



### **REGIONAL TRAILS**

# **General Manager's Recommendations:**

Receive an informational presentation on regional trails programs and projects.



### MEETING OVERVIEW

- Presentation (20-25 minutes approx.)
  - Board's Strategic Plan Goals and Objectives
  - Regional Trail Priorities in Open Space Vision Plan, Measure AA, Capital Improvement and Action Plan
  - Regional Trails Planning Partnerships
- Pause for Board Questions (10-15 minutes approx.)
- Presentations by partners and others (60-70 minutes approx.)
  - San Francisco Bay Trail Program
  - Bay Area Ridge Trail
  - SFPUC Southern Skyline Boulevard Ridge Trail Extension
  - POST Bay to Sea Trail
  - Dumbarton Rail Corridor Feasibility
  - Ohlone-Portolá Heritage Trail
  - Palo Alto to Sea Trail
- Board Questions
- Public Comment
- Board Discussion



# Strategic Plan Goal & Objectives (FY2020-2021)

# **Goal 2:** Connect people to open space and a regional environmental protection vision

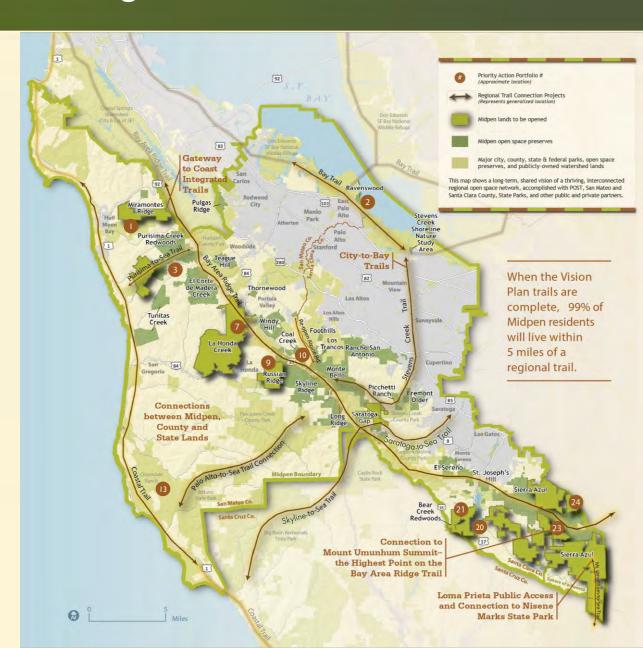
#### **Objective**

- Objective I Communicate the purpose of the regional environmental protection vision
- Objective 2 Refine and implement a comprehensive public outreach strategy, including the engagement of diverse communities and enhanced public education programs
- Objective 3 Expand opportunities to connect people to their public open space preserves consistent with an environmental protection vision



# Regional Trail Priorities in Vision Plan (2014)

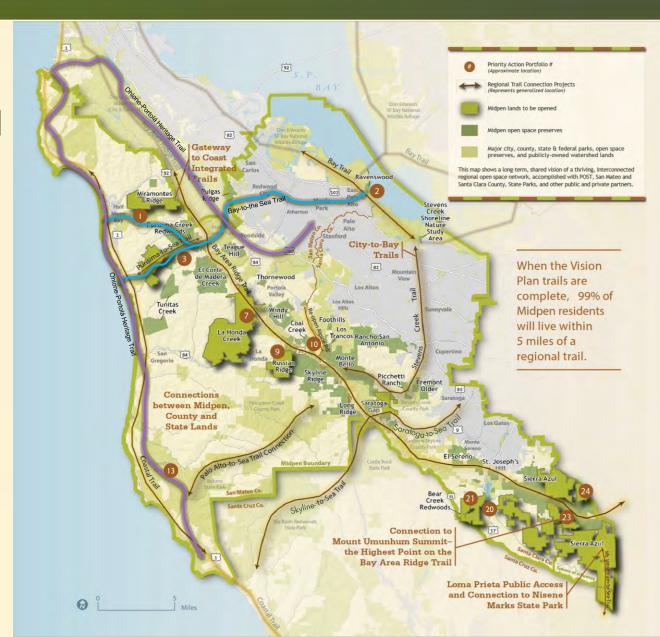
- # Highlights:
  - San Francisco Bay Trail
  - Bay Area Ridge Trail
  - Coastal Trail
  - Palo Alto-to-the-Sea Trail
  - Stevens Creek Trail
  - Skyline-to-the-Sea-Trail
  - Purisima-to-the-Sea Trail
  - Alpine Road Trail





# Current Regional Trail Priorities

- New opportunities:
  - Ohlone-Portolá
     Heritage Trail
  - Bay-to-Sea Trail





### **Board Priorities (FY2019-2020): San Mateo County**

Regional Trails	Partners	Relevant District Project	
San Francisco Bay Trail	City of East Palo Alto Bay Trail Program SFPUC	Ravenswood Bay Trail Design and Implementation (MAA02)	
Bay Area Ridge Trail		Lower La Honda Creek Phase II Loop Trails (MAA07)	
	Cal Water San Mateo County Parks	Cal Water Land Exchange, Teague Hill Preserve (VP34)	
Bay to Sea Trail	POST, City Half Moon Bay, City of Redwood City, City of East Palo Alto, California State Parks, San Mateo County Parks, Golden Gate National Recreation Area, SF Public Utilities Commission, Coastside Land Trust, Coastal Conservancy	<ul> <li>Ravenswood Bay Trail (MAA02)</li> <li>Purisima to the Sea Trail (MAA03)</li> <li>Cowell-Purisima Coastal Trail (VP30)</li> <li>Miramontes Ridge Land Conservation (MAA01)</li> </ul>	
Palo Alto to Sea Trail	City of Palo Alto POST California State Parks San Mateo County Parks	Cloverdale Ranch Land Opportunity (MAA13)	
Regional-serving trail	San Mateo County Public Works Department	Alpine Road Trail, Coal Creek Preserve (MAA10)	



#### **Board Priorities (FY 2019-2020): Santa Clara County**

Regional Trails	Partners	Relevant District Project	
Bay Area Ridge Trail and Juan Bautista de Anza	Bay Area Ridge Trail Council Caltrans Santa Clara County Parks	Highway 17 Bay Area Ridge Trail/Anza Trail Crossing and Trail Connections (MAA20)	
National Historic Trail*	Santa Clara County Parks	El Sereno Trails, Wildlife Corridors and Land Conservation (MAA19)	
	Caltrans, Santa Clara County Roads and Airport	Bear Creek Redwoods Phase II Trail Improvements (MAA21)	
	Santa Clara County Parks, Santa Clara Valley Water District	Beatty Property Parking Area and Trail Connections (MAA22)	
Skyline to Sea Trail and Saratoga to Sea Trail	City of Saratoga, Santa Clara Co. Parks	Saratoga to Sea Trail (MAA18)	
Stevens Creek Trail (Middle)	Friends of Stevens Creek Trail, Cities of Cupertino, Sunnyvale, Mountain View and Los Altos	Rancho San Antonio Multi-modal Access Study (MAAII)	

<sup>\*</sup>Segments of the Anza Trail are located in both San Mateo and Santa Clara Counties. The District has most recently worked with the Anza Trail on the Highway 17 Crossing and trail connections projects in Santa Clara County.

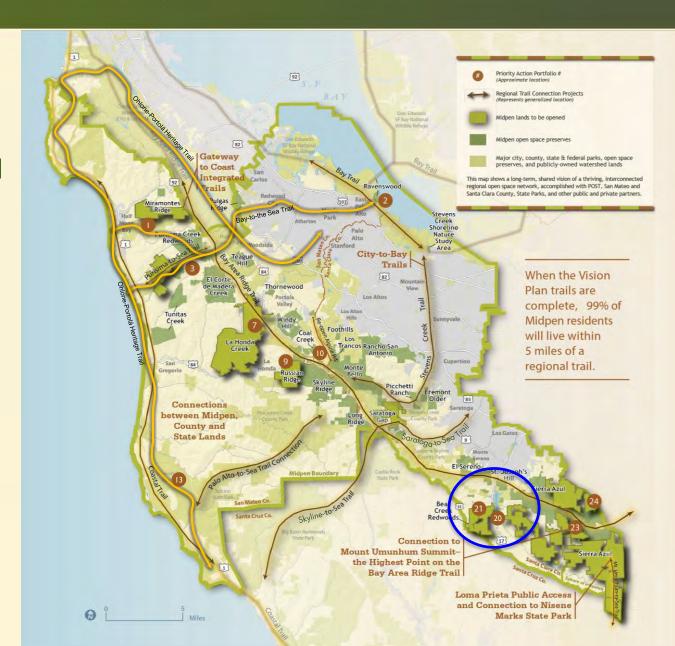


# Regional Trails Planning Partnerships

A	2014-2015	Priority Conservation Area (PCA) Program
A	2015	Santa Cruz Mountains Stewardship Network (SCMSN)
1	2016	Peninsula Working Group (PWG)
1	2017	Ohlone-Portolá Heritage Trail Committee
1	2018	Bay to Sea Trail Planning Coalition
1	2019	SCMSN and PWG Trails Collaboration
1	2019	Dumbarton Rail Corridor Stakeholder Advisory Group

