

TRHT

Maintenance & Management Plan

Implementation Workshop
02 May 2025



TODAY'S AGENDA

1. Welcome + Introductions
2. Review of Recommendations Report
3. Activity: Alignment Exercise
4. Activity: Segment Action
5. Next steps (see below)

The Team



Client

DOMI will represent the city and other trail user, maintainer, and owner interests as the client for this project.



Consulting Team Lead + Planning Consultant
evolveEA will lead coordination with the city and collaboration with the planning team.



Planning Team

Oikos Ecology, Ethos Collaborative, and Civic Mapper will provide data collection and analysis, and best practices.



Stakeholder Introductions:

1. Name
2. Organization



What is a maintenance and management plan, and why do one?

JAN
24

Getting Started

We listen to
what you want.

Data Collection + Analysis

We verify
with data.

Maintenance + Mgmt Plan

We decide what
to do next!

JUN
25

The Three Rivers Heritage Trail Maintenance & Management Plan...

Articulates the **infrastructure needs** from existing conditions.

Develops a **maintenance plan** with actionable next steps.

Designs a **management plan** for the future.



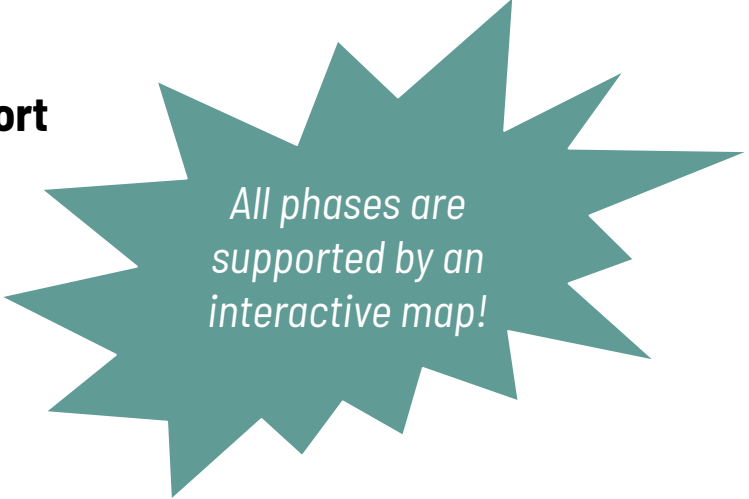
Project Goals

1. **Understand how to use plan materials and identify gaps that inhibit implementation.**
2. **Codify a process to identify priority locations for investment.**
3. **Establish communications protocols to carry forward.**
4. **Identify additional scope (this project or future) needed to ensure implementation.**

Deliverables

1. Existing Conditions Report: details methodologies and trends [complete]
2. Best Practices Memo: describes needed network standards and segmentation methodology [complete]

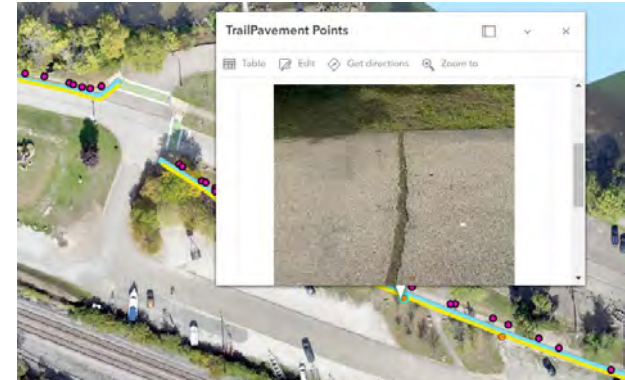
3. Recommendations Report



*All phases are
supported by an
interactive map!*

Existing Conditions

1. Mapping Approach
2. Ecology
 - a. Canopy and Invasive Plant Management
 - b. Riparian Zone Restoration and Preservation
 - c. Structural Conditions: Retaining Walls
3. Trail
 - a. Trail Surface Condition
 - b. Drainage Features and Defects



Existing Conditions :: Ecology

1. Across the entire trail system, 79% of field-identified trail segments had low canopy density (extensive areas with no or sparse tree cover), 21% had medium canopy density (scattered openings or continuous tree cover with open canopy).
2. Invasive herbaceous density was low in 29%, medium in 9%, and high in 62% of trail segments. Invasive herbaceous density was highest along the Allegheny River segments, but that is mainly a function of the trailsides along the other two rivers being more dominated by maintained landscape, parking, or buildings.
3. The main invasive herbaceous species was knotweed (Japanese and/or hybrid), followed by mugwort. These invasive species, particularly knotweed, conflict with trail uses for the same reasons as invasive shrubs.

