



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

Meeting Agenda

ABAG San Francisco Bay Trail Steering Committee

Committee Members:

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

**Brenda Buxton, Leo Dubose, Ethan Lavine, and
Moir McEnespy**

Thursday, January 9, 2020

2:00 PM

CR-7102 Tamalpais

The Committee may act on any item on this agenda.

1. Call to Order / Confirm Quorum

A quorum of this Committee is three (3) board members

2. Adoption of Agenda and Approval of Minutes

[20-0088](#) Adoption of Agenda and Approval of Minutes

Action: Committee Approval

Presenter: Thompson

Attachments: [DRAFT 2019 September 12 Steering Committee minutes.pdf](#)

3. Public Comment

4. Announcements by Committee Members and Staff

5. New Regional Coalition Membership

[20-0092](#) The Committee will consider San Francisco Bay Trail non-profit membership in a new regional coalition formed as a reconfigured Bay Area Open Space Council. Staff will share the mission, goals and values of this new organization and how they align with the Bay Trail Project.

Action: Committee Approval

Presenter: Thompson

Attachments: [Jan 9 2020 New Coalition Memo.pdf](#)
[Jan 9 2020 Mission, Vision, Values, Programs.pdf](#)
[Jan 9 2020 Membership Value Proposition and Dues.pdf](#)
[Jan 9 2020 FAQs.pdf](#)

6. 2020 NBC Bay Area Open Road Sponsorship

[20-0093](#)

The Committee will consider a \$5,000 sponsorship of NBC Bay Area's Open Road with Doug McConnell. This sponsorship, if approved, will match the Bay Area Toll Authority's \$20,000 sponsorship and will support the production of a full show dedicated to the Bay Trail.

Action: Committee Approval

Presenter: Thompson

Attachments: [Jan 9 2020 Open Road Sponsorship Memo.pdf](#)

7. Regional Measure 3 Bay Trail Program Preliminary Feedback

[20-0094](#)

Staff will provide an update on the potential new funding program from the voter-approved Regional Measure 3 toll bridge fare increase and will seek preliminary input from the Committee on program structure.

Action: Informational

Presenter: Thompson

Attachments: [Jan 9 2020 RM3 Program Feedback Memo.pdf](#)

8. 30th Anniversary Board Meeting: Summary of What We Heard & Next Steps

[20-0095](#)

The Committee will review and discuss ideas that came out of the November 7 board meeting to build capacity and secure new resources for the Bay Trail. Several primary proposals will be presented for Steering Committee feedback.

Action: Informational

Presenter: Thompson, Huo, Gaffney

Attachments: [Jan 9 2020 Summary of What We Heard & Next Steps Memo.pdf](#)

[Jan 9 2020 Innovation Exercise Results Attachment 1.pdf](#)

9. Adjournment / Next Meeting

The next meeting of the Bay Trail Steering Committee will be Thursday, March 12, 2020 at 2:00 p.m. at the Bay Area Metro Center, 375 Beale Street, San Francisco, CA.

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 #:	20-0088	Version:	1	Name:	
Type:	Report	Status:		Committee Approval	
File created:	1/2/2020	In control:		ABAG San Francisco Bay Trail Steering Committee	
On agenda:	1/9/2020	Final action:			
Title:	Adoption of Agenda and Approval of Minutes				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	DRAFT 2019 September 12 Steering Committee minutes.pdf				

Date	Ver.	Action By	Action	Result
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Adoption of Agenda and Approval of Minutes

Thompson

Committee Approval

Attachments:

**San Francisco Bay Trail
Steering Committee Meeting Minutes
Bay Area Metro Center
September 12, 2019**

Call to Order

Meeting was called to order at 2:00 p.m.

Attendance

Steering Committee

John Woodbury, *Chair*
Brenda Buxton
Leo DuBose
Juan Raigoza
Steve McAdam
Ethan Lavine

Bay Trail/MTC Staff

Lee Huo
Laura Thompson
Maureen Gaffney
Ben Botkin

Board

Bill Long

Guests

Erik Prince, Atlas Lab
Tom Leader, TLS Landscape Architects
Shannon Fiala, BCDC
Erik Behrmann, BCDC
Andrea Gaffney, BCDC

ACTION: Adoption of the 09/12/19 agenda and the 05/31/19 minutes: DuBose moved, Buxton seconded.

Yes Votes:

*John Woodbury
Brenda Buxton
Steve McAdam*

*Leo DuBose
Juan Raigoza
Ethan Lavine*

No Votes: None

Abstentions: None

Announcements by Committee Members and Staff

-Buxton The Coastal Conservancy board of directors will consider a new \$1.4 million block grant to ABAG/Bay Trail on October 17 using Prop. 68 funds that prioritize investments in Severely Disadvantaged Communities (SDACs). These new funds will be pass-through dollars and will have a timeline to spend within 3-4 years.

- Thompson Announced the publication of the summer *Bay Nature* article highlighting the Bay Trail at 30 years and an entire episode of NBC's Open Road on the air in July with a tour highlighting several trail milestones. Informed the Committee that MTC is still waiting on the status of Regional Measure 3 funds and is now accepting letters of interest for new PCA nominations. Announcements of One Bay Area PCA grants for the 5 southern counties are coming soon. We are participating in Bay Day events around the region on October 5 and Day on the Bay at Alviso on October 13. The next full board meeting will be in early November.
- Huo Sea level rise and resiliency work going on in the East Bay as the East Bay Regional Park District taking a comprehensive look at shoreline parks and trails and the Hayward Regional Shoreline master plan is underway also looking at impacts from sea level rise. The Priority Conservation Area grant program is considering two potential grants located at Pt. Molate, connecting to the Richmond-San Rafael Bridge pathway and Point Molate Beach. 30th anniversary update: the focused social media campaign to expand our presence has resulted in 1,100 new users on Facebook and 900 on Instagram, with Twitter more moderate at 175 followers. The campaign has taught staff a lot about advertising, and allowed us to test what works and what doesn't. The "Share Your 30" contest was successful with 102 contestants.
- Gaffney The tentative date to open the Richmond-San Rafael Bridge is November 16 as a four-year pilot and MTC is having internal discussions about outreach and promotion. With grant funds such as State Trails & Greenways now available, she is working with the City of Vallejo as well as SMART and the Transportation Authority of Marin to apply for funding.
- Botkin The Water Trail is excited to announce the recent award of a \$600K block grant from the Coastal Conservancy. His presentation to the BCDC Commission was well-received last week. Also finalizing the Boardsailing plan, a programmatic document identifying the best locations to enhance access. The next advisory committee meeting will be held on Sept 20th with new recommended designations in Sausalito.