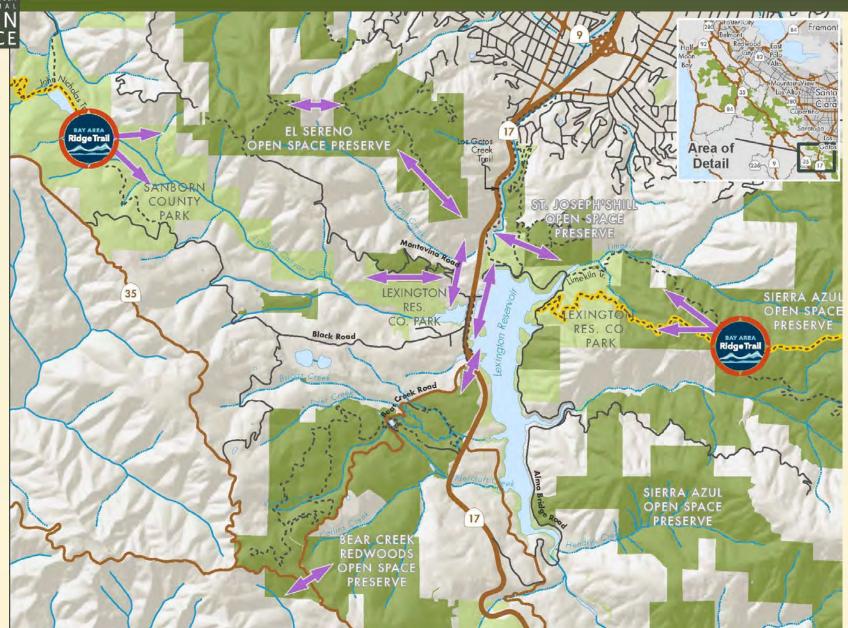


- Bear Creek
   Redwoods Phase II
   multi-use through
   trail
- Highway 17
   crossing and
   connections