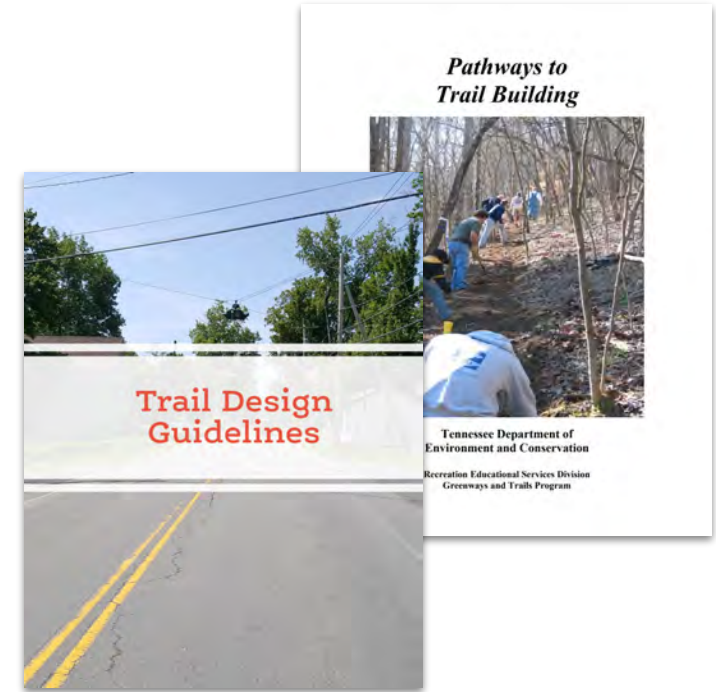
Existing Conditions :: Structure

1. Ten percent of trail segments (2.6 miles) were in poor condition, 40% (10.4 miles) in fair condition, and 50% (13 miles) in good condition.
2. There are numerous areas where the trail itself is in close proximity to aging engineered river walls, conventional retaining walls of varying construction, and steep slopes - both naturalized and reinforced.
3. Based on our field observations, there are numerous areas where these walls and slopes rate in Poor to Fair condition and pose non-trivial risks to the trail and the general public. As part of this trail assessment, a number of these wall and slope segments have been identified as potential risk factors.

Best Practices :: Trail Standards

The team observed several opportunities for improvement across the network that could be best addressed by establishing network-wide standards.

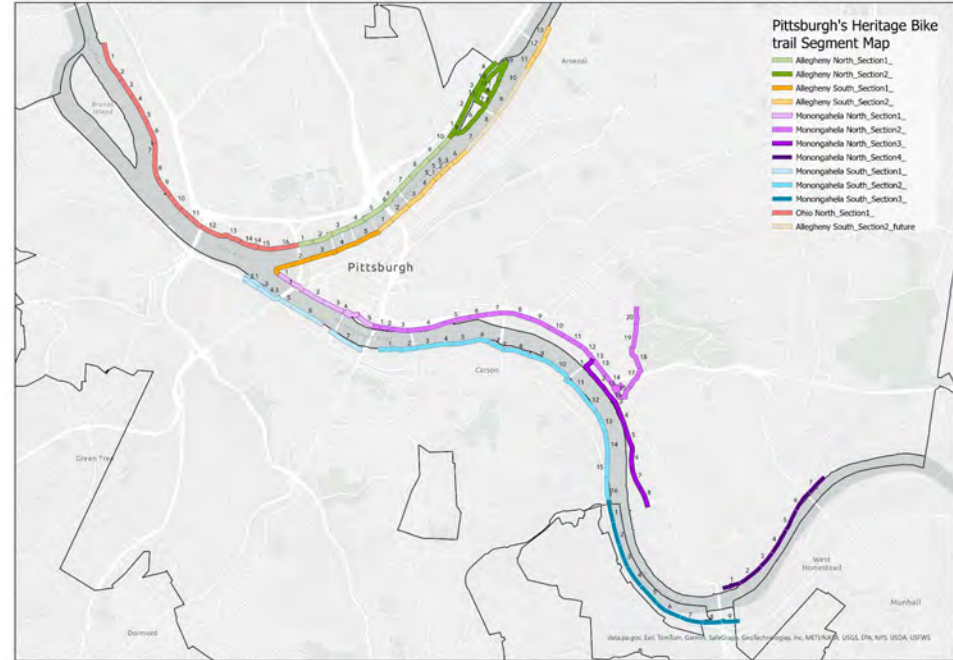
1. Trail Design Standards
 - a. Guiding Principles
 - b. Trail Material and Cross Section
 - c. Trail Width
 - d. Lighting and Visibility
 - e. Fall Protection and Critical Safety Risks
 - f. Trailside Vegetation
2. Trail Network Standards
 - a. Wayfinding
 - b. Identification Signage



Best Practices :: Segments

Segments were identified according to the following criteria:

1. Numbering starts at 1 closest to The Point and segments are labeled according to which river and bank they're located on (e.g. Allegheny River South 1).
2. Length was limited to a range of 1000 to 1500 feet so that issues could be easily identified, even with analog measurement methods (e.g. measuring wheel).
3. Segments are drawn to combine properties that share an owner as frequently as possible.
4. Groups of segments were created to allow users to reference geographies at the most useful scale for a given task.

