

# **San Francisco Bay Conservation and Development Commission 2023 - 2025 Strategic Plan**

A scenic view of San Francisco Bay. In the foreground, a man in a blue shirt and orange cap walks on a paved pier, holding the hand of a young boy in a red and black jacket. A seagull stands on the pier. In the background, the water is filled with numerous sailboats. The Golden Gate Bridge is visible in the distance, along with the hills of San Francisco under a blue sky with scattered clouds.

**DECEMBER 2024 – APRIL 2025 UPDATE  
COMMISSION BRIEFING MAY 1, 2025**

# Vision

**BCDC will be a proactive and responsive, equitable, and collaborative organization that successfully addresses the regulatory and planning challenges facing the Bay, its shoreline, and the communities that it serves.**

## Goals

- 1** Lead regional planning efforts that result in successful and equitable adaptation, restoration, development, and public access projects for the Bay Area in light of rising sea levels.
- 2** Review BCDC's regulatory and planning functions to create a more unified and consistent regional-scale approach to managing the Bay and its shoreline in light of the uncertain future caused by rising sea levels.
- 3** Implement equity initiatives and practices throughout BCDC's policies, programs, and processes to resolve historic inequities.
- 4** Develop and implement more effective methods to communicate more successfully externally with stakeholders and internally among divisions.
- 5** Build and maintain an adequately resourced and more responsive and diverse organization that can meet its growing challenges more effectively and sustainably.



## Anticipated Outcomes

- Through BCDC's bold leadership and collaboration, the Bay Area is prepared to adapt faster, better, and more equitably to rising sea levels, protect and restore its natural habitats, and increase access to the Bay.
- Enlarge the focus of BCDC's regulatory program to permit larger-scale and more complex subregional projects that are aligned with the Regional Shoreline Adaptation Plan.
- By advancing equity practices internally and externally BCDC will seek to eliminate its past historic disparities and achieve tangible equitable results for its stakeholders and the communities it serves moving forward.
- BCDC will be more transparent and accessible to all, and Commissioners, staff, and stakeholders will have a shared knowledge of the agency's priorities and objectives and have meaningful opportunities to shape policies.
- BCDC will better fulfill its mission by increasing its capacity and attracting and retaining a more diverse staff and Commission who are responsive to the variety of diverse communities around the Bay.

# Core Values

## **Equitable & Inclusive**

BCDC's actions and activities are shaped by its environmental justice and social equity principles and its Racial Equity Action Plan.

## **Collaborative & Service-Oriented**

BCDC works successfully with a broad range of stakeholders whose experiences, needs, and desires BCDC always seeks to understand and respect.

## **Science-Based & Data-Driven**

BCDC uses the most reliable, relevant, and accurate information available to make decisions.