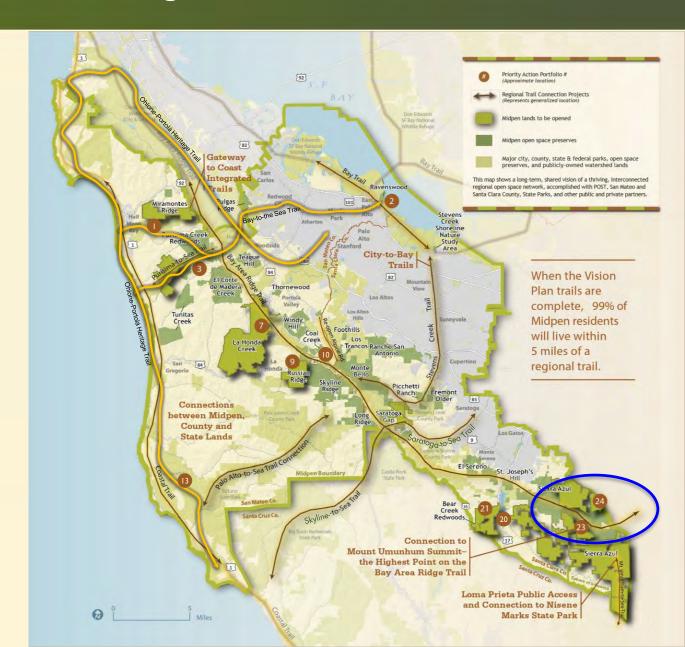


# Highway 17 Wildlife/Regional Trail Corridor Project and Bear Creek Redwoods connections



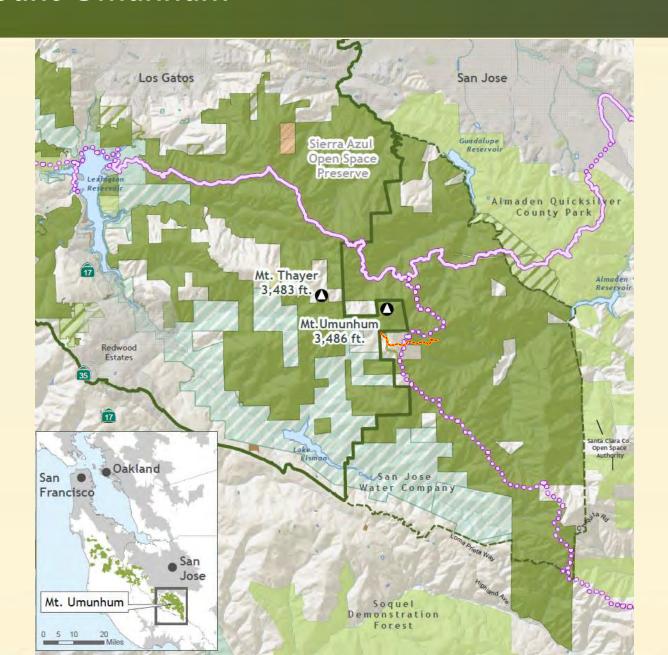


Connection to
Mount Umunhum
Summit – highest
point on the Bay
Area Ridge Trail



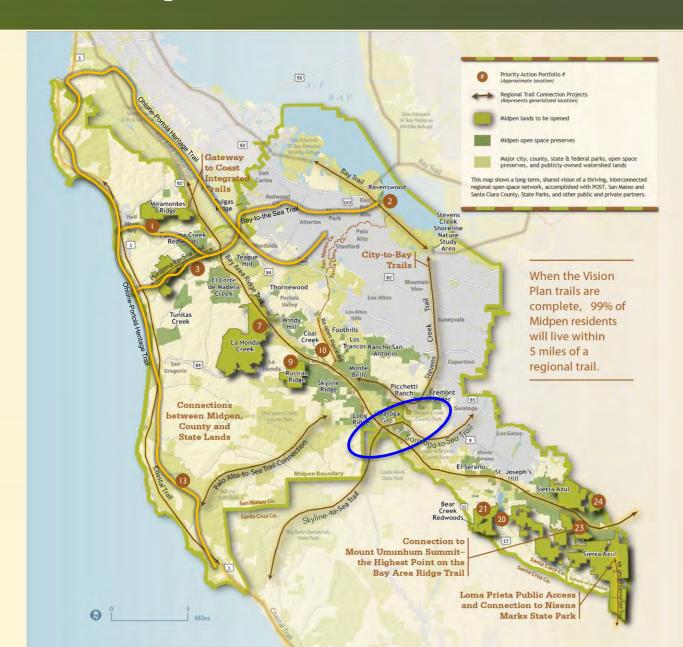


### Mount Umunhum



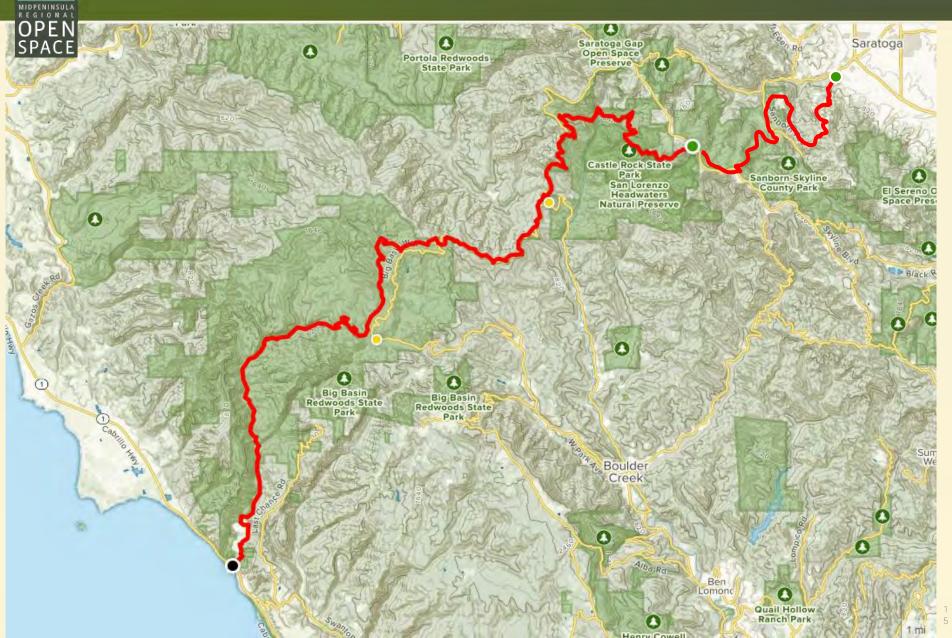


Saratoga-to-the-Sea
Trail
and
Skyline-to-the Sea
Trail





# Saratoga-to-the-Sea / Skyline-to-the-Sea Trail





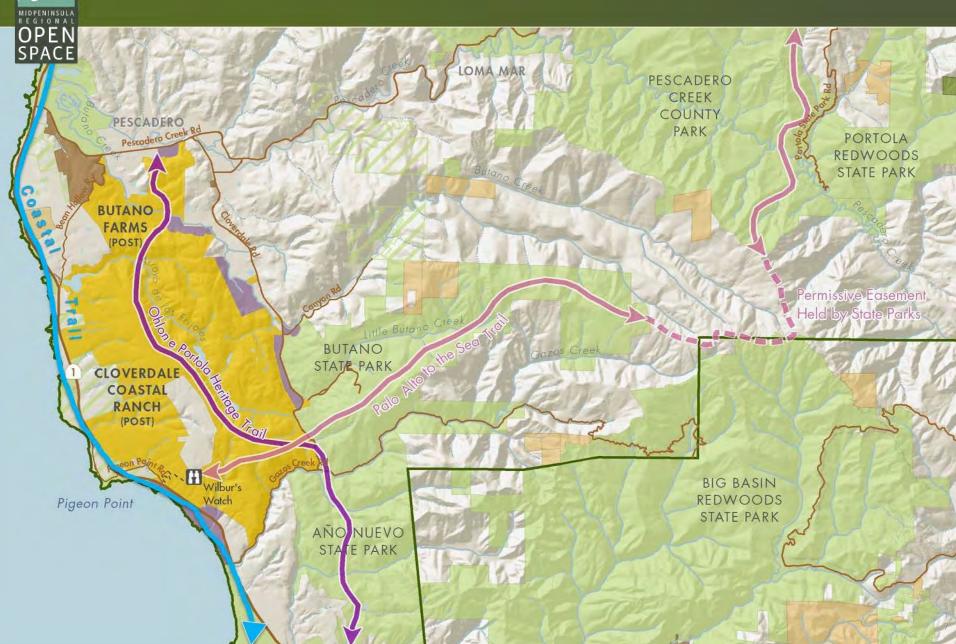
#### Coastal Connections

- California Coastal
   Trail
- Cloverdale Ranch
- Tunitas CreekBeach
- Purisima-to-the-Sea
- Johnston Ranch



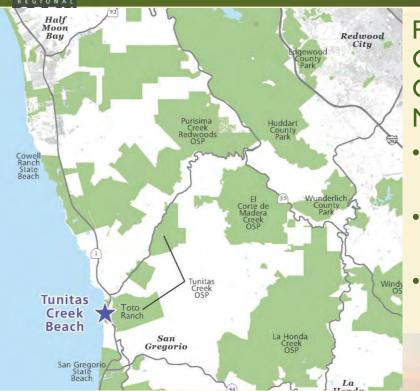


## Cloverdale Ranch





### Tunitas Creek Beach



Partnership between POST and San Mateo County with funding support from Midpen, Coastal Conservancy, the Gordon & Betty Moore Foundation & 100 Generous Individuals:

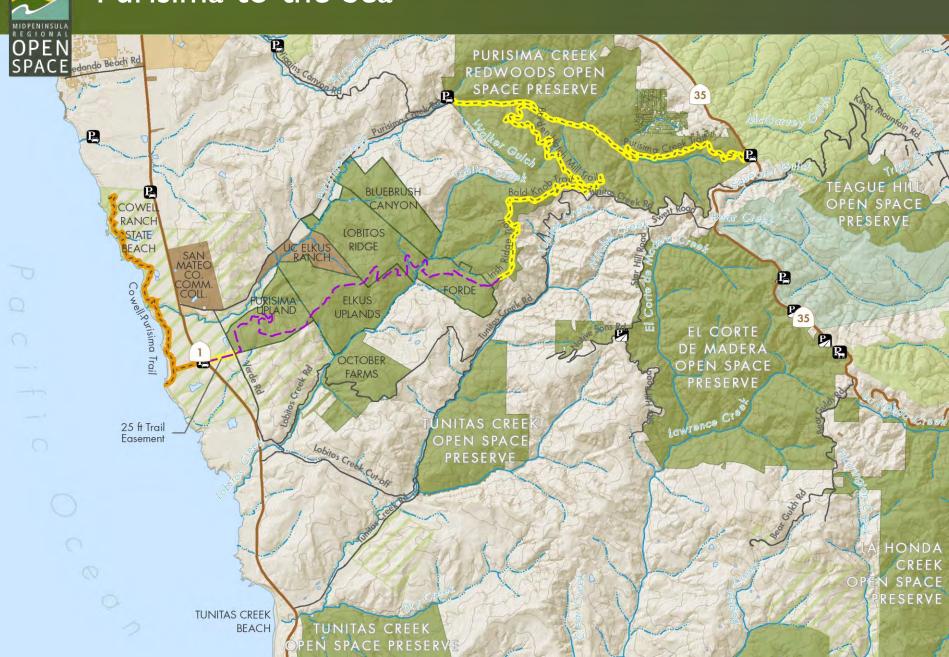
- Supports natural resource restoration, public access & management of Tunitas Creek Beach
- Supports long-term management of Cowell-Purisima Coastal Trail
- Consistent with Vision Plan Portfolio 30: Support Coastal Trail