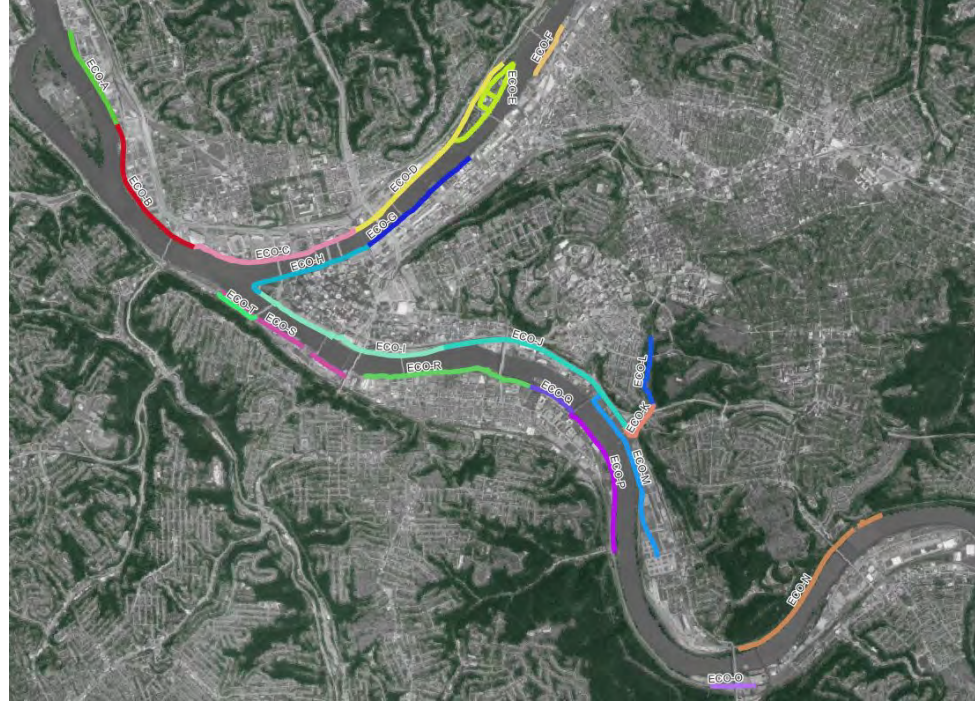


Recommendations

1. Maintenance Action Plan
2. Management Plan: Roles and Responsibilities Matrix

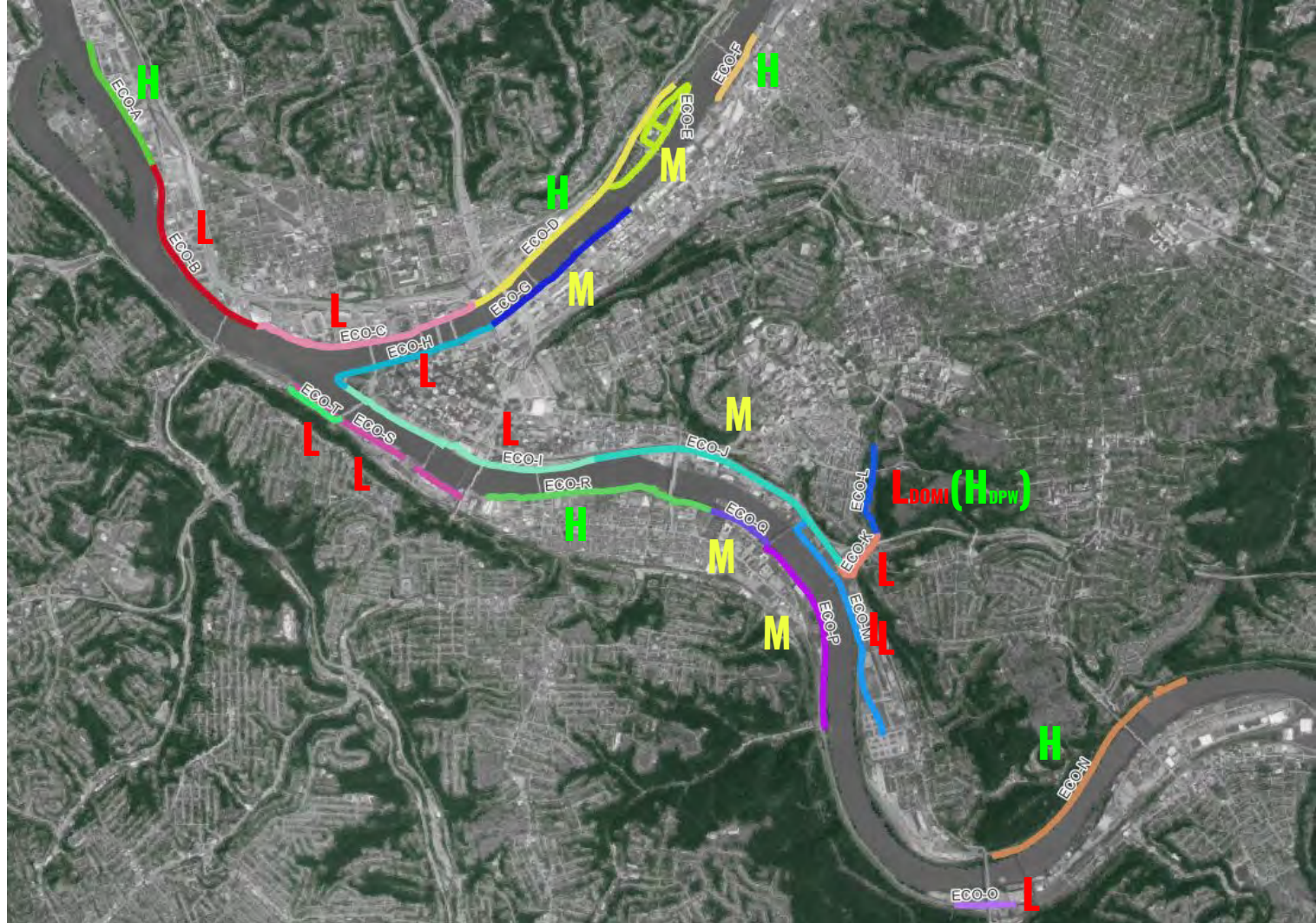
Maintenance Action Plan

- Segment schedule and budget
- Segment groups by conditions
 - Ecological Groups
 - Trail Condition Groups
- Master segment spreadsheet