San Pablo Baylands Public Access Scoping Report

Tom Leader and Erik Prince introduced the San Pablo Baylands Public Access Scoping Report, currently midway through completion. The team developed the Grand Bayway concept for the Resilient by Design competition, and a Bay Area Regional Collaborative SB1 grant allowed for this more focused project to move forward. They are taking a short, mid and long term approach to identifying public access and the team has received public input from the local working group that was formed for the project, public access popup events, from the Highway 37 environmental working group, and other highway corridor working groups.

This study feeds into the ultimate Highway 37 redesign process. Since Caltrans is required to maintain some form of bike access in the corridor and proposed short term improvements may alter this access, there are opportunities for near term improvements at the Hwy 121/37 intersection that could benefit the Bay Trail. The consultants will provide trail design guidelines that will feed into the ultimate Hwy 37

project. The consultants are seeking to recommend restoration and public access planning together and identify maintenance as a primary concern, especially in the context of sea level rise.

The Committee provided feedback to the consultants about the study, including: consensus that trail alternatives should not be taken off the maps because some oppose them; no support for pushing the trail alignment to Highway 29 or the Vine Trail route in Napa County; recognition that maintenance is a key challenge that needs to be addressed for shoreline landowners and new funding options should be explored, including toll funding for maintenance and hazard abatement district revenues.

Strategic Plan Priority Tasks

The Committee reviewed the draft annual priority tasks developed by staff. They agreed to add another task as recommended by board member Bruce Beyaert: "...suggest adding as a Strategic Plan Priority Task a sustained effort to make the Richmond-San Rafael Bridge Bay Trail four-year pilot project a success..." The Committee discussed the need for additional staff capacity to accomplish all the important objectives outlined on the list and recognized that without additional help the program priorities will not be accomplished.

Adjournment

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



Metropolitan Transportation Commission

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Title: The Committee will consider San Francisco Bay Trail non-profit membership in a new regional coalition formed as a reconfigured Bay Area Open Space Council. Staff will share the mission, goals and values of this new organization and how they align with the Bay Trail Project.

Sponsors:

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Attachments: [Jan 9 2020 New Coalition Memo.pdf](#)
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The Committee will consider San Francisco Bay Trail non-profit membership in a new regional coalition formed as a reconfigured Bay Area Open Space Council. Staff will share the mission, goals and values of this new organization and how they align with the Bay Trail Project.

Thompson

Committee Approval

Attachments:



San Francisco Bay Trail Project
Bay Area Metro Center
375 Beale Street, Suite 700
San Francisco, CA 94105

TO: Bay Trail Steering Committee
FR: Laura Thompson
RE: New Regional Coalition Membership

DATE: January 2, 2020

Background

The San Francisco Bay Trail non-profit organization has received an invitation to become a founding member of the newly configured Bay Area Open Space Council. The Bay Trail has been a member of the Bay Area Open Space Council since the early 1990s.

In 2018, the Council faced an uncertain future. In response, dedicated supporters and board members launched an 8-month public rebuilding process that resulted in overwhelming enthusiasm for saving the organization and development of a long-term vision, strategy and implementation plan that defines the new organization's role in the region.

Bay Trail staff contributed to the plan by emphasizing the importance of a regional voice for trails. Historically, the Bay Area Open Space Council has not been as strong a champion for trails as we think necessary. Having a strong and dependable advocate in Sacramento and the region that communicates the value of multi-jurisdictional trails to decision-makers is essential in our work to complete the remaining complicated gaps.

A recent conversation with the new Executive Director of the coalition, Annie Burke, provided some assurances that regional trails are an integral component of the new coalition's work. An intentional shift will occur as part of the new organizational goals to include people, i.e. education, public access, outdoor recreation, farming and working lands.

New Coalition

With input from hundreds of people around the region through an online survey and focused conversations, the following two programs have been identified as priorities for the new organization:

1. **Advocacy for Funding and Policies for Resilient Lands and People.** The goal of this program is to transform how we as a region create resilient lands and people in the face of climate change while working towards justice and equity. A policy director will lead the process to set up the infrastructure that guides decision-making for the organization.

2. **Convening a Powerful Coalition.** The goal of this program is to build the relationships that support the environmental and social changes required for resilient lands and people. An annual summit will be held to work on specific platforms or campaigns. Site visits will be conducted to visit places around the region that demonstrate the multi-benefit projects members are leading.

Attached are materials describing the structure and focus of the new organization. Staff sees value in actively participating in this organization and recommends the Bay Trail non-profit join as a member.

Dues

The annual Bay Trail non-profit budget is well under \$250,000, with FY 2019-20 revenues and expenses under \$10,000. According to the dues chart in the attached materials, this budget level results in annual dues of \$250 to the new organization.

We welcome a Steering Committee conversation about this recommendation.

A New Regional Coalition

MISSION, VISION, VALUES, PROGRAMS

November 2019

The following comes from the plan approved by the Board of Directors on October 24, 2019 with the understanding that this is a living document. Our plans will evolve as the coalition grows.

Questions? Contact Annie Burke, annie@openspacecouncil.org

What we are

We are a large and diverse coalition of nonprofits, agencies, and Indigenous Tribes that directly or indirectly serve all 8 million Bay Area residents living in the 10 counties of the greater Bay Area. Members, partners, affiliates, and participants in this coalition are committed to creating a healthy and resilient Bay Area for land and people.

We will use “resilient lands and people” to express our coalition’s goals of a) preventing the loss and/or degradation of land, b) supporting ecological functioning, and c) connecting people to the land. We focus on resilience – *an ability to recover from or adjust easily to misfortune or change* ([Mirriam Webster](#)) – because it is essential in the 21st century. We include public parks, public lands, private lands, working lands like ranches and forests, rural, urban, trails, open space, preserves, and other similar natural spaces. We include acquisition, stewardship, maintenance, restoration, preservation, conservation, cultural resources and activities, outdoor recreation, public access to nature, active living as part of public health, and programs that connect people to nature.

We are the only Bay Area coalition of nonprofits, agencies, and Tribes focused on resilient lands and people, and we are unique in how we work because:

- We work *together* to secure significant public funds and engage in regional policy for climate resilience and equitable access to nature.
- We *leverage* coalition members' local work at the regional scale.
- We *deliver* more impactful outcomes for resilient land and people than any local organization or agency could.