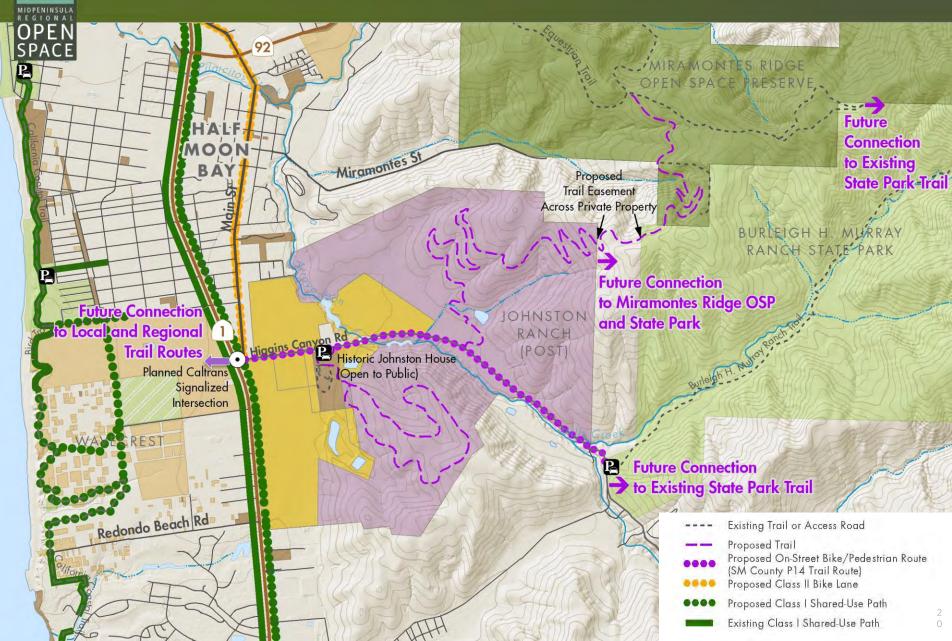
# MIDPENINSULA R E G I O N A L

#### Purisima-to-the-Sea





## Johnston Ranch Uplands





# Regional Connection Serving Trail:

San Francisco BayTrail





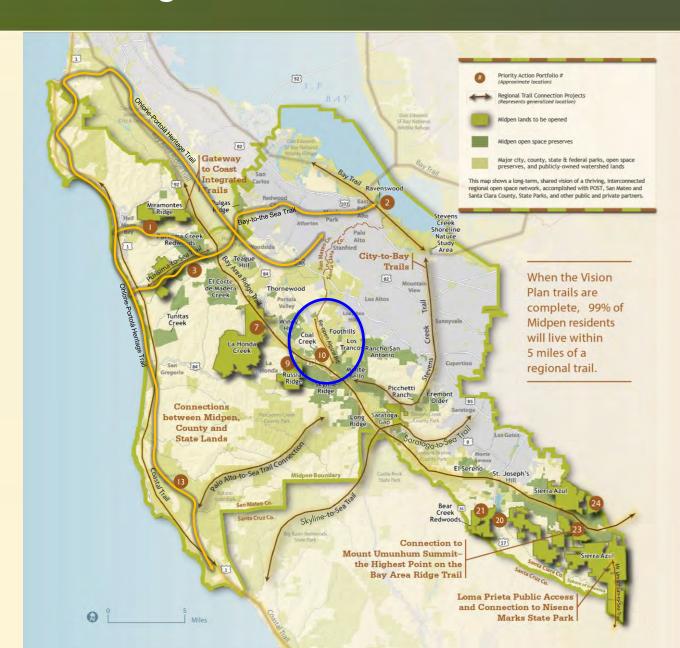
# Ravenswood Bay Trail Connection





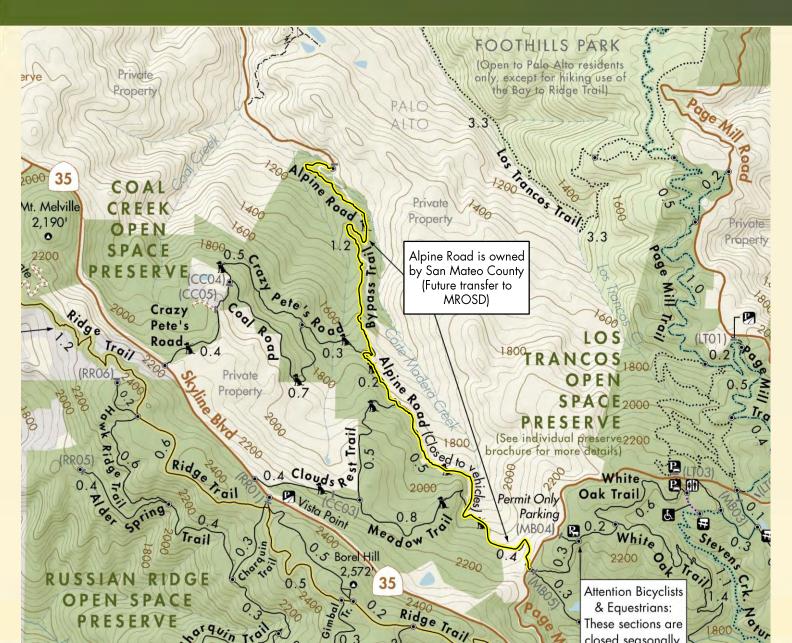
# Regional Connection Serving Trail:

Alpine Road Trail
 Repair and
 Reopening





# Alpine Road Trail





### Local and Regional Public Access











### Regional Trail Partners Presentations

San Francisco Bay Trail: Laura Thompson, ABAG/MTC

Bay Area Ridge Trail: Liz Westbrook, Ridge Trail Council

SFPUC Peninsula Watershed Trails: Tim Ramirez, SF PUC

Bay to the Sea Trail: Rachael Faye, POST

Dumbarton Rail Corridor: Winsome Bowen, Facebook

Ohlone-Portola Heritage Trail: Sam Herzberg, San Mateo County Parks

Palo Alto to the Sea Trail: David Moss, Palo Alto Parks Commissioner















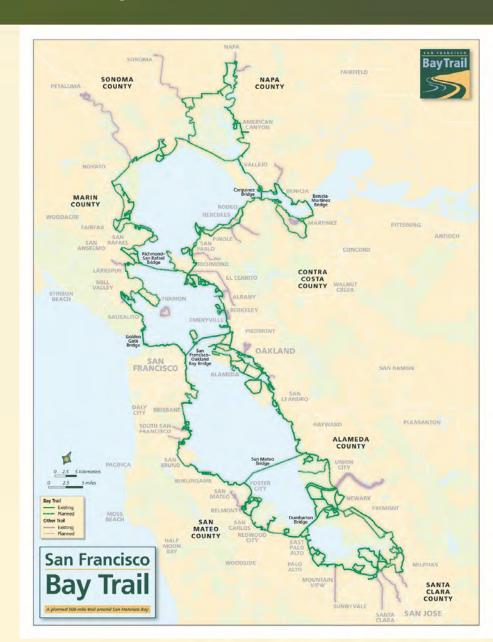
# Bay Trail Vision

A 500-mile continuous hiking and bicycling trail around the shoreline of San Francisco Bay, connecting 9 counties and 47 cities, and crossing 7 toll bridges

Bay Trail

YEARS

- 355 miles (70%) complete
- 5 toll bridge pathways
- Public access to the bay
- separated path where feasible
- Healthy communities, environmental stewardship/education
- Commute alternative, active transportation, links to transit





Bay Trail Board of Directors and staff, 2016

#### Regional Vision, Local Implementation

- responsibility of cities/ counties/ state/ federal/ special districts to plan, build and maintain trail
- Bay Trail staff role: technical assistance, promotion, advocate for gap closures, seek funding, administer grant contracts

#### The Importance of Partnerships

- hundreds of partnership organizations work to complete the Bay Trail across the region
- Bay Trail policies incorporated into local general plans, trail plans, bike/ped plans, specific plans and park master plans



East Palo Alto and Midpeninsula Regional Open Space District staff, 2000







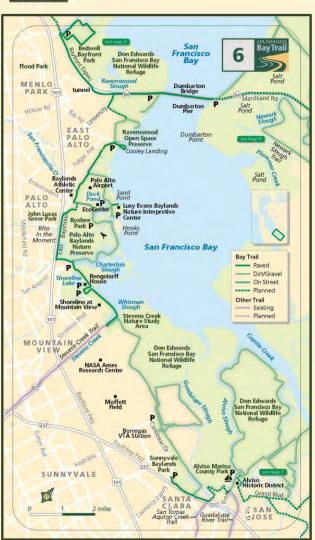
Recent dedications and upcoming gap closures





Richmond-San Rafael Bridge pathway, planned opening September 2019









#### Progress in the South Bay

- The longest continuous stretch of Bay Trail is 26-miles between East Palo Alto and San Jose
- Soon to extend to 80 continuous miles with the completion of the Ravenswood Bay Trail gap !!



Midpeninsula Regional Open Space District Board Meeting
August 14, 2019



**Bay Area Ridge Trail** 



550\*
TOTAL MILES

69% complete

375 dedicated miles

280\* planned miles

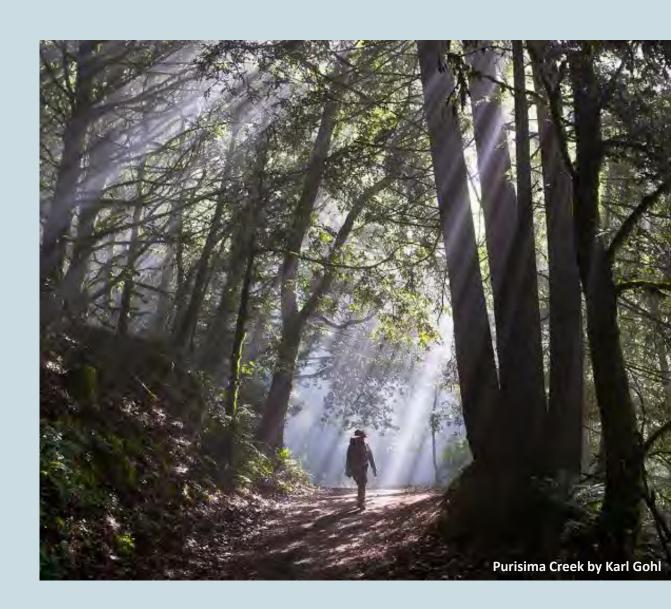
To plan, promote and sustain a connected hiking, cycling and equestrian trail on the ridgelines around San Francisco Bay – linking people, parks and open space for today and future generations





# First Ridge Trail Dedication

Purisima Creek Redwoods on May 13, 1989



## Ridge Trail Timeline

1960s William Penn Mott, Jr. articulated vision

1988 Bay Area Ridge Trail Council established

1989 1st two sections of Ridge dedicated on May 13

**1990 100** miles

**1995** 200 miles

**2006 300** miles

**2019** 376 miles

**2022?** 400 miles

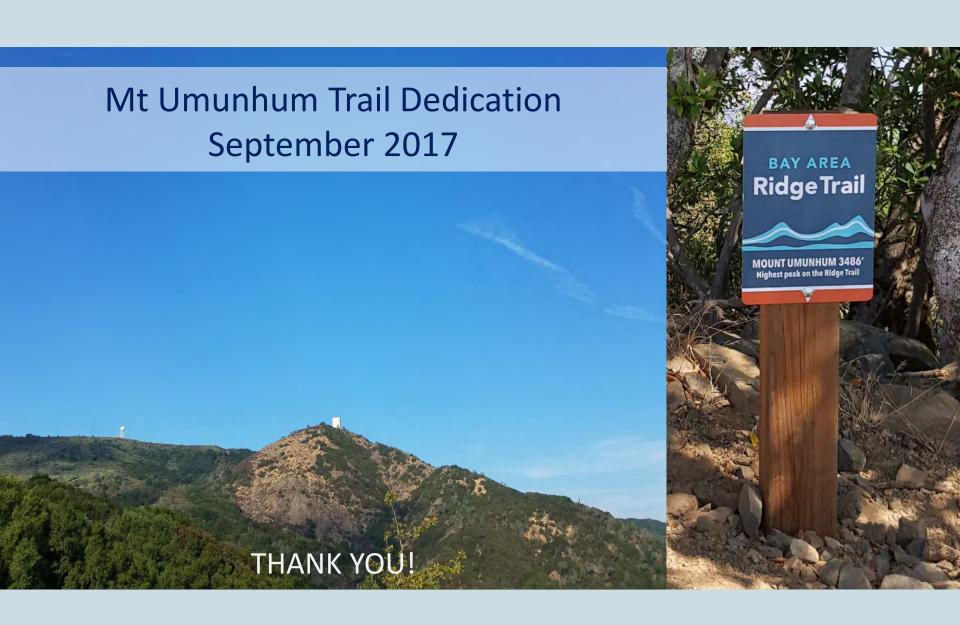
**2050?** 550 miles?