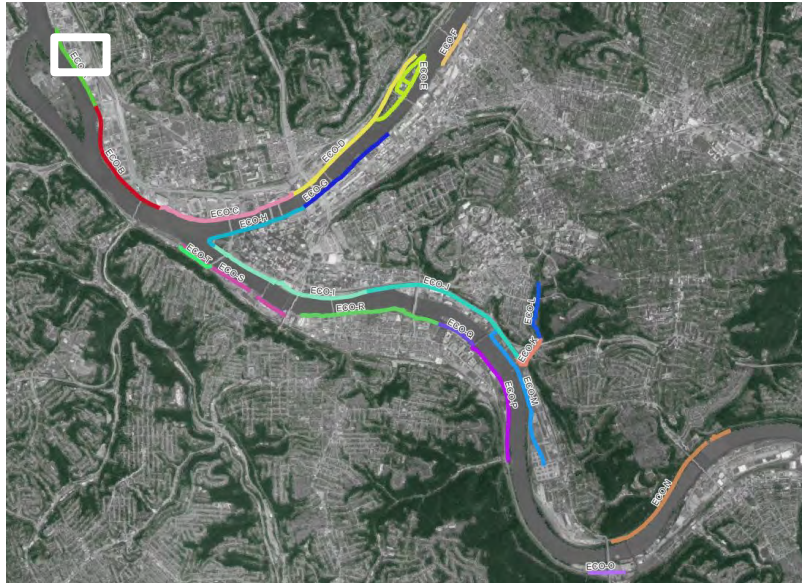
Ecology Groups Summary

- Rated for Potential for Ecological Restoration
 - Current condition
 - Potential condition
 - Access/ownership
- 113 acres Ecological Buffer
- 50% High Potential (56 ac)
- 35% Medium Potential (40 ac)
- 15% Low Potential (17 ac)



Maintenance Action Plan - Ecological

- Segment schedule and budget



SEGMENT: Ohio North - Section 1, Segment 1

Westhall Street to Doerr Street

Length (ft): 1,241

Ecology Assessment and Observations

- Ecology Area, Estimated (SF): 99,254
- Overall Ecology Score (0-1): 0.33
- Percent Canopy (Measured): 0.33%
- Invasive Tree Factor: 0.33
- Invasive Shrub Factor: 1.00
- Invasive Vine Factor: 0.67
- Invasive Herbaceous Factor: 0.33

Cost Estimate for Ecology

Item	Quantity	Unit	Unit Cost (\$)	Total Cost (\$)
Invasive Tree Control	2.28	AC	\$ 198.00	\$ 451.44
Invasive Shrub Control	2.28	AC	\$ 1,500.00	\$ 3,420.00
Invasive Vine Control	2.28	AC	\$ 1,005.00	\$ 2,291.40
Invasive Herb. Control	2.28	AC	\$ 198.00	\$ 451.44
Tree Planting	547	EA	\$ 70.00	\$ 38,290.00
Shrub Planting	110	EA	\$ 70.00	\$ 7,700.00
Herbaceous Seeding	2.28	AC	\$ 2,000.00	\$ 4,560.00

Total capital costs (spread over 3-5 yr)

Invasive species management: \$6,614.28

Planting and seeding: \$50,650.00

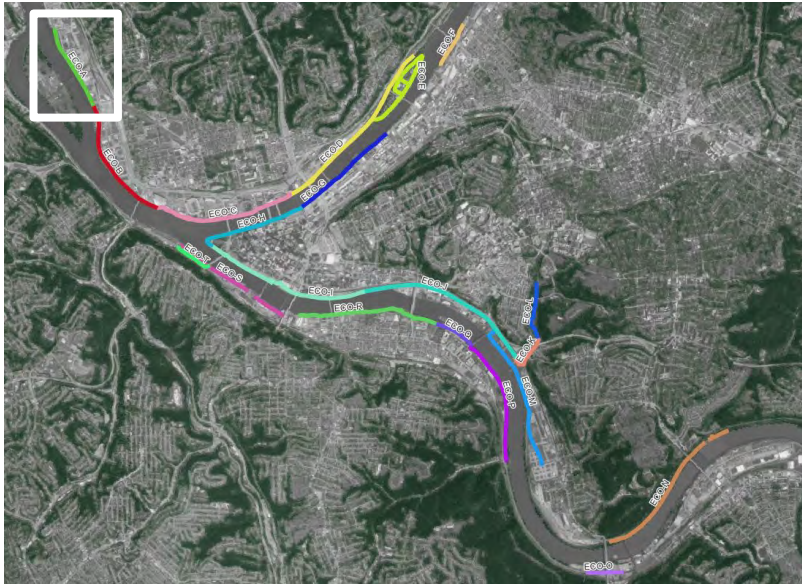
Grand total: \$57,164.28



Maintenance Action Plan

- Ecological

- Segment groups by conditions



Group A - Ohio River ALCOSAN to Island Avenue
4,458 lf, 11-ft-wide asphalt (good), 8.1 acres vegetated buffer

This grouping is defined by a narrow strip of vegetation on the landward side of the trail and a wider strip of vegetation on the river side of the trail, with occasional river access points. There is overall low canopy density with a high density of invasive trees (mainly tree of heaven and white mulberry). Invasive shrub density is low, vines medium (oriental bittersweet, porcelain berry, grape), and invasive herbs high (knotweed).

