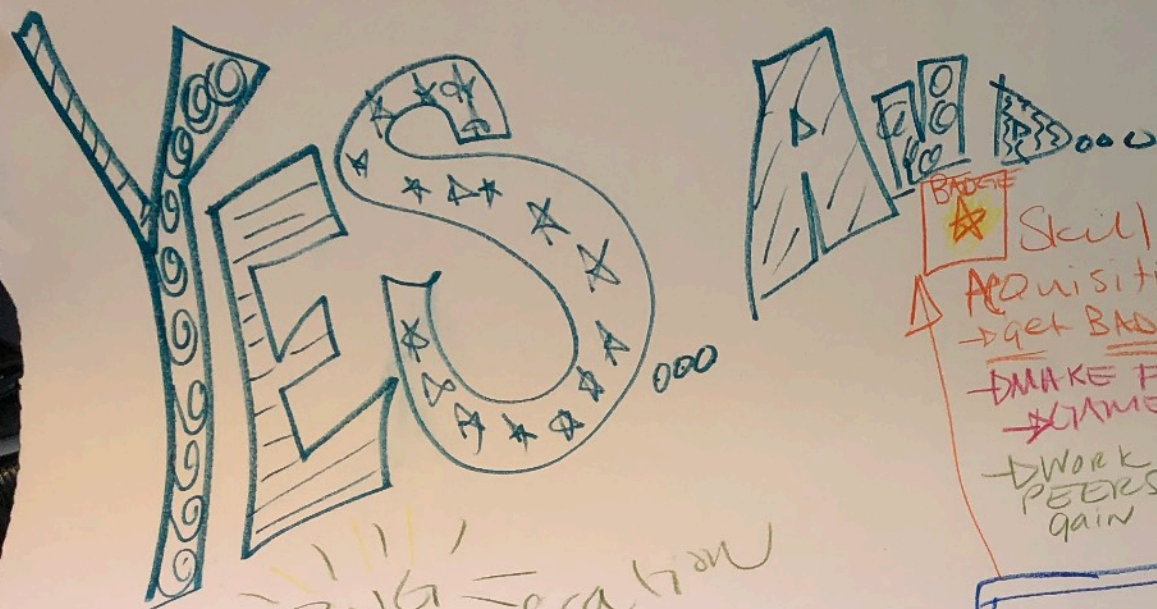
Create and commit to a low risk experiment to discover, develop, and test an idea.

WHY

Small bets give us permission to move insights into action, to move from ideas to innovation.

HOW

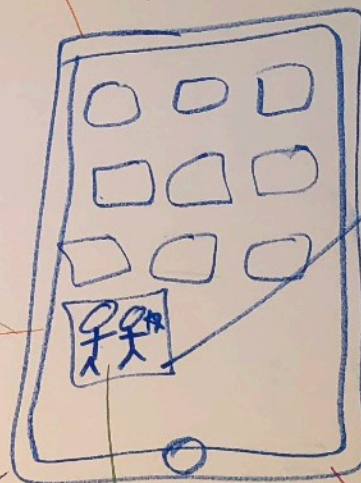
Define what's "affordable loss" to you. Ask yourself, "What can I do 'on Monday' to test my idea with the resources I have?"



BING
Auto Notification
Don't forget
Interview
Good luck

Listen
to
Podcasts

★ Skill
Acquisition
→ get BADGES
→ MAKE FUN
→ NAMES
→ Work w/
PEERS to
gain Badges



org/prog
success
INDIVIDUAL
SUCCESS
Team Success
CELEBRATIONS
LEADER BOARD \$
PT SYSTEM = \$ \$

Feed
Instagram
Twitter

MEETINGS
October
1 2 3 4 5 6 7
Events CLASSES

photo
App to
show
success in
community

PROFILE PAGE
Likes
CAREER
focus
MYERS Briggs

CAREER
GROUPS

MESSAGING
talk
talk

Don't
Miss
OUT

Team 1A: Yes And (App)
"One App to Rule Them All"