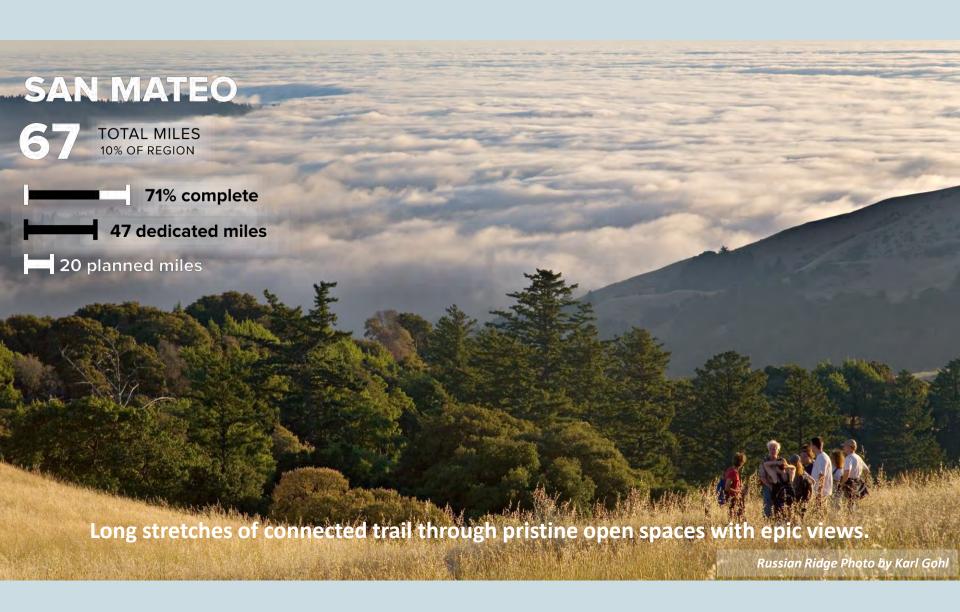


# Midpen's Ridge Trail Dedication Timeline

1989	Purisima Creek Redwoods	7.2 miles
1992	Russian Ridge Open Space	3.8 miles
	Skyline Ridge Open Space	2.5 miles
	Long Ridge Open Space	4.4 miles
	Saratoga Gap Open Space	2.0 miles
	Windy Hill Open Space	3.3 miles
2003	Sierra Azul Open Space	8.2 miles
2017	Sierra Azul Open Space (Mt Umunhum)	5.2 miles

TOTAL: 36.6 miles

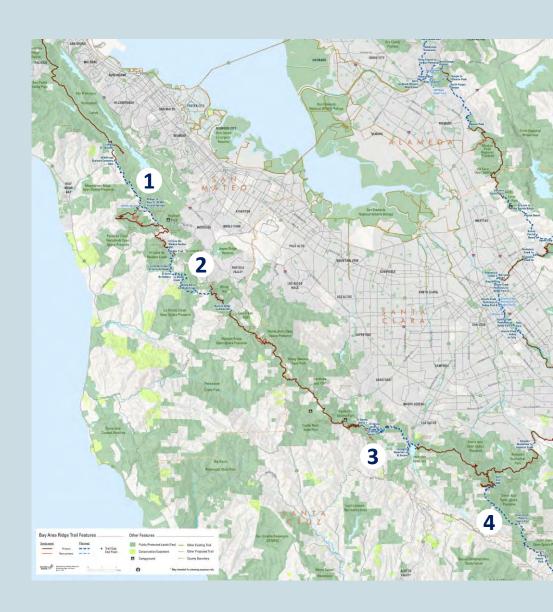






# Planned Ridge Trail

- Highway 92 to Purisima Creek –
   Highway 35 Crossing & North Ridge
   Staging Area Expansion
- 2. El Corte de Madera to Upper La Honda Creek to Russian Ridge
- 3. Highway 17 Crossing with Trail
  Connections from Sanborn County
  Park to El Sereno to Sierra Azul
- 4. Mt Umunhum to Loma Prieta Open Space



# Midpen's Priority Projects

#### Top 25 Portfolios

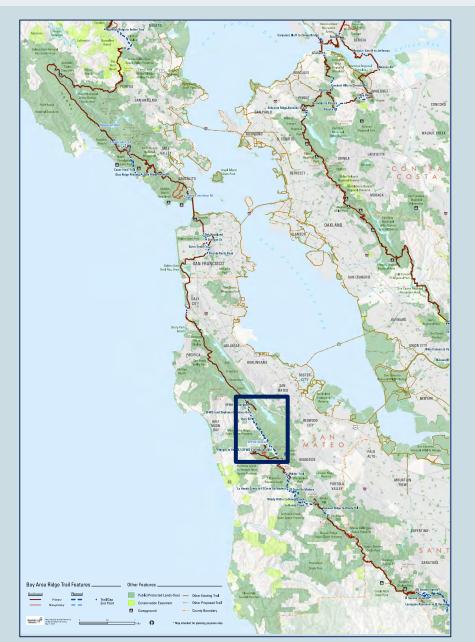
- 1. Open Miramontes Ridge
- 2. Build New Bayfront Trails
- 3. Complete the Purisima-to-Sea Trail
- 4. Build Walking, Hiking and Biking Trails at El Corte de Madera Creek
- 5. Open Upper La Honda Creek Preserve
- 6. Develop New Trails at Windy Hill
- 7. Open Driscoll Ranch Area at La Honda Creek
- 8. Preserve Upper San Gregorio Creek Watershed
- 9. Open New Trails at Russian Ridge
- 10. Re-Open Alpine Road at Coal Creek
- 11. Build Welcome Center at Rancho San Antonio
- 12. Complete Middle Stevens Creek Trail
- 13. Expand Grazing at Cloverdale Coastal Ranch
- 14. Open New Trails throughout the Redwoods
- 15. Protect More Redwood Forests
- 16. Create New Access Facilities at Long Ridge
- 17. Complete Upper Stevens Creek Trail
- 18. Complete Saratoga-to-Sea Trail
- 19. Open El Sereno Trails to Dogs and Complete Trail Connections
- 20. Preserve Safe Wildlife Corridors across Hwy. 17
- 21. Open Bear Creek Redwoods
- 22. Open Cathedral Oaks at Sierra Azul
- 23. Open Mount Umunhum at Sierra Azul
- 24. Open Rancho de Guadalupe at Sierra Azul
- 25. Open Loma Prieta Area at Sierra Azul

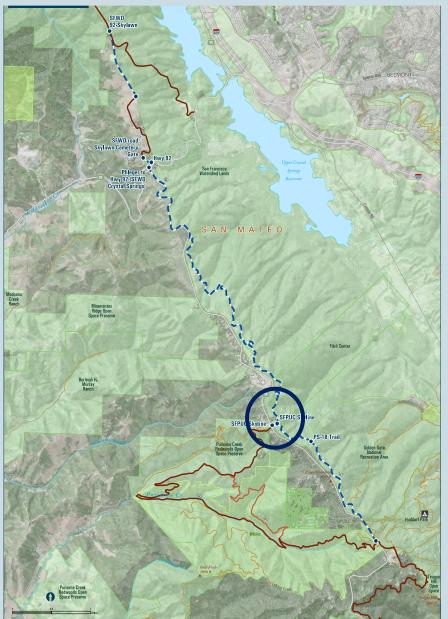
Visit www.openspace.org/vision

for full descriptions of all 54 Priority Action Portfolios.