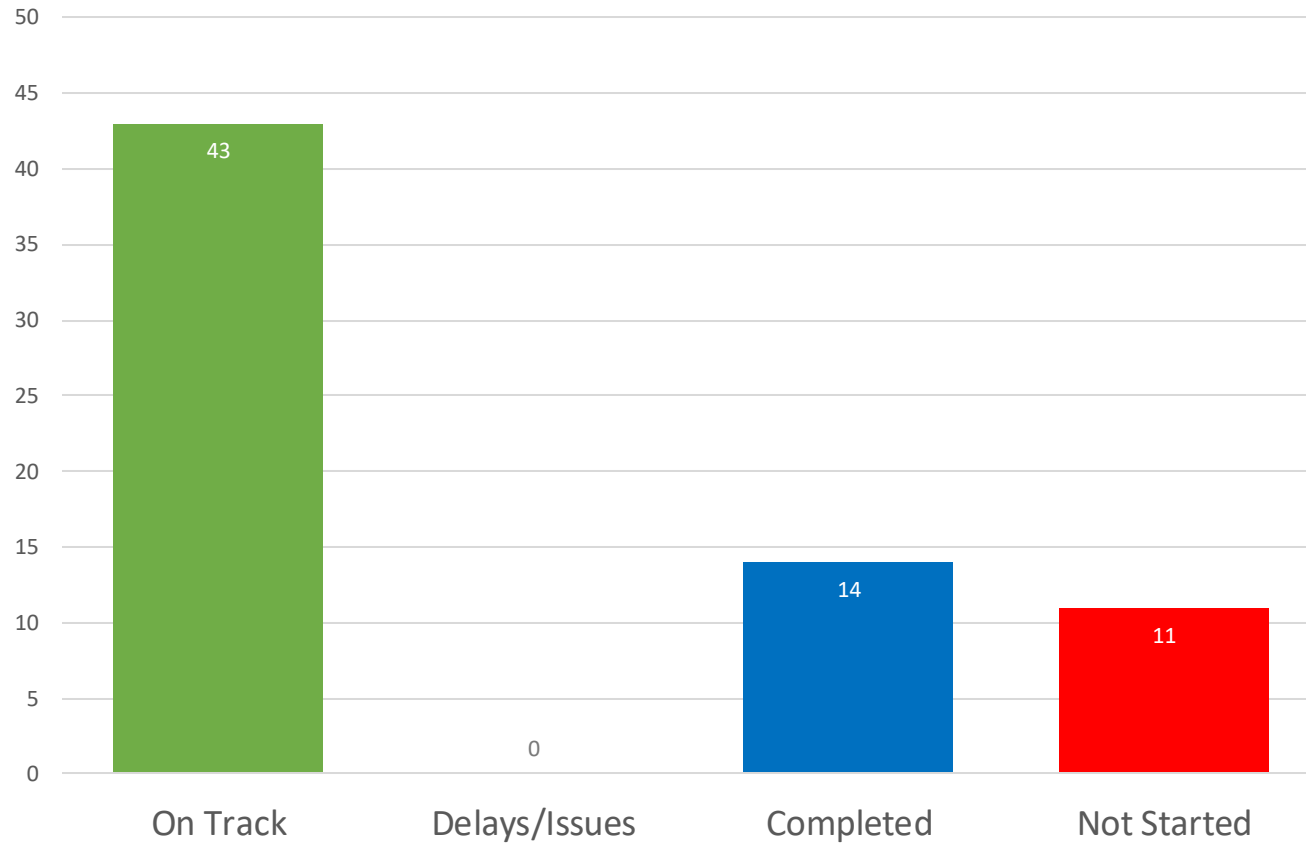
## **Trusted & Accountable**

BCDC strives to be transparent, consistent, fair, and responsive, which leads to greater public trust and confidence in its processes and decisions.

## **Agile & Proactive**

BCDC adapts its organization, knowledge, and processes to anticipate future conditions and circumstances that are complex and dynamic.

# STRATEGIC PLAN PROGRESS: STATUS SUMMARY



## Changes since last report

- On Track: 44 to 43
- Delays: 0 to 0
- Complete: 9 to 14
- Not Started: 15 to 11

# SPOTLIGHT

## STRATEGIC OBJECTIVE 1.1 & 1.2

Successfully lead the Bay Adapt Program that will result in more aware, collaborative, and stronger frontline communities with access to resources to adapt to rising sea levels.

Develop an equitable and measurable Regional Shoreline Adaptation Plan in collaboration with government agencies, frontline communities, and a wide variety of stakeholders.

### Accomplishments

- Regional Shoreline Adaptation Plan – **COMPLETE!**
- "Currents" Dashboard – **COMPLETE!**
- RSAP Mapping Platform & Technical Assistance – **ON TRACK**
- Shoreline Leadership Academies & EJ Advisors – **ON TRACK**

### Next Challenges

- Connecting with and approving local plans
- Regional SLR Funding & Investment Strategy kicking off this Spring
- Changing federal landscape
- Growing capacity



BCDC's first Shoreline Leadership Academy

# SPOTLIGHT

## STRATEGIC OBJECTIVE 1.4 AND 1.5

Improve regional sediment management and increase the beneficial reuse of sediment  
Proactively and regularly update the Bay Plan to reflect changing policy needs

### Accomplishments

- Sediment for Wetland Adaptation Action Plan – **COMPLETE!**
- RSAP Bay Plan Amendment - **COMPLETE!**
- San Francisco Waterfront Special Area Plan (BPA 3-17) - **ON TRACK**

### Next Challenges

- Public and Commission review of SFWSAP
- SWAP project: Phases 2 and 3



# SPOTLIGHT

## STRATEGIC OBJECTIVES 2.1

Determine whether and how BCDC's regulatory and planning authority and jurisdiction should be expanded to foster larger scale adaptation efforts.