The BAOSC will to lead and support this new regional coalition that champions and works together to be the regional voice of the resilient lands that are integral to a thriving Bay Area and all people who live here. The BAOSC is the glue that binds this regional coalition.

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MISSION, VISION, VALUES, PROGRAMS

November 2019

Our mission

We are the champion and regional voice of the resilient lands and waters that are integral to a thriving Bay Area and all people who live here.

Our vision

The Bay Area is home to healthy lands, healthy people, and healthy communities where we address the causes of and impacts of climate change through collaboration. We live in a just and equitable society where we live in relationship with the land that sustains us now and will sustain future generations.

Our Guiding Principles

The following guiding principles serve as the organization's foundation for this new regional coalition. They are what we believe and they guide our collective and organizational actions and our organizational culture.

- **People have stewarded the land for thousands of years.** We acknowledge that these are the ancestral lands of Indigenous People who live here today. We respect that Indigenous People are knowledgeable about land stewardship and have demonstrated tremendous resiliency over the past 400+ years of colonization.
- **All lands need to be stewarded.** In the face of climate change, we need to take care of all lands: public, private, urban, and rural. Our definition of stewardship includes a wide range of activities that prevent destruction of the land, promote ecological function on the land, and connect people to the land. We recognize that there are many ways to have a relationship with the land, and that one way is not absolutely or globally better than another.
- **All people can be land stewards.** Anyone - regardless of race, ethnicity, class, age, gender, or physical ability - can participate in and contribute to the work of stewarding the land upon which human life depends. From community gardens to street trees to major restoration projects, there is a plethora of opportunities for all people to engage and connect to this work.

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- **Together as one region.** We believe that building relationships and fostering collaboration are critical to affecting change in our region. We are stronger together than we are apart, and we invest in relationships so that we can adapt to change.
- **Justice, equity, diversity, and inclusion.** We are committed to creating a more just and equitable world. We will define, as a coalition, A critical first step for the BAOSC will be to define, with our members, how we want to engage in this work.
- **Intersectional solutions.** We know that the problems we seek to address are multi-disciplinary and intersectional. We cannot look at environmental problems as separate from other issues we face today. We must work across geographies, nonprofits, agencies, and divisions to address the interconnected problems of the 21st century.
- **Collaboration.** Partnership and collaboration are key elements of the BAOSC's DNA. We build relationships with people in order to understand our differences, work towards common goals, and support each other when needed. We are open-minded and work towards mutually beneficial solutions.
- **Accountability Accountability and transparency.** We will steward this organization's mission and resources with transparency with our members and funders. T, and the Board and staff will hold themselves accountable to the responsibilities vested in them by the members.

Our Programs

We will lead two programs: 1) Advocacy and 2) Convening. The Advocacy Program is the highest priority of the organization. The Convening Program is one way we will achieve our public funding and policy goals, as well as a key strategy to build the relationships necessary to work collaboratively as a region. Both programs build on the organization's 29-year track record, but will move forward with new and more focused goals.

Justice, equity, diversity, and inclusion (JEDI) will be woven throughout the two programs and the organization's operations. Guidelines will need to be developed in order to guide how the organization operationalizes JEDI in an ongoing manner.

Advocacy Program: Public Funding and Policy for Resilient Lands and People

This program will be led by the Policy Director and guided by the Funding and Policy Committee composed of staff from our members. The goal of this program is to transform how we as a

A New Regional Coalition

MISSION, VISION, VALUES, PROGRAMS

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region create resilient lands and people in the face of climate change while working towards justice and equity. The Funding and Policy Advocacy Program will:

- Develop and implement public policy engagement guidelines that transparently guide the organization's decision-making on what opportunities and issues the organization pursues. Annually establish a shared platform that advances policies for resilient lands and people.
- Secure public funding for member-led projects and programs that improve the resilience of lands and people in the region. Potential sources include regional or state-wide bond measures, the Greenhouse Gas Reduction Fund, and other regional, state, and federal opportunities.
- Advocate for regional policies that improve the members' ability to create resilient lands and people. Potential regional policies include the update to Plan Bay Area.
- Tell stories and share credible data that make the case for funding and policies through projects like the science-based Conservation Lands Network and a potential State of the Bay Area Lands Report.

Convening Program: Building a Powerful Coalition

The goal of this program is to build the relationships that support the environmental and social changes required for resilient lands and people. This program will be led by the Coalition Manager and will:

- Convene an annual Summit where coalition members identify goals for collective impact and set a shared agenda for the coming year. The Summit will provide opportunities for attendees to build relationships across issue areas, organizations, jurisdictions and geographies, and share updates from committees and working groups.
- Support and connect member-led working groups that promote collaboration on priority regional issues including equity and inclusion, land stewardship, and climate adaptation. We will develop guidelines for working groups and how they relate to the coalition's programs and committees.
- Partner with members to co-host events like breakfasts and/or outings that allow for relationship-building and information-sharing between coalition members.
- Communicate regularly with members to share information and opportunities for action.

Coalition Members

The purpose of the BAOSC is to lead a coalition that champions and works together to be the regional voice of the resilient lands that are integral to a thriving Bay Area and all people who live here. This organization cannot operate without its coalition of member nonprofits, agencies, and Tribes. In this plan, we aim to clearly articulate who members are, how they participate in

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MISSION, VISION, VALUES, PROGRAMS

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the coalition, how they benefit from the coalition's work, and how they support the coalition financially.

Members

Members are nonprofits, agencies, and Tribes who work to improve the resilience of Bay Area lands and people. We will invite the following types of nonprofits, agencies, and Tribes to join the coalition in helping to realize the vision. As the coalition grows and evolves, there could be other nonprofits, agencies and Indigenous groups who might be interested in joining the coalition.

