



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: FY 19-20 Annual Priority Tasks

DATE: September 4, 2019

In April 2019, the Bay Trail Board of Directors adopted the 2019-2023 Bay Trail Strategic Plan as our visionary road map for the next five years. As in past years, staff requests that the Steering Committee adopt priority tasks for staff for focus on during the current fiscal year. This task list does not reflect all our work, but identifies key efforts and initiatives to meet strategic goals and objectives.

Attached are the Bay Trail Strategic Plan and draft priority tasks for your review.

DRAFT FY 19-20
Priority Bay Trail Project Tasks

Task	Responsible Entity	Strategic Plan Objective	Notes
1) Provide funding to implementing agencies in order to significantly advance the development of the Bay Trail	Staff	Objective 1(a): Award and administer grants to implementing agencies for all aspects of Bay Trail development	Award funds and manage planning and construction projects through the Coastal Conservancy Prop. 84 and Prop. 68 block grants, Regional Measure 3 (RM3) and other potential new grants.
2) Explore new funding sources that will contribute to gap closures	Staff / Board	Objective 2(a): Seek options for leveraging public funding, i.e. transportation, recreation, health, climate change and sustainable communities	Identify funding sources and support local partners in securing grants to advance Bay Trail, i.e. Active Transportation Program, Prop. 68, Restoration Authority, etc.
3) Expand partnerships with private corporations for specific gap closures and general support	Staff / Board	Objective 2(c): Explore opportunities for private funding and partnerships	Develop new and strengthen existing partnerships with private corporations to support and fund Bay Trail completion.
4) Participate in sea level rise working groups around the region and provide input on climate action plans	Staff / Partners	Objective 3(a): Assist regional partners and local jurisdictions in assessing and addressing the impacts of sea level rise on the Bay Trail	Participate in BCDC climate change initiatives and contribute to other collaborative efforts that focus on sea level rise impacts to the Bay Trail and the shoreline.
5) Provide guidance to local jurisdictions on new mobility devices	Staff / Partners	3(c): Promote the Bay Trail Design Guidelines & Toolkit as a resource for local agencies to build trail for future generations	Develop a best practices guidance document for local shoreline trail managers to ensure safety with the emergence of electric-powered mobility devices.

**DRAFT FY 19-20
Priority Bay Trail Project Tasks**

Task	Responsible Entity	Strategic Plan Objective	Notes
6) Develop a strategy for analyzing the existing condition of the Bay Trail	Staff / Partners	Objective 1(b): Seek operation and maintenance funding solutions. Objective 3(c): Promote the Bay Trail Design Guidelines & Toolkit as a resource for local agencies to build trail for future generations	Use the completed <i>Bay Trail Design Guidelines & Toolkit</i> and funding secured in the FY 19-20 MTC budget to develop a strategy for assessing the condition of existing segments of Bay Trail, in coordination with BCDC and other partners.
7) Contribute to trail planning efforts led by other agencies and organizations	Staff / Partners	Objective 3(f): Participate in trail planning efforts led by other agencies	Continue participation in the Bay Area Trails Collaborative, Caltrans District 4 Bike/Ped Plan updates, and other significant trail planning efforts.
8) Strengthen partnerships with decision-makers and key constituencies	Staff / Board / Partners	Objective 4(b): Develop Bay Trail legislative champions	Inform elected officials at all levels about the project and cultivate legislative champions, including recognition through the Bay Trail Champion award for significant contributions.
9) Continue to implement the Bay Trail Marketing Plan	Staff / Board	Objective 5(a): Develop a Bay Trail Marketing Plan and secure dedicated funding for promoting the Bay Trail	Building on the outreach tools created for the 30 th anniversary, continue to expand awareness of the program and work to secure funding for consistent promotion.
10) Increase the organizational capacity of the Bay Trail Project by enhancing the effectiveness of its staff and board of directors	Staff / Board	Objective 6(a): Activate the Bay Trail Project board of directors and seek additional members who represent new or under-represented constituencies	Continue board-focused sub-regional efforts to close trail gaps.