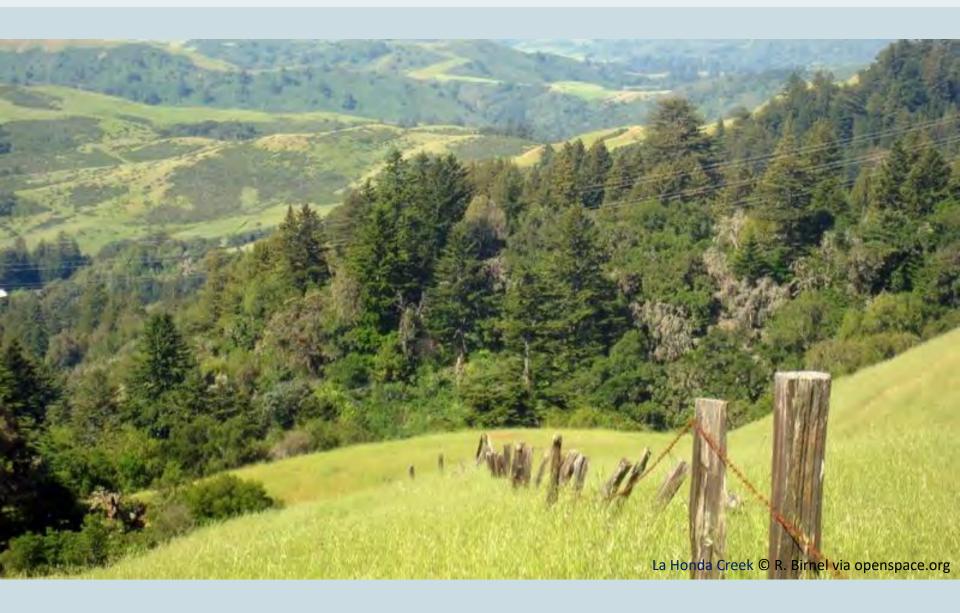


## Hwy 35 Crossing & North Purisima Staging Area Expansion

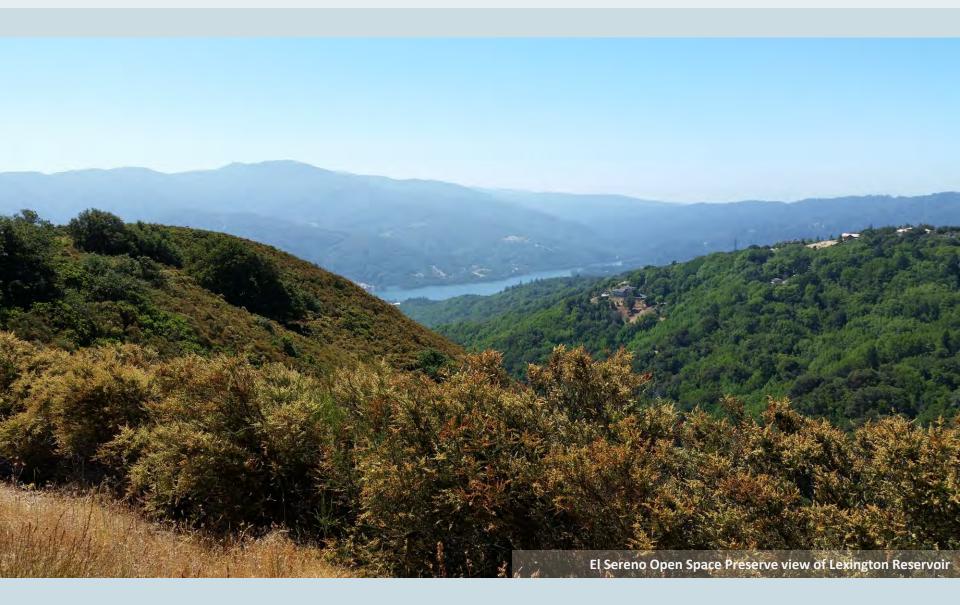




# Upper La Honda Creek Open Space



# Highway 17 Crossing and Connecting Trails





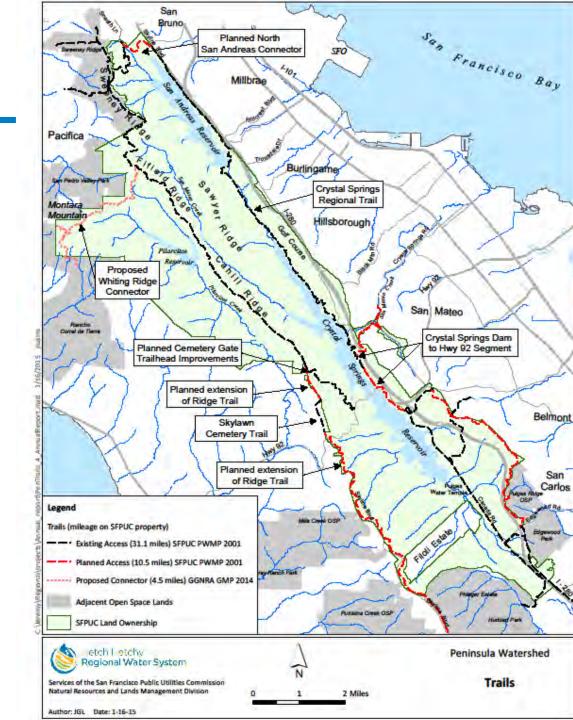
# Peninsula Watershed Education and Recreation Improvements (e.g., Trails)



# Tim Ramirez Natural Resources and Lands Management



# Peninsula Watershed and Trails





## Peninsula Watershed

- 23,000 acres purchases from the Spring Valley Water Company in 1930, owned and managed by the SFPUC
- San Mateo and Pilarcitos Creek watersheds
- Drainage area feeding into Crystal Springs, Pilarcitos, and San Andreas Reservoirs
- State-designated Fish and Wildlife Refuge
- Federal scenic and recreation easements administered by the Golden Gate National Recreation Area
- Part of the UNESCO Golden Gate Biosphere Reserve



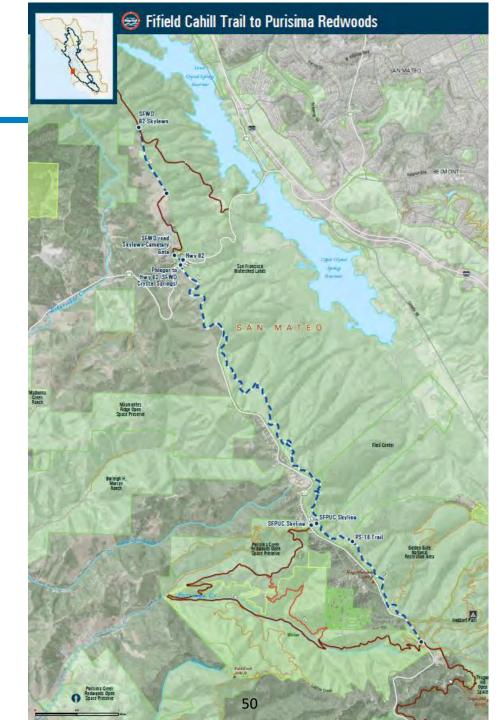


# **Peninsula Watershed Management**

- Peninsula Watershed Management Plan, adopted in 2002, provides land management guidance
- Watershed management goals include:
  - Maintain and improve source water quality to protect public health and safety;
  - Preserve and enhance the ecological and cultural resources of the watershed; and
  - Provide for educational and recreational opportunities compatible with other goals.
- Water Enterprise Environmental Stewardship Policy, adopted in 2006, builds on the foundation of the PWMP, and supports protection and restoration of native species and their habitat

