



Strategic Plan

October 2020

COVID-19 has changed the world as we know it, including bringing to light the importance of access to outdoor spaces for recreation, physical and mental health, and community well-being. Parks and trails are not simply “nice to have” amenities, they are essential resources within the fabric of our communities.

The work of the Bay Area Trails Collaborative, and the strategic goals detailed in this plan, have never been more relevant to communities across the Bay Area in providing equitable access to safe places to walk, bike, and be active outdoors.

A world-class, interconnected network of regional trails benefiting all people of the San Francisco Bay Area.

The Bay Area Trails Collaborative (BATC) advocates for the completion and stewardship of a 2,500+ mile regional trail network that connects the region's 8+ million residents to schools, transit, jobs, goods and services, friends and neighbors, open space and outdoor recreation, to enhance the quality of life of all Bay Area residents and visitors.

BATC is comprised of over three dozen organizations, agencies, and businesses with a shared vision that recognizes trails and greenways are critical to a high-quality life in the Bay Area. Working together as a powerful regional collaborative, we leverage our collective influence and expertise to:

- Advocate for stronger regional and state policy to increase investment in regional trails;
- Provide technical assistance to accelerate trail development;
- Promote trail use to broadly expand the benefits of trails; and
- Build partnerships and develop trail champions and stewards working to achieve the vision of the Collaborative.

We are guided by the following principles:

- Achieving justice, equity, diversity, and inclusion in the Bay Area trail network
- Creating equitable access to recreational trail and active transportation options
- Improving public health and wellness
- Supporting local and regional economic development
- Enhancing environmental sustainability and resilience

VISION

MISSION

ABOUT

**JUSTICE
EQUITY
DIVERSITY
INCLUSION**

The Bay Area Trails Collaborative recognizes our responsibility to engage in equity, diversity and inclusion in all of our work. Every person—regardless of race, ethnicity, gender, geography, income, education, language, age, ability, sexual orientation or expression, religion, or other minority status—deserves access to free, accessible and safe places to walk, bike and be active. We believe trails have the power to transform communities and create joyful, vibrant public spaces that are equitable and inclusive.

We take seriously the responsibility and opportunity to create valued community space that connects people rather than divides and separates people. We will use this equity lens to inform our decisions, priorities and actions. We will challenge ourselves and the trails, active transportation and outdoor movement to be intentional about equity and strive to increase the diversity in our coalition and in the trails community. And we will celebrate and hold up stories and experiences that align with these values.

Together, we will build a future where everyone has equitable access to safe, welcoming trails for active transportation and recreation.

Strengthen policies and expand funding to complete the BATC Regional Trail Network and local trail systems.

STRATEGIES

- 1.1** Advocate for inclusion of the BATC Regional Trail Network into regional and local plans. *Near term priorities: Plan Bay Area, RM3 Guidelines, and MTC Active Transportation Plan.*
- 1.2** Advocate for funding and policies required to complete the BATC Regional Trail Network in state, regional and local legislation, measures and funding decisions. *Near term priorities: ATP, GGRF, FASTER, Climate bond, stimulus measures, and key transportation sales tax measures.*

OUTCOMES

- 1.a** The BATC Regional Trail Network is adopted into a regional plan and significant new funding is available for trails from regional and local measures.
- 1.b** Trails are a priority in new and existing state funding programs, and significant new funding is available for trails from state measures.

**GOAL 1:
POLICIES AND
FUNDING**

GOAL 2: TRAIL DEVELOPMENT AND STEWARDSHIP

Create a sustainable network of trails by accelerating the development of new trails and the improvement and maintenance of existing trails through regional trail planning and design coordination, collaboration on best practices, and targeted technical assistance.