- Open space districts
- Land trusts
- Nonprofit friends' groups and advocacy organizations
- Resource conservation districts
- Water agencies
- Federal, state, county, and city park agencies
- Cities and counties as a whole entity or a department within them
- State, county, and city public health departments
- Environmental justice organizations
- Indigenous Tribes, Bands, and Organizations
- Agriculture, food systems, forestry, and ranching-focused groups
- Research, science and wildlife-focused organizations
- Outdoor recreation and public access-focused groups
- Outdoor education and youth service organizations
- Public health and active living organizations

Coalition members will:

- Be committed to the coalition's mission, vision and guiding principles, including potential collaborations and working groups
- Pay annual membership dues according to the member organization's budget
- Actively work in the 10 counties of the Bay Area including Santa Cruz. The organization can be local, regional, state, federal, or international.
- Be a nonprofit organization; public agency; or an Indigenous Tribe, band or organization.
- Work to support resilient lands and people, which may include one or more of the following:
 - o Management, stewardship, restoration, research, or acquisition of natural or working lands, including climate change adaptation and mitigation
 - o Equitable access to the land, including
 - § Outdoor recreation
 - § Outdoor or environmental education
 - § Cultural resources and practices
 - § Active living as part of public health or health care

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MISSION, VISION, VALUES, PROGRAMS

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§ Rights of people to experience nature and the land

- o Regional land use planning, which may focus primarily on smart growth development or transportation provided that it incorporates elements of conservation planning, including climate change adaption and mitigation
- o May focus primarily on the bay or the ocean, provided that their organization includes some affiliated upland or watershed areas in the region.

A New Regional Coalition

VALUE PROPOSITION, BENEFITS, AND CONTRIBUTIONS FOR MEMBERS

November 2019

The following comes from the plan approved by the Board of Directors on October 24, 2019 with the understanding that this is a living document. Our plans will evolve as the coalition grows.

Questions? Contact Annie Burke, annie@openspacecouncil.org

Value Proposition

It is essential that we articulate compelling value propositions for our members. With a diverse coalition of nonprofits, public agencies, and Indigenous Tribes, the value differs depending on the individual members' needs. As we launch this new regional coalition, the following value propositions will be tested and refined:

<i>Problems our members face</i>	<i>Solution the coalition provides</i>
Lack of funding	<ul style="list-style-type: none">• We will advocate for and secure public funding from regional and state sources that support members' work to create resilient lands, waters, and people, and to make the benefits of our regions' lands and waters more equitable.
Challenging to make the case for support for the member's work	<ul style="list-style-type: none">• We will help connect members' local efforts to the regional level• We will work with our members to influence elected officials and decision-makers• We will help amplify stories and data of local work at regional level with credible tools, reports, and data• We will create opportunities for members with professional expertise on nature and people to learn from one another in working groups and communications, and to shape the organization's policy agenda.
Regional policies that prevent or slow down work for resilient lands and people	<ul style="list-style-type: none">• We will advocate for regional planning processes and outcomes that support members' work over time• We will advocate for policies that support equitable access to nature
Struggling to address climate change in a meaningful way	<ul style="list-style-type: none">• We will advocate for and secure public funding that supports climate change adaptation and mitigation for our members• We will shape the way the region adapts to and mitigates the impacts of climate change through regional policies• We will support working groups that collaborate on climate action

A New Regional Coalition

VALUE PROPOSITION, BENEFITS, AND CONTRIBUTIONS FOR MEMBERS

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Struggling to create an equitable and inclusive organization / programs	<ul style="list-style-type: none">• We will provide leadership by creating goals and guidelines for Justice, Equity, Diversity, and Inclusion (JEDI) with our members, and integrating these guidelines into our working groups and policy agenda• We will support working groups that collaborate on JEDI
Lack of peer-to-peer connections across the region and/or on the issues we're working on	<ul style="list-style-type: none">• We will provide dynamic regional networking and professional development opportunities• We aim to actively address barriers to inclusion in our professional development opportunities

Coalition members benefit from and contribute to this coalition in the following ways:

Member Benefits

- Leveraging the impact of your organization by participating in a policy agenda that prioritizes equitable outcomes for the region.
- Connecting with and learning from other members who have deep professional expertise in nature, people, and JEDI.
- One vote on policy platform/agenda at the annual Summit
- Eligibility for representation on the organization's Board of Directors
- Eligibility to serve on the organization's working groups and committees.
- Listed on the organization's website and other communications

Member Contributions

- Annual dues
- A commitment to regional collaboration
- Attendance at the annual Summit to help set the organization's policy platform/agenda
- Meeting space for working groups (if appropriate) and/or hosting small meetings
- Staff time, as appropriate, on working groups and to support governance and/or programs

A New Regional Coalition

VALUE PROPOSITION, BENEFITS, AND CONTRIBUTIONS FOR MEMBERS

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Membership Dues

Your annual dues are based on the operating budget of your agency, organization or tribe.

Please note that dues will ramp up over the next two years. We understand that this is a new coalition and part of this year will be focused on building organizational capacity and sustainability, as well as advocating for our shared policy agenda and convening a 2020 Summit.

In order for our coalition to have maximum strength and impact, it is important that organizations of all sizes are included and able to participate. In future years, dues will continue to be tiered based on members' operating budgets in order to ensure that dues are not a barrier to participation.

The dues for the coming years are:

	Year 0	Year 1	Year 2-3
Member's Operating Budget	November 2019	November 2020	November 2021 and 2022
Under \$250,000	\$250	\$250	\$250
\$250,001-500,000	\$1,000	\$1,000	\$1,000
\$500,001-1,000,000	\$2,500	\$2,500	\$2,500
\$1,000,001- 1,500,000	\$3,500	\$4,500	\$5,000
\$1,500,001-2,500,000	\$3,500	\$6,000	\$7,500
\$2,500,001 - \$5,000,000	\$5,000	\$8,000	\$10,000
\$5,000,001-\$10,000,000	\$5,000	\$12,000	\$15,000
Above \$10,000,000	\$5,000	\$15,000	\$20,000

A New Regional Coalition

VALUE PROPOSITION, BENEFITS, AND CONTRIBUTIONS FOR MEMBERS

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Governance Structure

The Board of Directors will consist of 9 to 15 people who are employed by member nonprofits, agencies, and Tribes. The board is responsible for fiscal oversight, making funding connections, strategic guidance, and hiring/managing/firing the executive director. Board members will be focused on the health of the BAOSC rather than solely representing their organization's interests. They will actively recruit new member organizations and foster connections with existing member organizations. Each board member will be expected to serve on at least one committee and officers are expected to chair and oversee the work of at least one committee. The executive director will serve on the board as a non-voting member.

Board-only committees:

- Executive Committee: Works with the Executive Director to set agendas, problem solve, and lead the organization. (President to serve as chair; all officers and the executive director as members)
- Nominating and Governance Committee: Will create and maintain an effective and efficient Board. Includes recruiting, on-boarding, and managing board members. This committee will also oversee the annual review of the executive director. (Vice President and Secretary to serve as chair; the President will serve as a member of the committee)

The Advisory Council will sunset in early 2020. However, to maintain and foster engagement among the member organizations, non-board members will be eligible to join working committees that have a clear purpose and support the work of the organization. Each Committee will have a chair that leads the committee's work, sets agendas, coordinates with committee members, and supports staff's work to implement.