San Francisco Bay Trail Project Strategic Plan

2019 - 2023

Mission

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

Vision

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

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

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

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| a) Award and administer grants to implementing agencies for all aspects of Bay Trail development | <i>The Bay Trail Grant Program, in partnership with the State Coastal Conservancy, is a significant resource for trail completion that relies on state bond funds. Over \$20 million have been allocated through this program since 1999 and additional funds from Prop. 68 are being considered. Regional Measure 3 (RM3) passed in 2018 with \$150 million set aside for Bay Trail/Safe Routes to Transit that will be administered by staff.</i> |
| b) Seek operation and maintenance funding solutions | <i>Local jurisdictions and park districts are seeking a steady source of funding for trail operation and maintenance. Staff plans to complete an assessment of existing Bay Trail conditions and an operation/maintenance funding strategy to assist local partners.</i> |

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| c) Revisit short- and long-term funding strategies annually | <i>A 5-year Bay Trail Strategic Funding Plan has been developed and staff reviews funding needs periodically with the board, project sponsors and partners.</i> |
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Objective 2. Explore new funding sources that will contribute to gap closures

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| a) Explore a new dedicated funding source for Bay Trail completion | <i>Consider internal and external funds or a new regional funding source generating revenue for open space/parks, regional trails and/or bicycle/pedestrian infrastructure.</i> |
| b) Seek options for leveraging public funding, i.e. transportation, recreation, health, climate change and sustainable communities | <i>Use the Bay Trail Strategic Funding Plan to set priorities and determine funding needs; look for opportunities to leverage Restoration Authority, RM3, SB1, One Bay Area Grants (OBAG) and other funding sources.</i> |
| c) Explore opportunities for private funding and partnerships | <i>Develop partnerships with corporations located along the shoreline for general Bay Trail support or project-specific assistance. An ongoing successful partnership has been established with Google in the South Bay.</i> |

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

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| a) Assist regional partners and local jurisdictions in assessing and addressing the impacts of sea level rise on the Bay Trail | <i>Staff participates in local, regional and sub-regional initiatives to address the impacts of sea level rise on the Bay Trail and to ensure that adaptation strategies include the Bay Trail.</i> |
| b) Update and maintain the Gap Analysis to provide the status of remaining gaps, cost estimates and a timeline for completion | <i>The Gap Analysis and the corresponding GIS-based Bay Trail alignment are updated regularly (2018 cost estimates) as a tool for assessing the remaining gaps. A 5-year Bay Trail Strategic Funding Plan has been developed.</i> |
| c) Promote the Bay Trail Design Guidelines & Toolkit as a resource for local agencies to build trail for future generations | <i>The Bay Trail Design Guidelines & Toolkit was created in 2016. To address the emergence of</i> |

- new mobility devices, staff will provide guidance to local jurisdictions.*
- d) **Assist understaffed local agencies in improving their trail-development capacities** *This is an ongoing task for Bay Trail staff in areas where communities are challenged with reduced staff capacity.*
 - e) **Participate in local development review to ensure optimum inclusion of the Bay Trail in relevant development projects** *Staff regularly comments on environmental documents, participates in technical advisory committees and bicycle plan task forces and provides public testimony at BCDC Design Review Board and Commission meetings.*
 - f) **Participate in trail planning efforts led by other agencies** *Staff participates in the development of local bicycle/pedestrian and trail plans, regional planning initiatives and partnerships such as the Bay Area Trails Collaborative to move completion of the trail forward.*
 - g) **Encourage other agencies to incorporate the Bay Trail into their missions, plans, programs, projects and policies** *Collaboration with shoreline agencies is ongoing, specifically, encouraging agencies to recommend Bay Trail alignments in planning approvals for development projects is key for completing gaps.*
 - h) **Prepare a study on the benefits of the Bay Trail** *Understanding the benefits the existing 350+ miles of Bay Trail have on local communities is important to support its completion.*
 - i) **Prepare a regional active transportation plan and comprehensive regional trail plan** *As the coordinating agency for regional bicycle and pedestrian mobility, MTC/Bay Trail staff will work with local jurisdictions to create regional plans for active transportation and trails.*

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

- a) **Produce an annual report that details the major accomplishments of the Bay Trail Project and progress on the development of the Bay Trail, including legislative delegation as target audience** *An annual report is produced for ABAG's work plan at the beginning of each calendar year and shared with regional and local decision-makers.*
- b) **Develop Bay Trail legislative champions at the state level** *The project has a history of success with state legislative champions.*
- c) **Provide frequent recognition of supportive elected officials and dedicated advocates** *The Bay Trail Champion award will be brought back on an annual basis to recognize outstanding*

trail supporters and the importance of their efforts.

d) Enhance the role of the Bay Trail in protecting natural and cultural resources and promoting conservation-related values

- Fund demonstration projects that exhibit innovative trail designs to protect natural resources
- Increase appreciation of the bay and its natural resources by such means as interpretive signage and route guides

Several public resources have been developed to promote the Bay Trail's role in promoting support for bay conservation, including the website, the San Francisco Bay Shoreline Guide, the Bay Trail map set, birding brochures, Bay Nature magazine articles and the Wildlife & Public Access Study.