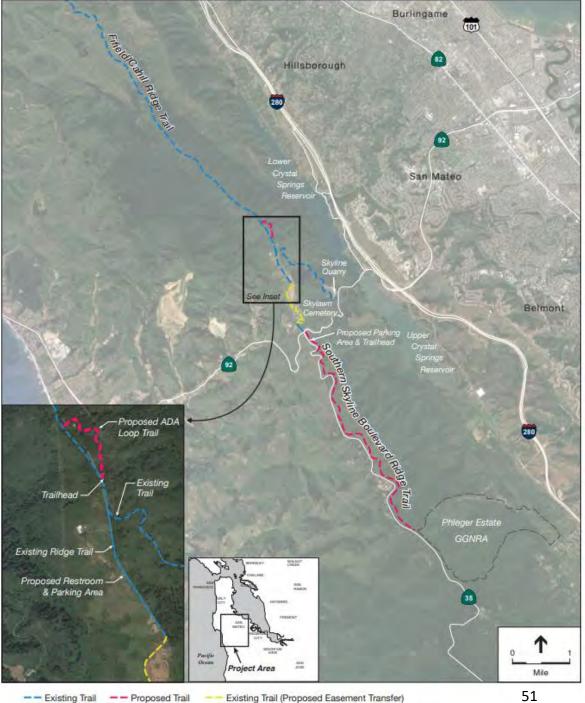


# Southern Skyline Boulevard Ridge Trail Extension





# Southern Skyline Boulevard Ridge Trail Extension



# Peninsula Watershed Fifield-Cahill Ridge Trail











# **BAY TO SEA TRAIL PARTNERS**





















# Bay to Sea Trail

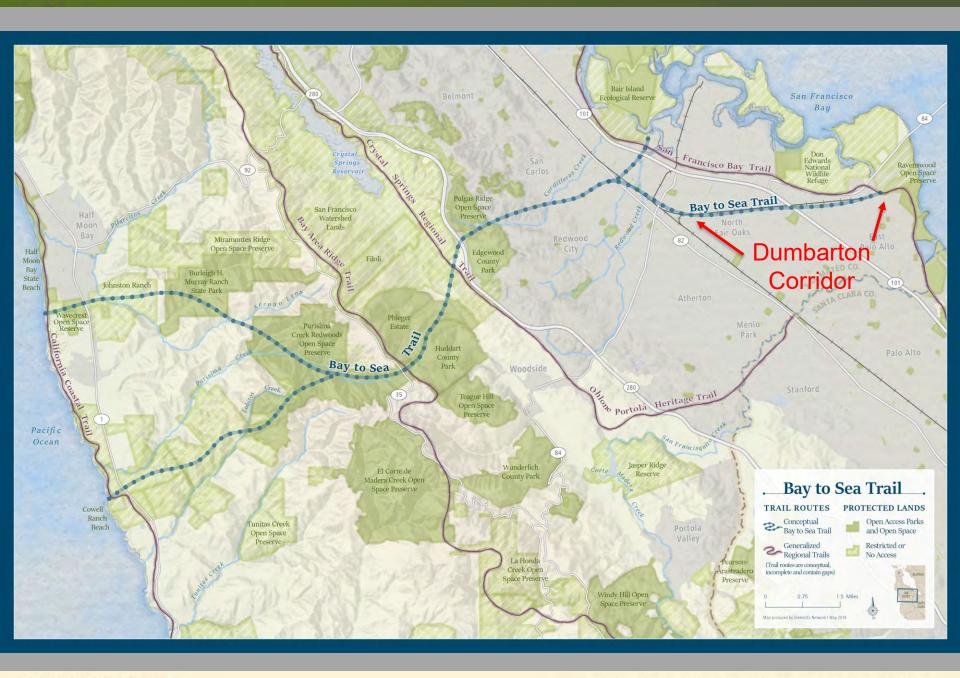
















# San Mateo County TRANSIT DISTRICT

# Midpeninsula Regional Open Space District Board of Directors Meeting

August 14, 2019

## TRANSIT DISTRICT TRANSIT PARTNERS

**Dumbarton History Timeline** 

1910 - DRB Constructed

The rail line provided freight and passenger service from Newark to San Mateo

1991 - Dumbarton Commuter Service Feasibility Study Created in 1988, the

District sponsored the study to identify solutions for regional transportation problems and recommended that rail service be implemented

1998 - Fire

On the eve of January 2, 1998, a fire erupted on the DRB and wasn't extinguished until noon the next day. Nearly 1/3 mile of the bridge was burned

1998 - Dumbarton **Corridor Transit** Concept Plan

Formulated a plan for rail service implementation

2000-2005 - DRC included in MTC's Regional **Transportation** Plan

This enabled the project to be part of the Bay Area's long-term transportation plan

2006 -Environmental Phase I Document

Findings indicated that the deterioration of the inoperable bridge demanded the construction of a new bridge

2011 - DRC Alternative Study

Re-evaluated rail, Transportation System Management and Bus Rapid Transit alternatives.

2018 - Passing of Regional Measure 3

Anticipated to generate nearly \$4.5 billion to fund projects in the region

#### 1982 - Use of Rail Bridge Discontinued

With the increased use of the Port of Oakland for containerized shipping, the necessity of the rail bridge dwindled

#### 1997 - Dumbarton Corridor Study

Recommended rail service as a long-term solution and bus service expansion as a short-term strategy

#### 1999 - DRC Study

Allowed the DRC to be included as a candidate in the transportation component of the MTC's Blueprint for the 21st Century

#### 2004 - Project Study Report (PSR) for the DRC

Technical findings conveyed information to facilitate the redevelopment of the DRC for passenger rail service

#### 2008 - High Speed Rail initiative passed in California

Approved the issuance of nearly \$10 billion to partially fund the nation's first high-speed rail system

#### 2017 - Dumbarton **Transportation** Corridor Study

Evaluated multimodal transportation improvements to improve mobility between both sides of the South San Francisco Bay Area

#### 2018 - ENA between the District and CBTP

Kicked off an 18-month process of refining the project design

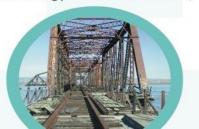
#### 2018 - Passing of County Measure W

Enacts a .5% sales tax for 30 years to fund roadway improvements, transit services, and the San Mateo County Congestion Relief Plan

#### KEY

DRB DRC MTC District ENA **CBTP** 

**Dumbarton Rail Bridge Dumbarton Rail Corridor** Metropolitan Transportation Commission San Mateo County Transit District **Exclusive Negotiation Agreement** Cross Bay Transit Partners



#### **Exclusive ENA Process** CROSS BAY **Negotiating Agreement (ENA)** TRANSIT PARTNERS San Mateo County Transit District (SamTrans) San Mateo County TRANSIT DISTRICT **Cross Bay Transit Partners (CBTP / Developer)** MOU **Environmental Technical Financial** Review (EIR / EIS) **Negotiations Feasibility Analysis Environmental Analysis** • Preliminary Engineering Financial Model Federal FRA, FTA, USACE, USCG **Public Outreach** Cost Estimating – Capital; Operation & Cost & Revenue Benefits Maintenance (O&M) State **Mitigation Measures** • Financial Feasibility Refinements • Ridership Forecast Local EIR / EIS **Confirm Financial Feasibility** Union Pacific Railroad (UPRR) Selection and Negotiation with Design-**Record of Decision (ROD)** Builder MOU's or other preliminary **Confirm Technical Feasibility** agreements **LEGEND CBTP Decision Points Implementation** Major Action Milestone Go / No Go Negotiation of LDDA if Go SamTrans Lead Finalize Contracts

SamTrans Support/Review

CBTP Support/Review

CBTP Lead

Financial Close

Construction Commencement

## Collaboration

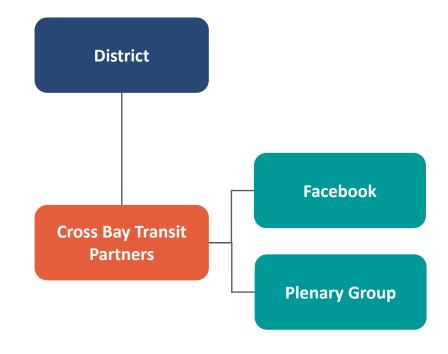
# TRANSIT PARTNERS San Mateo County TRANSIT DISTRICT

#### **Our Partnership**

- Facebook and Plenary Group are collaborating on the Dumbarton Corridor project through a new company,
   Cross Bay Transit Partners (CBTP)
- CBTP has entered into an Exclusive Negotiating Agreement (ENA) with the San Mateo County Transit District (District), the owner of the corridor
- Current agreement is only for investigation, feasibility analysis and cooperation with respect to environmental review

#### **Our Shared Vision**

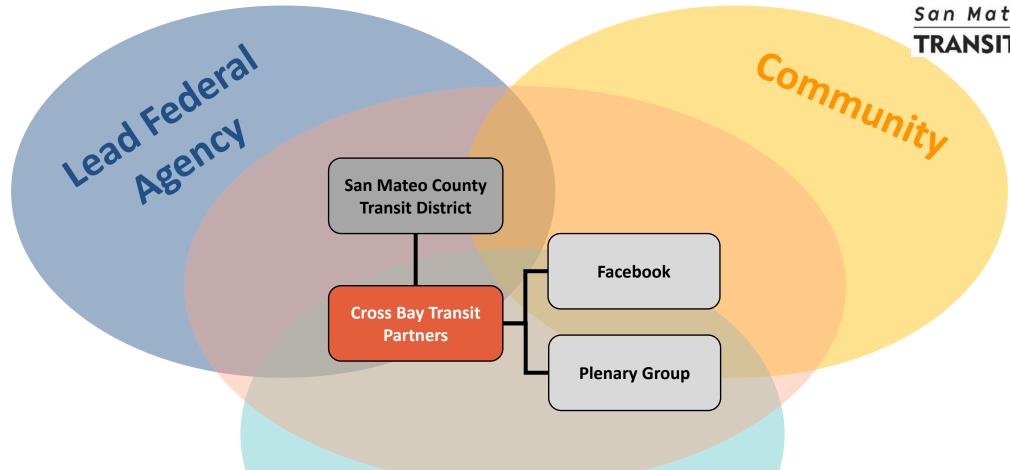
- **Improve mobility** in the region to provide economic, environmental, and quality-of-life benefits
- Reduce congestion and pollution
- Promote a clean, healthy environment for our community