Additional working committees, chaired by board members, could include member organizations and other experts who are and are not on the board. Specific goals, protocols, and membership guidelines will need to be developed for each of the following committees. How the organization's JEDI goals and guidelines are integrated into the work of each committee will also need to be developed. The first Committees we will establish are:

- Public Funding and Policy Committee: Provides time-sensitive guidance to staff on public funding and policy efforts, and supports relationship-building efforts with key stakeholders and leaders. (Board member to serve as chair)
- Finance Committee: Provides guidance and oversight on the organization's financial health including creating the annual organizational budget for approval by the board. Actively partners with staff to secure funding for the organization from membership dues and other revenue sources. (Treasurer to serve as chair)

A New Regional Coalition

VALUE PROPOSITION, BENEFITS, AND CONTRIBUTIONS FOR MEMBERS

November 2019

- Member Engagement Committee: Identifies ways to listen to, build relationships with, and engage member organizations in the work of the coalition. Shares information with staff and the board to inform planning and programs. (Executive director to serve as chair)

Board Composition

We want the Board to reflect the diversity of our member nonprofits, agencies, and tribes. We seek the following representation on the Board:

- Geographic representation of nonprofits, agencies, and Tribes from North Bay, East Bay, South Bay, West Bay
- Representation from small (<\$2.5million) and large (>\$2.5million) nonprofits, agencies, and Tribes
- Representation from nonprofits, public agencies, and Tribes
- Mix of senior leaders and middle managers in their respective organization
- Diversity of race, ethnicity, gender identity, physical ability
- Professional expertise on nature (wildlife, habitats, science) and people (public access, working lands, outdoor recreation)
- Professional expertise in a variety of disciplines and issues

A New Regional Coalition

FAQ's

November 2019

The following questions have been asked about this new regional coalition. So we'll share them with you in case you were wondering, too.

Questions? Contact Annie Burke, annie@openspacecouncil.org

Frequently Asked Questions

Can I, as an individual, join the coalition?

The coalition consists of nonprofits, public agencies, and Indigenous Tribes. Individuals who are not affiliated with a nonprofit, agency, or Tribe can participate in the coalition by attending the annual Summit (the first one will be held in the fall 2020).

Does this coalition serve the general public, like park users or youth?

We do not provide programs directly to the public. We strengthen our member nonprofits, public agencies, and Indigenous Tribes.

I loved the Bay Area Open Space Council. What's different?

There are several key differences, but one is that we will not try to be all things to all people. We will lead with focus and with a clear purpose.

How do membership dues work?

Your annual dues are based on the operating budget of your agency, organization or tribe. Please note that dues will ramp up over the next two years. We understand that this is a new coalition and part of this year will be focused on building organizational capacity and sustainability, as well as advocating for our shared policy agenda and convening a 2020 Summit. In order for our coalition to have maximum strength and impact, it is important that organizations of all sizes are included and able to participate. In future years, dues will continue to be tiered based on members' operating budgets in order to ensure that dues are not a barrier to participation.

Are you a trade association?

We are not a trade association that provides a range of services to our members. Our members belong to a range of trade associations that serve the specific needs of their industry, e.g., water agencies, park agencies, resource conservation districts, outdoor education, etc. In contrast, this new coalition is a coalition of multiple "trades" that work together across industries and other silos for resilient lands and people in the Bay Area.

A New Regional Coalition

FAQ's

November 2019

I have a project or an issue that I want the coalition to take a position on. Will you?

We do not take positions on local issues except in the case of county funding measures that support resilient lands and people. We will take positions at the regional, state, and federal levels based on our public policy engagement guidelines. We do not work or engage in local issues including at the city and county levels. Our focus is on the regional level. This local / regional tension is not one that we can eliminate, but one that we will have to manage over time.

Will you have a fundraising board like a typical nonprofit?

We are not a "typical" nonprofit that raises money from individuals. It was extremely challenging to raise money from individuals in the past because we serve organizations, not the general public. Appealing to individual donors and foundations will take us away from our mission and our focus on strengthening our members.

Are you unique?

We are the only regional coalition of organizations working on resilient lands and people in the Bay Area that we are aware of. We do not replicate efforts made by existing organizations but instead support working groups of members who collaborate on shared priorities.

Will you hold quarterly Gatherings?

As our programs become more focused and we align staff time on our goals, we will not hold quarterly Gatherings but rather focus our convening work on an annual Summit and working groups. And we will close down or find a new organizational home for the Outdoor Voice program.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	20-0093	Version:	1	Name:	
Type:	Report	Status:		Committee Approval	
File created:	1/2/2020	In control:		ABAG San Francisco Bay Trail Steering Committee	
On agenda:	1/9/2020	Final action:			

Title: The Committee will consider a \$5,000 sponsorship of NBC Bay Area's Open Road with Doug McConnell. This sponsorship, if approved, will match the Bay Area Toll Authority's \$20,000 sponsorship and will support the production of a full show dedicated to the Bay Trail.

Sponsors:

Indexes:

Code sections:

Attachments: [Jan 9 2020 Open Road Sponsorship Memo.pdf](#)

Date	Ver.	Action By	Action	Result
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The Committee will consider a \$5,000 sponsorship of NBC Bay Area's Open Road with Doug McConnell. This sponsorship, if approved, will match the Bay Area Toll Authority's \$20,000 sponsorship and will support the production of a full show dedicated to the Bay Trail.

Thompson

Committee Approval

Attachments:



San Francisco Bay Trail Project
Bay Area Metro Center
375 Beale Street, Suite 700
San Francisco, CA 94105

TO: Bay Trail Steering Committee
FR: Laura Thompson
RE: 2020 NBC Bay Area Open Road Sponsorship

DATE: January 2, 2020

The Bay Trail nonprofit has sponsored *NBC Bay Area's Open Road with Doug McConnell* television series with a \$5,000 contribution every year since it was launched in 2015. Over these 5 years, we have enjoyed a significant level of coverage on the Bay Trail, profiling projects and people around the region, including TRAC in Richmond, the Carquinez Strait Scenic Loop Trail and the Bay Trail smart phone audio tours.