STRATEGIES

- 2.1 Establish a regional trail network map endorsed by a majority of BATC's coalition partners.
- 2.2 Provide targeted technical assistance for key gap closures and trails, especially BATC Priority Projects.
- 2.3 Convey the compelling benefits of the BATC Regional Trail Network through robust analysis (measure progress, identify gaps, conduct connectivity analyses, etc.).
- 2.4 Share and promote regional trail network best practices, including accepted trail user types (bike share, e-bikes, scooters, etc.), wayfinding signage, trail design standards, and maintenance strategies.
- 2.5 Seek strategic opportunities to coordinate with other community organizations involved in local trail building, stewardship, and maintenance activities to support BATC's trail development priorities.
- 2.6 Work with MTC to advance and implement the trail count program and web portal recommended in its 2019 report.

OUTCOMES

- 2.a A finalized map of the BATC Regional Trail Network supported by coalition partners.
- 2.b Improved access and connectivity along BATC's Regional Trail Network, especially in priority project areas.
- 2.c Increased knowledge, awareness, and shared expertise among BATC partners, stakeholders, and decision-makers related to trail design and maintenance strategies.
- 2.d Increased coordination between BATC partners and other community organizations to support trail development priorities.

Build partnerships, develop trail network champions, and cultivate advocates working to achieve the vision of the Collaborative.

STRATEGIES

- 3.1 Facilitate opportunities for shared learning, networking, and collaboration among BATC members.
- 3.2 Engage key public agencies, organizations, and individuals who influence decisions related to trails to establish, strengthen, and formalize partnerships. *Examples: elected officials, MTC Commissioners, leads of departments in local government, organizations with shared vision, groups or sectors that are parallel but related to trails (e.g. housing, schools, public health, etc.).*
- 3.3 Develop strategic communication tools and channels to raise awareness of BATC's work, impact, and benefits for all partners, stakeholders, and decision-makers.

OUTCOMES

- 3.a All BATC members and partners have the tools, resources, and support needed to leverage the strength of the partnership to promote local progress, close network trail gaps, and build awareness of and support for the Collaborative.
- 3.b The BATC Regional Trail Network is publicly supported and endorsed by key decision-makers and influential organizations from all Bay Area counties.

GOAL 3: PARTNERSHIPS AND CHAMPIONS

GOAL 4: ORGANIZATIONAL STRUCTURE AND GOVERNANCE

Define the governance of the Collaborative and build its capacity to support the mission.

STRATEGIES

- 4.1 Develop a governance / management structure that works for the membership.
- 4.2 Increase member capacity to implement our strategic goals through institutional buy in and commitment.
- 4.3 Develop a strategy to secure resources to support BATC's work, including collaborative fundraising among members.
- 4.4 Actively recruit to diversify the membership to better represent the full potential of Bay Area trail users and supporters, factoring in ethnic diversity, geographic distribution, institutions (nonprofits, government agencies, private), and trail-related sectors (public health, transportation, education, and environment).

OUTCOMES

- 4.a A well-defined governance structure and organizational charter with membership buy in.
- 4.b Each BATC member has institutional approval from their organization to participate and allocate dedicated time to implement BATC's strategic goals.
- 4.c Members work together to secure resources that accelerate the achievement of BATC's strategic goals.
- 4.d A larger and more diverse membership that empowers BATC to be more effective in communicating and achieving its goals.

Share the joy and benefits of trails and build excitement and support for completing the BATC Regional Trail Network.

STRATEGIES

- 5.1 Brand the BATC Regional Trail Network with a compelling name.
- 5.2 Develop and implement a regional communications and marketing campaign to promote the BATC coalition and vision, and convey how trails are essential to sustainable, healthy communities.
- 5.3 Publicize and cross-promote trail events (e.g. Opening Day for Trails) and activities to increase trail use and expand the trail movement.
- 5.4 Develop communication materials based on the GIS analysis to convey the compelling benefits of the BATC Regional Trail Network.

OUTCOMES

- 5.a The BATC Regional Trail Network has a compelling name that helps communicate the vision and grow support and recognition for the value of trails in building healthy, vibrant communities.
- 5.b BATC's vision gains support among stakeholders and decision makers, securing positive media coverage for its vision and activities.
- 5.c Working together, BATC members expand enthusiasm and support for trails and increase public participation in trail events and activities.

GOAL 5: PROMOTE THE BATC VISION AND ENERGIZE THE BAY AREA TRAIL MOVEMENT