HAPPEN

MasterVision Ear
Eco solutions for a greener world

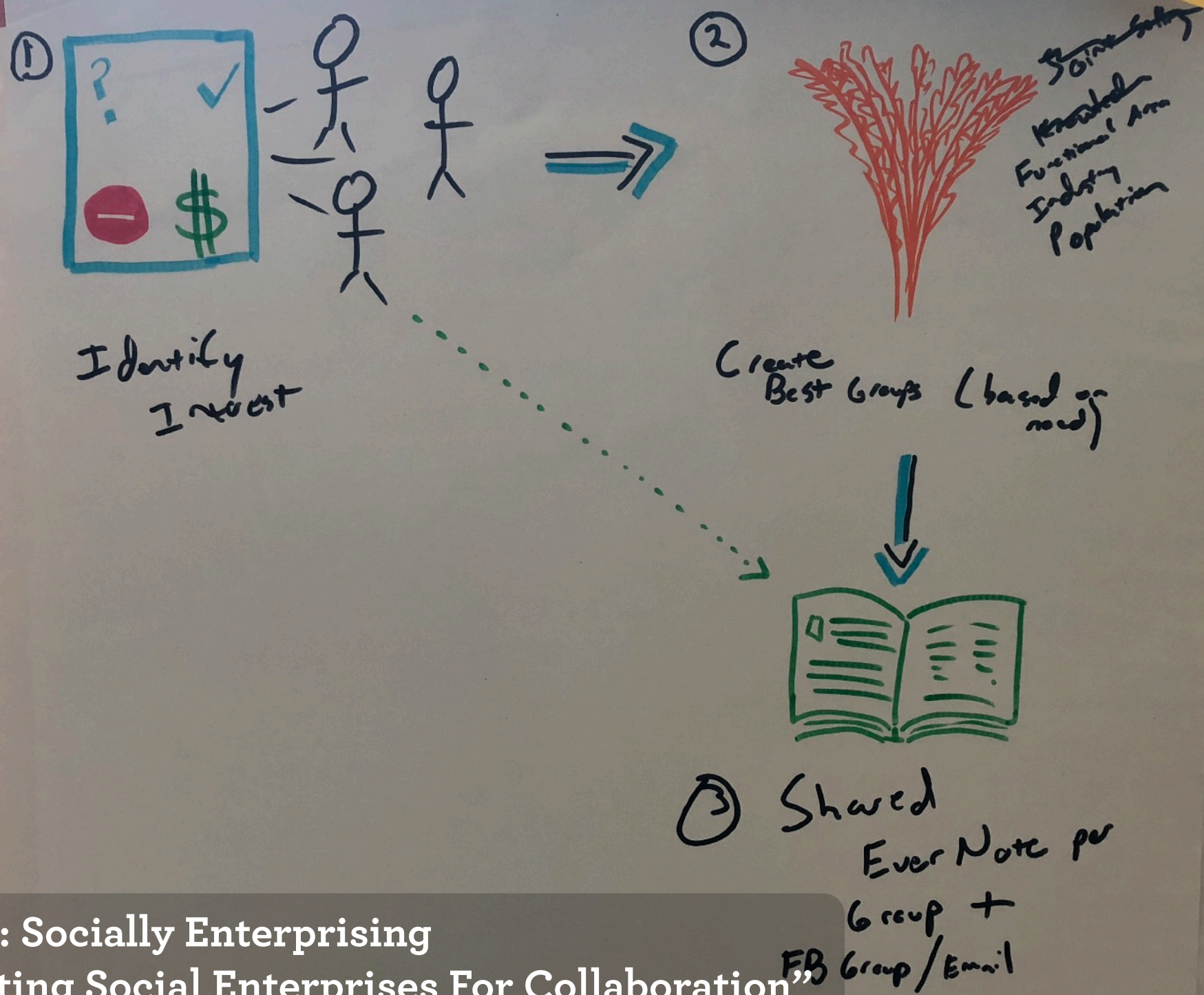
Ask a
Question

Mobile
use, easy
access

Knowledge sharing
LMS

Joint
selling
to
customers

Identifying
Groups
for
collaboration
Workshop



Team 2A: Socially Enterprising
"Connecting Social Enterprises For Collaboration"

A photograph of the Space Shuttle Columbia during its ascent. The orbiter is visible on the right, with the American flag and the letters 'S A' on its side. The external tank and solid rocket boosters are on the left. A large green rectangular box is overlaid in the center, containing the word 'SMALLIFY' in white. Below the box, the tagline 'Bet Small. Go Big. Fast.™' is written in a serif font. Further down, the website 'www.smallify.it' and email 'betsmall@smallify.it' are listed. At the bottom, there are four social media icons (Facebook, Twitter, LinkedIn, and Instagram) each followed by their respective handles and hashtags. The background is a bright, fiery launch scene with a large plume of smoke and fire.

SMALLIFY™

Bet Small. Go Big. Fast.™

www.smallify.it
betsmall@smallify.it



/smallify



@smallifylabs | #smallify



/company/smallify



@smallify | #smallify