Totals capital costs (spread over 3-5 yr)

Invasive species management: \$24,730

Planting and seeding: \$181,630

Grand total: \$206,360

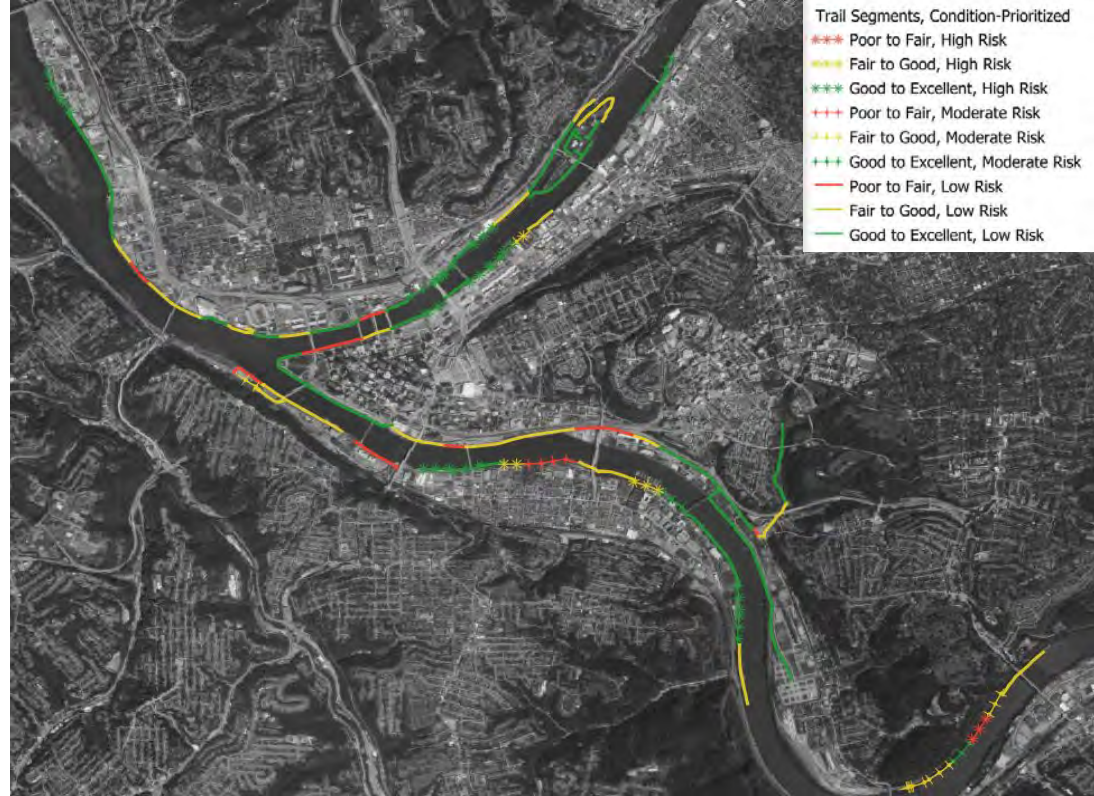


Maintenance Action Plan

- Trail Conditions

Segments prioritized by Surface Condition and by “Risk” Category

- Risk is subjective since full structural or stability assessment was out of scope for this project
- It is more of an observation of correlation between surface condition and some external wall or slope conditions.
- Recommend additional inspections, where risks are “high” or “moderate”.



Maintenance Action Plan

- Trail Conditions

- Segment schedule and budget



Three Rivers Heritage Trail, Good to Excellent, High Risk

SEGMENT: Monongahela South - Section 2, Segment 2

Color Park Near 8th Street to Trail Near 11th Street

Length (ft): 900

Trail Surface, Asphalt Paving Assessment and Observations

Pavement Surface and Drainage

- Numerous transverse/longitudinal cracks and edge cracking, especially near walls rated 'Poor' (cause-effect unclear).
- Extensive spray painting on surface, beyond Color Park limits.

Wall, Fence, and Streambank

- Concrete wall west of 10th Street Bridge in 'Poor' condition (ACOE/Design Team). Failed sheet piling, undercut base. Moderate-high risk.
- Naturalized shorelines on either end in 'Fair' condition per ACOE. Issues relate to the adjacent 'Poor' wall.
- Failed/deteriorating steel piling walls, concrete block walls, undercut rock/slab embankments (40-60 ft from trail). Need more detailed assessment to confirm risk.

Cost Estimate for Trail Surface, Asphalt Paving

Item	Quantity	Unit	Unit Cost (\$)	Total Cost (\$)
Traverse Crack - Minor	2	EA	\$ 144.00	\$ 288.00

Summary by Category

Cost Group	Total Cost (\$)	Cost per Ft (\$)
Trail Surface, Asphalt Paving	\$ 288.00	\$ 0.32

Maintenance Action Plan

- Trail Conditions

- Segment schedule and budget



Three Rivers Heritage Trail, Poor to Fair, Low Risk

SEGMENT: Monongahela North - Section 2, Segment 3

Allegheny County Jail Parking Lot to 10th Street Bridge

Length (ft): 711

Trail Surface, Asphalt Paving Assessment and Observations:

Pavement Surface and Drainage

- Round inlet grate partially covered by debris; needs more frequent maintenance.
- Large area (~700 sf) of severe alligator cracking, multiple longitudinal and transverse cracks. Likely linked to ponding at low point.
- Heaving (~36 sf) from tree roots breaking up asphalt near drainage structure.
- Another heaved/broken area (~100 sf) from tree roots near drainage structure.
- Numerous transverse/longitudinal/edge cracks, potholes, depressions. High frequency suggests near end of service life.