### Accomplishments

- Kicked off discussion on issues around BCDC's existing authority and jurisdiction, where it is not adequate to comprehensively address RSL **ON TRACK**
- Discussed the concept of multi agency collaboration for adaptation projects **ON TRACK**

### Next Challenges

- Define options for addressing gaps in jurisdiction and authority
- Coordinating with regulatory partners on opportunities to enhance permitting coordination



Increase the capacity of the Regulatory Division to execute its core functions more efficiently.

- Preparing regulation changes to: **ON TRACK**
  - Reduce burdens for permitting small and straightforward projects,
  - Increase the number of habitat projects and nature-based solutions eligible for administrative permits, and
  - Simplify and improve the regionwide permit program

- Sometimes lengthy and complex process to approve regulation changes



# San Francisco Bay Conservation and Development Commission– Review of Major Permitting Process

# SPOTLIGHT

## STRATEGIC OBJECTIVES 2.4

Integrate BCDC's new compliance function seamlessly into the regulatory and planning programs

### Accomplishments

- We have made significant progress in using existing technology that we have to track permitting, and enforcement matters in compliance. Hopefully, we will transition our existing tracking system to an agency wide database which will create huge efficiencies in the Agency. **ON TRACK**
- We have also created draft formal procedures to integrate compliance with permitting and enforcement. **ON TRACK**

### Next Challenges:

- Create an outreach plan to local planning departments.
- Get approval and funding for an Agency wide Database.
- Formalize our draft procedures



# SPOTLIGHT

## STRATEGIC OBJECTIVE 3.1

Prioritize BCDC's Environmental Justice Program by identifying BCDC's specific policies, programs, and practices that have led, or currently lead, to inequitable outcomes, and work to resolve them.

### Accomplishments

- EJ Advisors hosted two toxic tours of the Campus Zeneca site in Richmond - **COMPLETE!**
- NOAA Fellow Nayre Herrera submitted draft Meaningful Community Engagement Guidance and EJ Checklist. **ON TRACK WITH CHANGES**

### Next Challenges

- Updating the EJ Working Group on the EJ Advisors progress on their workplan
- Developing a plan to continue the work of the former NOAA fellow.



# SPOTLIGHT

## STRATEGIC OBJECTIVE 3.5

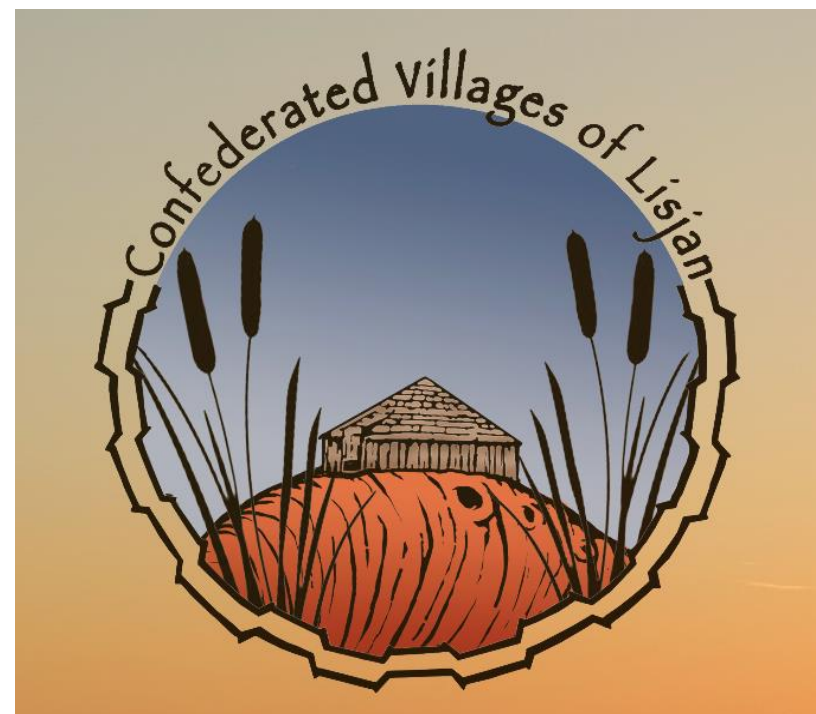
Develop long-term relationships and partnerships between and among BCDC and the Bay Area's Tribal Communities to increase authentic and lasting engagement.