In 2019, our contribution was paired with \$20,000 from the Bay Area Toll Authority (BATA) for an entire episode on the Bay Trail. Doug and his team toured the region, stopping along the way to highlight Facebook support in Menlo Park, the South Bay Salt Pond Restoration Project in Union City, Middle Harbor Shoreline Park in Oakland and the Pinole Shores Bridge in Contra Costa County.

As a sponsor, our logo is displayed on the [Open Road website](#), and we receive all the content and footage to use in our own promotion of the Bay Trail.

Looking ahead to 2020, we are pleased to report that BATA will again provide a \$20,000 sponsorship for the program. We are asking the Steering Committee to consider another \$5,000 sponsorship that will be paired with BATA's to support a full episode dedicated to the Bay Trail.

Some of the ideas for the 2020 episode include: profiling commuters using the Bay Trail, interview the winner of the Bay Trail "Share Your 30" social media campaign, highlight the opening of the Richmond-San Rafael Bridge to cyclists and pedestrians, show how kids are accessing the Bay Trail through school field trips and environmental programs, and showcase the important advocacy of the bicycle coalitions around the region.

Please let us know if you have ideas for a story.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	20-0094	Version:	1	Name:	
Type:	Report	Status:		Informational	
File created:	1/2/2020	In control:		ABAG San Francisco Bay Trail Steering Committee	
On agenda:	1/9/2020	Final action:			
Title:	Staff will provide an update on the potential new funding program from the voter-approved Regional Measure 3 toll bridge fare increase and will seek preliminary input from the Committee on program structure.				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	Jan 9 2020 RM3 Program Feedback Memo.pdf				

Date	Ver.	Action By	Action	Result
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Staff will provide an update on the potential new funding program from the voter-approved Regional Measure 3 toll bridge fare increase and will seek preliminary input from the Committee on program structure.

Thompson

Informational

Attachments:



San Francisco Bay Trail Project
Bay Area Metro Center
375 Beale Street, Suite 700
San Francisco, CA 94105

TO: Bay Trail Steering Committee

DATE: January 2, 2020

FR: Laura Thompson

RE: Regional Measure 3 Bay Trail Program Preliminary Feedback

To help solve the Bay Area's growing congestion problems, MTC worked with state legislators to authorize a ballot measure and finance a comprehensive list of transportation and transit improvements through phased toll increases on the region's seven state-owned toll bridges. Regional Measure 3 (RM3) was passed by Bay Area voters in June 2018. The measure has been challenged in court, and remains unresolved. MTC staff are beginning to develop the funding structure and program guidelines so funds can be disbursed promptly if the legal decision allows for the measure to stand. We are seeking preliminary input from the Steering Committee on the Bay Trail portion of the funding measure and will bring this topic back to the Committee if the funding becomes available.

Consistent with the intent of the RM3 legislation to improve the quality of life and sustain the economy of the San Francisco Bay Area by improving mobility and enhancing travel options on Bay Area bridges and bridge corridors, the goals of the Bay Trail Program are to increase the carrying capacity and travel options on Bay Area bridges and along bridge corridors by funding projects that will lead to the completion of Bay Trail segments that fulfill these goals.

\$150 million is included in RM3 for the Bay Trail and Safe Routes to Transit (SR2T):

San Francisco Bay Trail/Safe Routes to Transit. Provide funding for a competitive grant program to fund bicycle and pedestrian access improvements on and in the vicinity of the state-owned toll bridges connecting to rail transit stations and ferry terminals. Eligible applicants include cities, counties, transit operators, school districts, community colleges, and universities. The project sponsor is the Metropolitan Transportation Commission. One hundred fifty million dollars (\$150,000,000).

The following components of a competitive funding program are under discussion internally and we now invite Steering Committee input on these topics. We will also seek input from other stakeholders and organizations.

Bay Trail / SR2T Split. \$150M is available for both programs. We anticipate the two programs will have separate calls for projects, advisory committees, criteria, etc. We also expect funding requests to exceed the amount available. For example, the 5-year funding needs estimate for the Bay Trail is over \$260 million.

Questions: Should the \$150M be split evenly into two \$75M pots? Are there additional split scenarios we should consider?

Project Types. Eligible projects include planning, design, engineering and construction. Also consider using funds for other planning purposes that encourage active transportation and further completion of the Bay Trail.

Questions. Should the program also include funding for demonstration projects to jump-start critical segments? What other planning purposes should be eligible for funding, i.e., outreach (maps, social media, etc.) focused studies such as the current state of trails, new mobility, maintenance needs, design guideline updates, etc.

Funding Cycle Timelines. If we assume an even split, an initial Bay Trail funding program could, for example, begin in FY20 with \$15M, followed by four \$15M cycles, every other year, staggered opposite the SR2T and the Regional Active Transportation Program (ATP) calls for projects.

Draft Cycle Timeframe (\$ in millions)

Program	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Bay Trail Program	\$15	-	\$15	-	\$15	-	\$15	-	\$15	-	\$75
SR2T	-	\$15	-	\$15	-	\$15	-	\$15	-	\$15	\$75
Regional ATP	-	\$36	-	\$36	-	\$36	-	\$36	-	\$36	\$180
All	\$15	\$51	\$15	\$51	\$15	\$51	\$15	\$51	\$15	\$51	\$330

Question: Does it make sense to manage a Bay Trail call for projects separate from the SR2T and ATP programs?

Program Structure/Restrictions. We envision a series of workshops around the region to allow potential applicants to gather information about the grant program. Soliciting letters of interest in advance of a full application is an option that has been used successfully to streamline the application process for other funding sources, such as Priority Conservation Area (PCA) Grants.

Questions: Solicit interest from applicants through a letter before a full application? Limit the number of applications submitted by each jurisdiction, or limit by jurisdiction size? Require a funding match or tiered match (based on a percentage of the grant)? Exclude match requirements from Communities of Concern and for feasibility studies? Establish minimum and/or maximum grant requests?

Evaluation Criteria. Evaluation criteria will need to be consistent with the RM3 legislation, but we can also consider criteria drawn from the Bay Trail-Coastal Conservancy grant program.

Question: What evaluation criteria are important to include in the Bay Trail program?

Decision-making process. The MTC Commission will authorize the final funding decisions. The Active Transportation Working Group (ATWG), or a subset thereof, will likely serve as the advisory committee for the SR2T funds. Given its history as a recommending body for Conservancy grants, the Bay Trail Steering Committee could serve the same role for the Bay Trail RM3 funding, helping to define criteria and program guidelines. An evaluation panel will also need to be formed.