Wall, Fence, and Streambank

- Timber planter wall is completely rotted. Low height means low immediate risk to the trail, but recommend replacement within a year to prevent falling into travel path.

Cost Estimate for Trail Surface, Asphalt Paving

Item	Quantity	Unit	Unit Cost (\$)	Total Cost (\$)
Asphalt Paving	1,827.27	SY	\$ 15.00	\$ 15,405.00
Base Course Preparation	1,827.27	SY	\$ 5.00	\$ 5,135.00

Summary by Category

Cost Group	Total Cost (\$)	Cost per Ft (\$)
Trail Surface, Asphalt Paving	\$ 20,540.00	\$ 28.90

Maintenance Action Plan

- Trail Conditions

Group Summary by Surface

Condition and by “Risk” Category

- Natural grouping to help establish year-by-year priorities
- Two Approaches to Prioritization:
 - Work through each segment group in order, starting with Poor Surface Condition + High Risk
 - Divide-and-Conquer by procuring inspection services for high to medium risk, but prioritize DPW by surface condition.



Maintenance Action Plan - Trail Conditions

- Segment groups by conditions

Three Rivers Heritage Trail, Good to Excellent, High Risk

Summary Report - Trails Surfaces

Total Trail Length (ft): 11,691

Good to Excellent Condition, High Risk

Even on a Good to Excellent, High Risk segment—where the pavement or trail bed is smooth, well-maintained, and offers a comfortable user experience—the surroundings may contain significant geotechnical threats. These might include steep or unstable hillsides looming over the trail, aging or undersized retaining structures, or areas with known landslide histories. Although users will appreciate the superior riding and walking conditions, those conditions can deteriorate quickly if a slope fails or if heavy rains cause unexpected erosion. Accordingly, these stretches require prompt geotechnical assessment and possibly preventive measures, such as installing rockfall barriers, strengthening retaining walls, or improving drainage to mitigate flood or runoff risks. The key message is that excellent surface quality does not negate an elevated hazard posed by the environment itself.



Management Matrix

- Assets maintained; levels of maintenance
- Levels of responsibility
- Roles by items maintained
- Additional opportunities

Management Matrix

CLEAN + SAFE ● Trail surface ● Trash / cleaning	STRUCTURES ● Bridges ● Retaining walls ● Fencing
HABITAT ● Invasive species ● Trees	TRAFFIC ● Bollards ● Lighting ● Signing + markings ● Traffic signals

Levels of maintenance

- Routine
- Remedial

Management Matrix

Levels of responsibility

		RESPONSIBILITIES:				
		legal / liability	public accountability	licensed (via agreement)	funded	informed
ROLES	description					
Leader	owner-maintainer or easement-holder					
Int. Collaborator	other maintainer within owner/easement-holder					
Ext. Collaborator	elective maintainer - ongoing					
Contributor	elective maintainer - ad hoc					
Supporter	maintenance advocate					

Three Rivers Heritage Trail Maintenance & Management Plan

Management Matrix

	CLEAN + SAFE				HABITAT				STRUCTURES				TRAFFIC										
	Trail Surface		Trash / Cleaning		Invasive Species		Trees		Bridge Maintenance		Retaining Walls		Bollards		Fencing		Lighting		Signing and Pavement Marking		Traffic Signal		
	Routine	Remedial	Routine	Remedial	Routine	Remedial	Routine	Remedial	Routine	Remedial	Routine	Remedial	Routine	Remedial	Routine	Remedial	Routine	Remedial	Routine	Remedial	Routine	Remedial	
DOMI	Int. C...	Leader	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	
	Paving Division								DPW-Constructi				DPW-Constructi				contractor				contractor		
DPW-Streets	Leader	Int. C...	Leader	Leader	Leader	Leader	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	
DPW-Parks	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	
DPW-Forestry	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Leader	Leader	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	Int. C...	
Friends OTR	Suppo...	Suppo...	Ext. C...	Ext. C...	Ext. C...	Ext. C...	Contri...	Contri...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	
Riverlife	Suppo...	Suppo...	Ext. C...	Ext. C...	Ext. C...	Ext. C...	Contri...	Contri...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	
Project NP	Suppo...	Suppo...	Contri...	Contri...	Contri...	Contri...	Contri...	Contri...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	
Volunteer NP	Suppo...	Suppo...	Contri...	Contri...	Contri...	Contri...	Contri...	Contri...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	
Advocacy NP	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	Suppo...	
Prop. Owner (no easement)	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	Leader	

Link to spreadsheet: <https://docs.google.com/spreadsheets/d/1J-Qpc7VVjQNLZSIFgSbxqNvnsN0SDZ9nS8awUYQVOg/edit?usp=sharing>

Management Matrix

Additional Opportunities

- Process Improvement
- Understanding Capabilities and Capacity
- Understanding Communication
- Communication Channels
- Landscape Manager
- Trail Manager
- Technology and Data

Questions + Discussion

Contact:
Breen Masciotra, Consultant Project Manager
breen@evolveea.com



Three Rivers Heritage Trail Maintenance & Management Plan

For: City of Pittsburgh Department of Mobility + Infrastructure

By: evolveEA | Ethos | Oikos | CivicMapper

TRHT M&M COALITION MEETING

02 May 2025

412 Boulevard of the Allies, Lower Level Conference Room

9:00am - 12:00pm (3 hours)