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

This is carried out along specific segments of the Bay Trail such as the San Pablo Bay National Wildlife Refuge and the Don Edwards San Francisco Bay National Wildlife Refuge. More work is needed to integrate these two goals around the bay, such as highlighting restoration and public access projects for funding through the Bay Area Restoration Authority.

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

Staff works with numerous transportation partners to fund and complete the Bay Trail as an active transportation corridor. The project can benefit from cultivating partnerships in the health field. Staff regularly interacts with public agency staff and BCDC about the Bay Trail as a feature of new development.

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

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

h) Collaborate with other regional trail projects to increase support for the bay and other regional trails.

Partner with the Ridge Trail, Vine Trail, Water Trail and the Bay Area Trails Collaborative to strengthen effectiveness on common objectives.

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

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| a) Emphasize equity in trail completion, building awareness and engaging communities | <i>Bay Trail staff will continue to work with shoreline land managers and partners to encourage an inclusive approach to Bay Trail gap closures and community outreach.</i> |
| b) Develop a Bay Trail Marketing Plan and secure dedicated funding for promoting the Bay Trail | <i>The 30th anniversary in 2019 presents an opportunity to develop a comprehensive outreach plan with assistance from a consultant to identify target audiences, key messages and tasks and to grow social media presence. Staff will also seek a regular source of funds for program promotion.</i> |
| c) Continue to produce updated maps of the Bay Trail alignment for the public | <i>In May 2013, the Bay Trail maps were released to the public in two formats: a physical map set in the form of a deck of cards and an online interactive map. The online maps are also available on mobile phones. The map set was updated again in 2016 and will be revised further in 2019.</i> |
| d) Work with implementing agencies to ensure that all developed segments of the Bay Trail are signed, and in a consistent manner | <i>The Bay Trail Sign Plan is complete and staff continues to work with shoreline managers to install new signs. A temporary, dedicated sign installer would help considerably, based on Ridge Trail success with this approach.</i> |
| e) Encourage individual and group events to draw attention to the Bay Trail | <i>2019 is the 30th anniversary of the Bay Trail and an opportunity to promote the program and increase public interest. A consultant will assist staff with developing a comprehensive public outreach plan for the anniversary and beyond.</i> |
| f) Develop attractive and effective promotional materials using traditional and new technologies. | <i>The program has an up-to-date website, a map set, brochure, 12 smart phone audio tours. The 30th anniversary is an opportunity to expand the Bay Trail's social media presence.</i> |
| g) Improve outreach to special groups such as seniors, children and school groups | <i>Many programs are already available to special groups around the region. Bay Trail can match existing programs with Bay Trail messages and provide materials, such as maps at the Exploratorium and brochures at the Palo Alto EcoCenter.</i> |

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| h) Develop a list server for communicating with Bay Trail advocates | <i>Consider an email list server as a tool for consistent public communication, supplementing social media.</i> |
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Objective 6. Increase the organizational capacity of the Bay Trail Project by enhancing the effectiveness of its staff and board of directors

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| a) Activate the Bay Trail Project's board of directors and seek additional members who represent new or under-represented constituencies | <i>Consider environmental groups, under-represented geographic and trail gap areas, utility representatives, shoreline-related business and development as well as a diverse board composition that can assist with a changing funding landscape.</i> |
| b) Ensure sufficient staff capacity to implement the Bay Trail's mission/strategic plan | <i>With Bay Trail staff integrated into MTC as part of the bicycle-pedestrian-environment unit and expanded responsibilities beyond Bay Trail tasks, there is the potential need for more staff to support the Bay Trail.</i> |
| c) Make use of volunteer and pro-bono services for the Bay Trail Project | <i>Creative involvement of skilled volunteers, i.e. bloggers, photographers, can expand staff capacity.</i> |
| d) Develop Bay Trail advocacy and stewardship teams focused on cities, counties or specific trail projects or segments | <i>North Bay and Peninsula subsets of the board have formed to advance gaps in these areas with board member assistance.</i> |