Questions: Should the Bay Trail Steering Committee serve as the advisory committee for the Bay Trail funds? Should we also reach out to external agencies/organizations to gather input on criteria development, scoring and participation on an evaluation panel? Any thoughts on size and/or makeup of an evaluation panel?

Other considerations.

Advancing major trail/bike/pedestrian infrastructure projects will require a significant amount of funding. RM3 is frequently referenced as a potential funding source for high profile and high-dollar projects, such as the Bay Bridge West Span (\$180M for next phase).

Question: How do we insure a competitive process, adequate geographic spread and Bay Trail gap closures while also supporting large infrastructure projects?

With the recent Coastal Conservancy authorization of \$1.4 million for a new Bay Trail grant program and potential limitations of RM3 funding, it will be important for potential applicants to understand how the two grant programs relate to each other.

Question: How will the Conservancy funds and RM3 funds complement each other and should funds for each program be targeted to different types or locations of projects?

We welcome Steering Committee input on these questions and others that may come up as part of the discussion at the January 9 meeting.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 20-0095 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 1/2/2020 **In control:** ABAG San Francisco Bay Trail Steering Committee
On agenda: 1/9/2020 **Final action:**

Title: The Committee will review and discuss ideas that came out of the November 7 board meeting to build capacity and secure new resources for the Bay Trail. Several primary proposals will be presented for Steering Committee feedback.

Sponsors:

Indexes:

Code sections:

Attachments: [Jan 9 2020 Summary of What We Heard & Next Steps Memo.pdf](#)
[Jan 9 2020 Innovation Exercise Results Attachment 1.pdf](#)

Date	Ver.	Action By	Action	Result
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The Committee will review and discuss ideas that came out of the November 7 board meeting to build capacity and secure new resources for the Bay Trail. Several primary proposals will be presented for Steering Committee feedback.

Thompson, Huo, Gaffney

Informational

Attachments:



San Francisco Bay Trail Project
Bay Area Metro Center
375 Beale Street, Suite 700
San Francisco, CA 94105

TO: Bay Trail Steering Committee

DATE: January 2, 2020

FR: Laura Thompson, Lee Huo, Maureen Gaffney

RE: 30th Anniversary Board Meeting: Summary of What We Heard & Next Steps

We are extremely grateful to the board members and guests who spent an afternoon in November with us sharing creative ideas to build capacity and secure new resources for the Bay Trail program. It was a very inspiring and rewarding 30th year milestone meeting.

With the help of our fantastic facilitator, Sarah Seward, we sifted through your brainstorming, best ideas and small bets, and organized them into common themes (see attachment). We then identified several key proposals that combine board and staff ideas (shown below). The Steering Committee will review and discuss these ideas at their January 9 meeting, providing feedback to staff on which proposals to explore further.

Key Proposals

As a reminder of our goals for this exercise, we wish to advance efforts that build capacity and lead to additional resources to expand our impact as an organization and expand the Bay Trail. We also wish to position the program to be as effective as possible in addressing the changing nature of our work. Given our current limited staff and discretionary funding capacity, we have identified some discrete next steps for each of these proposals that we can accomplish now to move each idea forward. The Steering Committee can help us decide which proposals should be prioritized.

1) Establish a Bay Trail Foundation

The concept of a membership-based foundation for the Bay Trail was an idea that came out of several group discussions. It is envisioned as an entity that could generate a significant level of funding for the program, with active public and private sector board members and a strong advocacy role. In order to be successful, it would likely need to be distinct from our public sector sponsors, MTC and ABAG. There are structural questions, such as how a foundation differs from the existing 501 (c)(3) Bay Trail non-profit organization and how we would launch it.

Benefits: A distinct entity with the ability to solicit funds from foundations, corporations and individuals. As a membership organization, it could expand the breadth of public exposure and provide a mechanism for citizens to take action for the Bay Trail.

Level of Effort: High. This effort would likely require the creation of a new organization, or a substantially modified Bay Trail non-profit, including new staff to launch and manage the entity. Advice from legal counsel would be necessary.

Challenges: Care in creation of a foundation to ensure that a new separate entity wouldn't be at odds with the strong financial, administrative and political support we currently receive from ABAG/MTC. A new source of funding for a foundation manager would need to be secured.

Next steps: Explore successful foundation models, i.e. East Bay Regional Park District's Regional Parks Foundation and the National Park Services' Golden Gate National Parks Conservancy.

2) Create Legislative Champions and Change

Throughout its history, legislative champions have created substantial positive change for the Bay Trail Project. As we work to complete our most difficult remaining gaps, we need strong support from decision-makers in Sacramento and at the local level to advance new and creative ways to complete the Bay Trail. We have reached a turning point in the program and we need to work with our legislators on a different approach, one that has strong political backing that makes it easier for us to carry out our work, such as increasing our legislative authority and support through dedicated sources of funding.

Benefits: The Bay Trail vision began in Sacramento and continues to rely on strong state support for implementation. A strong legislative champion will elevate the importance of the program and position it for success as funding proposals and policy changes are developed at the state level.

Level of Effort: High. Establishing a champion takes work to introduce the program to legislators and find a good match for advancing our vision. Developing materials, setting up meetings and traveling to Sacramento for meetings with members and aides is a substantial level of effort.

Challenges: Developing and maintaining legislative champions takes time, and with term limits, requires regular attention.

Next steps: Study the remaining trail gaps and develop a list of existing and potential champions for each section at the local and state levels. Research the Bay Area legislative delegation in Sacramento for potential champions.

3) Leverage Partnership with ABAG/MTC

This proposal builds on and expands the benefits that have been realized with the 2017 integration of ABAG and MTC staff. By leveraging the resources already provided at our sponsor organization, we can build capacity for the program, especially as we begin to define our new position in the Local Government Services section.

Benefits: The Bay Trail is a positive project that is popular among local agencies, elected officials and the public. It makes sense for ABAG/MTC to highlight this program as a successful regional project that helps meet the goals of Plan Bay Area 2050.

Level of Effort: Medium. Leveraging support internally takes time and should include discussions with MTC Commissioners and ABAG Executive Board members in addition to agency executives.

Challenges: Staff at ABAG/MTC are oversubscribed and new funding for staff is not easy to secure.

Next steps: Share outcomes of the board discussion with Local Government Services leadership and begin the conversation of how specific needs of the Bay Trail program can be supported by ABAG/MTC.