Key Takeaways

- Coordination: Ongoing coordination is needed to maximize efficiency and effectiveness of limited resources, and ensure projects are sequenced.
- Funding: Insufficient funding is a continual challenge for all partners; think about creative and local sources.
- Legal: There is a need for a consistent approach to property ownership and access issues as well as accurate, appropriate agreements to support it.
- Emergent: There is a need to elevate high risk areas and appropriately prepare for unexpected events to minimize disruptions and expenses as well as to minimize diversions of resources to non-trail emergencies.
- Capacity: Additional capacity is needed to keep coordination going, to regularly collect data, to carry out inspections, to address invasives short- and long-term.
- Leadership: There was not consensus on what scale is most appropriate for ownership of a trail vision but agreement that a vision and leadership to steward it are needed.
- Best Practices: Participants identified additional items to incorporate into the M&M Plan.

Meeting Notes

1. Welcome + Introductions

Attending Organizations // Staff ([contact list](#))

- Allegheny County // Jaclyn Karolski, Megan Sexton
- City Planning // Andrew Dash, Flore Marion
- DCNR // Adam Mattis
- Friends of the Riverfront // Alex Toner, Courtney Mahronich Vita, Kelsey Ripper
- Landforce // Anders Jeppesen
- Mobility & Infrastructure // Angie Martinez, Kevin Brown, Kim Lucas, Mike Panzitta, Zach Workman
- Office of Management & Budget // Amanda Burkhart
- Pat Hasset
- Public Works // Lisa Ceoffe, person who stopped in briefly (name?)
- Riverlife // Gavin White, Pat Kelly

2. Review of Recommendations Report (slides)

Discussion Notes

- Ecological restoration
 - Just naturalized? What about non-naturalized?
- Trail conditions and ecology, connectivity?
- Utilities?
 - ALCOSAN, Duquesne Light
 - DL is under the Eliza Furnace Trail, River Avenue
- Easements, utility agreements
 - City is trying to minimize length of easements
- Landscape + trail manager
 - Coalition positions (e.g. PRT + DOMI for BRT)

3. Activity: Project Alignment

Sticky Notes

Summary: Structural inspections of visually-assessed high-risk walls and other structures must be a short-term priority. There is a need to think proactively about DOMI capacity to address high-risk issues and partnership models that will generate funding or capacity to support it.

- Poster: Routine
 - Many reactive projects: goose, trail, grass
 - UPKEEP (Riverlife, Landforce, Friends maintenance), cleaning - \$150k
 - Friends does this
 - DPW
 - DOMI trail bridge maintenance - routine inspections
- Poster: Remedial
 - Friends has blueprint w/ partners for invasive management
 - UPKEEP (invasive species remediation) - \$50k
 - Inflation Reduction Act funding
 - South Side trail repaving grant - DCNR
- Poster: Emergent
 - ALCOSAN [construction] trail disruption - threat
 - Hot Metal to Hazelwood Green repaving - FOTR
 - Chateau bank stabilization
 - Storm response takes away from trails
 - Address risk
 - Find funding
 - DCNR
 - NFL Draft
 - Bridge inspections
 - Could have effect on the trail system
 - DOMI streets + structures needs additional resources?
 - How do we update the data? Riverlife does "site visits."
 - How to inspect and budget for remediation? DOMI \$250k budget

- Need project managers and legal access
 - More detailed assessments are needed
 - PROACTIVE:
 - Structural evaluations
 - Partnership models
- Poster: New Projects
 - Esplanade
 - Allegheny Landing - Riverlife (\$8M)
 - North Shore ecosystem restoration (\$20M)
 - Station Square to McKees Rocks - FOTR, COP, AC, PennDOT
 - West End Bridge connectors - Riverlife (\$80M)
 - West End trail extension - FOTR, Riverlife
 - Point State Park upgrades - DCNR
 - Allegheny Riverfront Park (\$5M)
 - Strip District trail extension - FOTR, COP
 - Lawrenceville trail improvements, 43rd Street - FOTR, LC, LU, CMU
 - Green Boulevard (LV to zoo) - FOTR
 - Allegheny Green Boulevard (Rt. 8 betterment) - DOMI
 - Becks Run reconstruction project - possible bike lanes
 - Duck Hollow connection
 - Hazelwood to Carrie - FOTR, COP, AC
 - [NFL] Draft projects
 - ACE projects
 - Rail banking
 - Schenley Park trail
 - Trail standards

Discussion Notes

Summary: Think about the interconnectedness of TRHT with other trails and trail projects, and what coordination is needed among partners to best do that.

- State of good repair
- Trail segments that don't exist
- Friends named the TRHT
- Rail banking - Friends is working on it
- West End mobility plan
- Design for Duck Hollow
- Esplanade, City Planning there
- Strip - some inadequate areas
- Lawrenceville developments - performance points, easements
- Army Corps in Strip (7 years ago?)
- Gap between Strip and Lawrenceville - pathway? ACE
- Funding strategy

- Map needs to be layer
- Trail conditions compelling to DOMI
- Maintenance: South Side
- Connectedness: Duck Hollow
- Expansion: Highland Park
- DOMI (right of way) only is DOMI responsible - look to the matrix
- SEA as well
- More nuanced in Schenley Park
- Draft is layering capital project and timing
- URA? South Side Park, trail restoration, how do they make decisions?