### Accomplishments

- Conducted monthly Tribal Consultations regarding the Cargill O & M permit with the Lisjan Nation.
- Staff took Beyond Land Acknowledgement training. **ON TRACK**
- Post Interim BCDC's Tribal Engagement Plan and developed initial draft of formal Tribal Engagement Plan **ON TRACK WITH CHANGES**

### Next Challenges

- Continue monthly meetings with the Lisjan Nation
- Continue tribal engagement training with California Coastal Zone Management Agencies.
- Finalize the formal Tribal Engagement plan



# SPOTLIGHT

## STRATEGIC OBJECTIVE 4.1

Develop engaging communications materials and tools that improve access to and understanding of BCDC's role and functions in the region.

### Accomplishments

- Developed 3 new informational handouts to talk BCDC 101, permitting reform, and federal consistency determinations to Legislative & Congressional members and staff – **COMPLETE!**
- Debuted handouts in meetings with 16 State Legislative & 7 Congressional offices – **ON TRACK**
- Held plain language training for staff – **COMPLETE!**

### Next Challenges

- Improving and streamlining communications procedures to account for the addition of a PIO



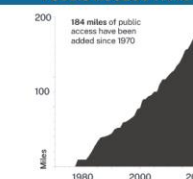
#### THE BAY IS RISING

Rising sea level is no longer a distant threat, and the San Francisco Bay Area stands to be one of the hardest hit areas in North America. We're bringing together communities, businesses, environmentalists, cities, and counties to act now to protect people, property, and natural habitat.



Historical trends at BCDC through 2023.

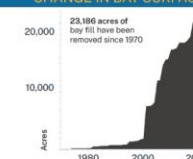
#### PUBLIC ACCESS TRAILS



#### THE BAY IS FOR EVERYONE

The Bay is a resource that is meant to be shared and enjoyed by all, but not all communities have equitable access to it. We find opportunities to create and improve public access to the Bay and its shoreline. Since 1970, over 1,200 acres of public parks and open spaces have been added to the Bay shoreline through BCDC-issued permits. Additionally, public trails are now 184 miles longer due to BCDC's permitting actions.

#### CHANGE IN BAY SURFACE



#### THE BAY IS BEING RESTORED

We were founded in 1965 to stop the San Francisco Bay from being filled indiscriminately by local governments, which harms our environment. Since BCDC was established, the Bay has actually grown larger because we carefully control the amount of new Bay fill for new development and as a result of various projects to restore the Bay and its wetlands, which were authorized by BCDC.

# SPOTLIGHT

## STRATEGIC OBJECTIVE 4.2

Improve BCDC's website and social media presence to better educate the public regarding BCDC's mission, role, and functions.

### Accomplishments

- Launched a new Social Media Team that is developing more interesting and engaging content on BCDC's activities – **COMPLETE!**

### Next Challenges

- Hiring a social media intern to create and manage content full time.
- Training staff and conducting website audit



# SPOTLIGHT

## STRATEGIC OBJECTIVE 5.2

Actively recruit, hire, and retain staff that reflect the Bay Area's diverse population.

### Accomplishments

- Continued to hire staff to fill vacancies offering telework and flexible work hours **ON TRACK**
- Collaborated with state departments on accessibility, recruitment, and workforce development **ON TRACK**

### Next Challenges

- Complete Workforce and Succession Plans



# SPOTLIGHT

## STRATEGIC OBJECTIVE 5.4

Prioritize and implement necessary technological upgrades to improve work processes.

### Accomplishments

- Evaluated changes to the website **ON TRACK**
- Onboarded to new IT training portal **COMPLETE!**
- Completed CDT audit **COMPLETE!**

### Next Challenges

- Resolve findings from CDT audit
- Prepare for CMD audit





SAN FRANCISCO BAY  
CONSERVATION & DEVELOPMENT  
COMMISSION

## THANK YOU



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