4) Establish Staff in Key Organizations to Focus on Bay Trail

This idea is based on a model used by BCDC that placed a staff person with BCDC expertise at Caltrans in order to expedite permit applications and strengthen working relationships between the two agencies. The Bay Trail Project could use a similar approach by working with key organizations, such as Caltrans and the San Francisco International Airport, to assign an internal staff person within those agencies to focus on completing key Bay Trail gaps.

Benefits: Focuses staff resources directly on specific Bay Trail gaps. A dedicated internal staff person could be more effective than external Bay Trail staff in advancing work to complete complex gaps.

Level of Effort: High. This effort will need support from agency executives and an agreement between ABAG/MTC and the public agency that outlines expectations from the arrangement.

Challenges: This approach will likely require funding to support staff in outside agencies, and it is unclear where these funds would come from.

Next steps: Meet with people who were involved in establishing this relationship to learn more about how the BCDC-Caltrans staff arrangement worked. Identify the potential tasks of a Bay Trail expert housed at Caltrans or SFO. Meet with ABAG/MTC executives to propose this idea and explore funding options.

Timeline

The Steering Committee will help guide this discussion with the goal to bring a recommendation to the full board for consideration at their spring 2020 meeting.

January 9, 2020 Steering Committee meeting

- Summarize what we heard at the meeting and discuss the innovation exercise results
- Preliminary review and feedback of potential key proposals
- Steering Committee feedback on proposals that should move forward with identified next steps

March 12, 2020 Steering Committee meeting

- Report back on completed tasks agreed upon at previous meeting
- Present more in-depth review of selected projects
- Narrow focus and create more refined next steps

April 2020 board meeting, date and location TBD

- Consideration of a staff/Steering Committee recommendation

Bay Trail 30th Anniversary Board Meeting: Innovation Exercise Results

PART 1: BRAINSTORMS

Key Themes:

non-profit/ friends of / fundraising

Youth/ schools

Legislators

Commercial / Health / Government partnerships

Social Media / Marketing / Outreach

Brainstorm A

- Target partners for gaps. IE Caltrans - West Span, SFO BCDC to require Caltrans to build BT as part of sea level rise resiliency
- Grow non-profit "Bay Trail NOW" Moore Foundation 2 years to get a project off the round. Look at models that work for us. Eye towards hiring a development director.
- Elected official support, champions, clone Bruce
- Get Caltrans / airport to assign staff to get it done. Incorporate BT into project. Next Step: meeting with BCDC re: airport, establish link between runway protection and BT
- Caltrans and airport under mandate to reduce GHG = BT!
- Reach out to Moore Foundation for funds
- Need younger Board recruits
- Consider board shake up business/corps with agency reps as subcommittee

Brainstorm B

- Sponsorship with health agencies: forest bathing, prescription for healthy activities
- Forming "friends of" organization to raise funds. Solicit foundations and individuals
- Events on BT: partner with other organizations
- Senators host dinner with legislators to educate
- Partner with local businesses and restaurants
- Fundraising dinner
- Storytelling events, social media, postcards
- School programs: partnership and education
- Speakers program/ bureau
- Ask ED of SFP to provide dedicated staff to take action
- Volunteers to promote BT
- Self Guided interpretive trail on social media
- Internship program: colleges and universities for planning, social media, environmental stewardship
- Present at conferences

Advocacy Brainstorm C

- Non profit advocacy group
- Tech partnerships
- Social media connections: Linked In, NextDoor, Hike, Bike Coalitions, Kids
- Others: Schools, health clubs, health orgs, local orgs, regional priorities
- Gaps outside urban areas N, S, C

Brainstorm D

- Member dues (cities, counties) / annual sponsorship
- Adopt BT program (need city authority)
- Encourage seniors to use trail
- Big corporations: contributions and healthcare
- Paint gap areas green
- Increase dedicated funds from bridge tolls, etc
- Develop local BT champions
- Legislative champions
- Engage youth

Building Capacity Brainstorm E

- Use merger leverage BT as poster child of a regional project.
 - e.g. does new local government services structure provide more opportunities for marketing/ outreach?
- Use BT “alumni” to expand reach
- We support a “friends of” idea, could act as a volunteer clearing house?
- Hold Sacramento reception to introduce BT to legislators. Find a new champion.
- New nonprofit - Regional Trails (include Ridge trail, water trail, coastal trail as well as BT?)
- Replicate TRAC in other communities?
- Capitalize on demographics represented at this event: soon to be retirees who get the challenge and understand the system
- Partnerships of a volunteer clearing house, other non-profits, governmental agencies

PART 2: BEST IDEAS + SMALL BETS

Best Idea 1: Adopt Bay Trail Program

- Cities, counties, corporations, special district, bike clubs, brew pubs, health providers, etc.
- Do Clean up, get advertising
- **Small Bet:** Find a City or organization who is interested

Best Idea 2: Get partner orgs (Caltrans/ SFO for example) to assign staff to difficult Bay Trail Gaps (like SFO and HY37).

- Use BCDC as Leverage
- **Small Bet:** BT Staff meet with BCDC staff for input.

Best Idea 3: More Champs for Bay Trail

- Revisit routes >> ID new champions based on gaps (local advocates, CA state Leg, supervisors, property owners)
- Build on existing champions
- Attract Champs by messaging what's in it for them: legacy
- Assign responsibility from ABAG
- **Small Bet:** Start conversation with policy influencers on how to make closing gap succeed.

Best Idea 4: Build Capacity

- Use MTC/ABAG merger to leverage Bay Trail as poster child for regional project to justify doubling staff.
- **Small Bet:** None

Best Idea 5: Form Friends of the Bay Trail (Conservancy / Alliance / Trust)

- Raise money from foundations or individuals
- Encourage volunteers to spread word
- Events of Bay Trail (food truck meet up, maintenance and trail building, Bay Trail Day)
- Speakers bureau - storytelling, post card parties
- Legislator engagement
- Reception for politicians to educate and raise money
- Sponsor internship programs
- **Small Bet:** Research other like/similar organizations >> create plan to implement.

Best Idea 6: Mind the Gaps: Turn No Into Yes!

- Advisory committee / Possible "friends of" group
 - Raise awareness and \$\$
 - Sponsor events
 - Call to Action
 - Gov Agencies
 - Develop constituencies
 - Innovation solutions
- Technical Comm
 - SME's
 - Permit Agencies
 - Local Govt Insight
 - Land Owners/ Agencies
- Benefits

- ID problems early
 - Save time and money
 - Better understanding of issues
- Big problem gaps
- **Small Bet:** ID tech committee members >> outreach and form committee