4. Activity: Segment Action + Grant Focus

Sticky Notes

Summary: Use the most current conditions information for recorded trail attributes (workshop attendees suggested expanding these to include more amenities and ecological data) to inform priorities. Other suggested factors that prioritization should consider are: high-use areas, ability to lower future costs, connectivity of nearby communities is increased, timing of the project has sequencing benefits relative to other projects, ensures network integrity, funding is identified.

- High risk areas assessment
- Given time, focus on medium-term needs
- South 10th to 18th Streets - complete rebuild
- Expand trail conditions to include amenities and ecology
- Think about ALCOSAN construction; plan for post-construction conditions (e.g. water connections)
- Draft trail detours guide (in progress)
- Does high use prioritize known segments?
- Future cost (decrease)
- Primary commuter status; high-use areas
- Community (nearby) connectivity
- Meeting multiple criteria
- Political champion? Where are they?
- Project sequencing logic (synergies)
- Network integrity
- Coordination of needs
- Equity, lower use, unbuilt
- Funding availability
 - Find alternative resources - be creative!!
 - Needs to have capacity
- Funding - TRID, RAD, ACE, emergency, mobility trust
- Development projects (current action)
 - (total rebuild)

- Addresses only some areas
- Ex. trail design guidelines would help the Esplanade
- Alignment with guidelines (expediting?)

Discussion Notes

Summary: Consider creative ways to financially and politically support TRHT maintenance and management based on models used for other natural and recreational assets.

- More interface with DOMI Streets
- Define as a linear park
- Consider as a RAD
- Could it all be ROW? Linear park?
- Chateau - ROW, need site control, state DCNR to get grant, easement and record-keeping
- Easement and public access need to be codified
- DCP property research on South Side, clean up parcels for linear park? (not impossible)
- Park is public safety enforcement
- Ownership versus easement
- Riverbank and steep slope stabilization
- Contiguous asset, how much more responsibility?
- Bank stabilization
- Emerald View is slopes project
- Package things together, get ahead of issues
 - Paving and ecological issues for more effectiveness
 - Decrease costs for city
 - Package it for funding
 - Post paving
- City isn't watering; 311 maintenance
- Trail manager
 - Walk, seal
 - Essential to continue the work
 - Vision (city governance)
 - Structure towards progress a park
 - Routine
 - Projects
- Data into cartograph
- Labeling segments in place is important
- Funding a position
- Regional partner project type
 - Recreation need, peer study, where housed, job description, funding if fundable, circuit ride, 100% yr 1, DCNR pays
 - Starting point for a position
 - 911 circuit rider
 - Fayette County - Sheepskin Trail, GAP feasibility, need capacity

- Define maybe
 - Someone has to be tasked and responsible
 - Capacity for ecological manager
 - Vision; partners + agencies agreements; weeds
 - Philly water example?
- Different types of trails outside of TRHT network
 - Frick Park trail
 - Bike(+) Plan
 - Trail typology
- City not the right scale for trail vision
 - SPC?
 - Set expectation within county
 - Heart of network
 - FOTR - regional convos happening; are the counties ready?
 - County is the right size, gap analysis, vision
 - AC meetings in June with SPC
 - DVRPC is the engine for trails
 - Vision yields prioritization and decision-making
 - Riverlife was the holder of the vision
 - National highway vision
 - Nested visions
- Draft, opportunistic
- City risk
- Projects limited to maintenance or new projects?
- Things that can't be funded otherwise (maintenance)
- Construction and planning designation
- More detailed invasive planning by Riverlife
 - Commitments
- Partner alignment
- Match money in place
- How applied to an operations project
- Riverlife's maintenance endowment is the match
- ALCOSAN work (future projects)
- Planning and inspection exercise? (long term versus short term)
- Wayfinding
- Political, get limited funds
- Public safety and opportunity
- How do we deal with equity?
 - Comp plan, mayor, partner resources
- Aligning funding opportunities
- Immediate grant source vs metabolism
- Get it into the capital budget

- Qualified use
- Match
- Partners
- \$250k vs bigger priorities
- 5yr projection cycle - future funding

5. Next steps: What governance needs to happen to make this work?

Sticky Notes

Summary: There is agreement on the need for a trail vision and a trail manager but further discussion is needed to confirm the details that will best serve the trail system.

- Who holds the integrity of the plan
 - City manages strategic projects
 - City can delegate
 - DPW/Mayor's Office
- Trail manager - operate at a higher level
 - DOMI for structural issues (Mayor's Office?)
 - At county level?
- Best practice for sequencing
- Best practice for easement standard
- Report should include glossary

Discussion Notes

Summary: There is agreement that regular meetings will have benefits but consistent leadership is needed for them to be successful. Angie will lead this effort until there is additional capacity.

- Monthly meetings are good; align with mayor's office
 - More robust conversation
 - Timing
 - Make more strategic
- Trail manager changes the dynamic
- Need a facilitator
- Need a schedule, anticipate Corey
 - Policy
 - Complete streets advisory group
 - Capital budget planning
 - Grants cycle; state (AMJ)
- Is there already an entity to convene?
 - City?
 - Don't want to lose momentum - Angie will host
 - (PWater model)
- Elected officials ride (FOTR, Riverlife)
- Quarterly strat plans

- Governance committee model
 - Weight but not on ground detail
- Green Space Alliance?
- Invite electeds
- Mayor's transition? Partners talking about the asset.(?)
- Comp plan? Trail rep.
- Regional element; comp plan process