**Exclusive Negotiating Agreement** 

**Partnership** 





**Local Agencies** 

# Northern California Service Vision 2040

**2018 California State Rail Plan** 







# Regional Passenger Rail Map

Dumbarton CorridorAltamont CommuterExpress (ACE)

BART

Caltrain

Amtrak Capitol Corridor

Amtrak (other)

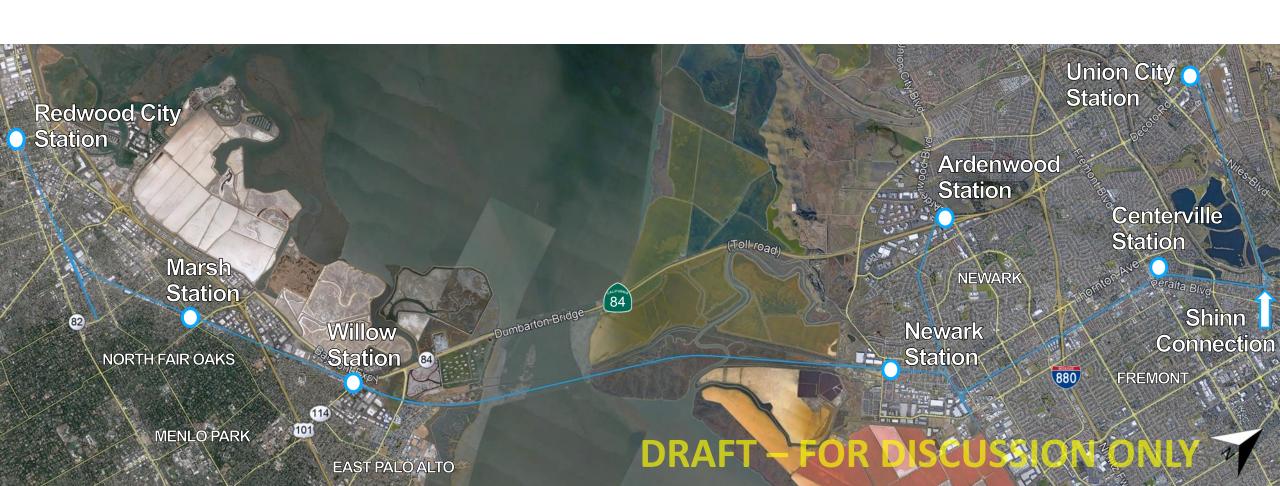
Other rail



# **Overall / Anticipated Project Alignment**



8



# **Transportation**



- Ridership forecasts will consider different alignment and station options
- Traffic analysis to focus on:
  - Vehicle Miles Travelled (VMT) effects
  - Station areas and street grade crossing locations
- Multimodal analysis: corridor transit connections, pedestrian and bicycle conditions



# **Introductory Meetings: Recap**



### Four introductory public meetings were held in late February and early March in the Peninsula and East Bay:

- Newark
- Redwood City
- Fremont
- Menlo Park

#### **Purpose**

- Provide an overview of the project
- Introduce the recently formed partnership

#### **Approximately 400 attendees**







# **Community Feedback**

### **Key Themes**



Overall, feedback from the community was generally neutral to positive – with an expressed desire to proceed with the project.

- Alternative Bus Options
- Bicycle Infrastructure
- Communities as "Pass-Through"
- EIR and Environmental Concerns
- Grade Separation
- Project Costs and Allocation of Funds

- Regional and Local Connectivity
- Train Infrastructure
- Train Station Options
- Train Technology
- Transit Oriented Development
- Noise and Vibration

# **Public Outreach**





Robust engagement in Peninsula and East Bay communities:

- Public Intro meetings
- Multiple communications channels/ mechanisms for input
- Public scoping meetings in person/online,
   Q1 2020

For more info: www.crossbaytransit.com

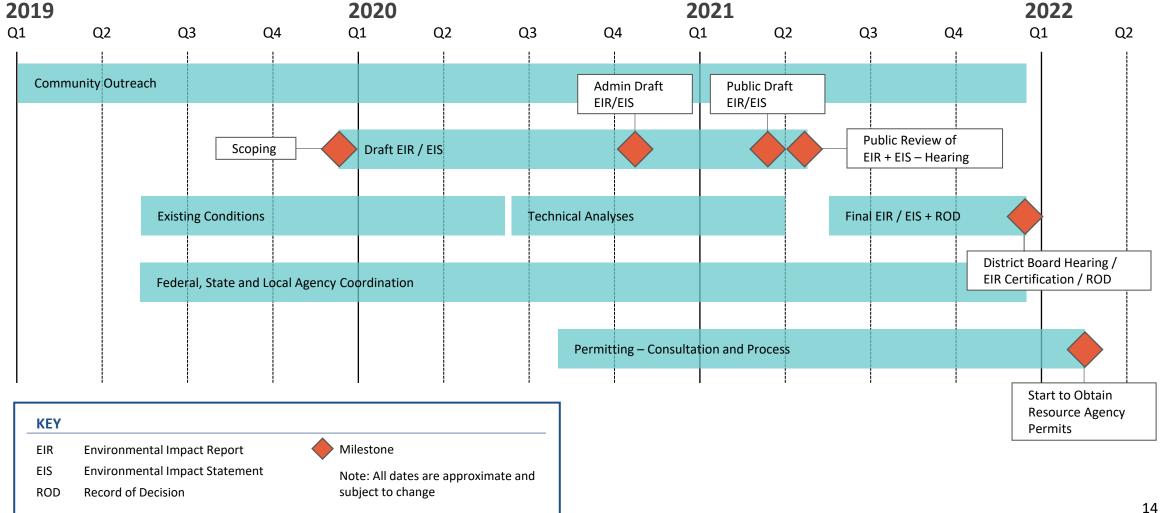
# Action Items: August – December 2019



- Refine Purpose and Need
- Project Definition
- Agency Coordination
- Identify range of alternatives
- Pre-scoping: Continue dialogue and project planning with the TAG/SAG ahead of the formal NOI in the environmental process, get buy-in, establish relationships, also may contribute to refined project definition.

### **Timeline**









# Questions/ Comments





# Ohlone-Portolá Heritage Trail Feasibility Study







# HISTORICAL SIGNIFICANCE



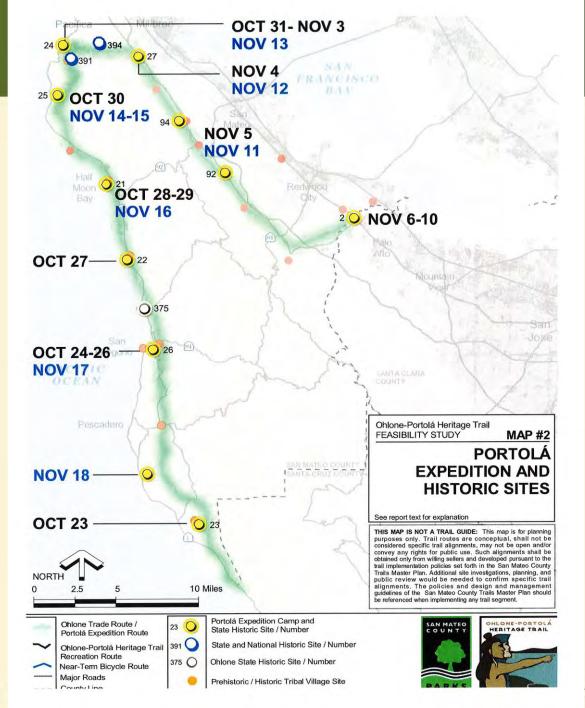
## Ohlone-Portolá Heritage Trail

- History of the Ohlone
  - Inhabited San Mateo County and California thousands of years prior to the Portolá expedition
- Portolá sees the San Francisco Bay
  - November 4, 1769











# PARTNERSHIPS



### **60 Trail Partners**

- Elected officials
- Federal, state, and local agencies
- Local tribe
- Non-profit organizations
- Historical associations



## PROCESS • COMMITTEES AND MEETINGS

- Oversight Committees
  - Vision, Full Trail, Joint Core Planning, Interpretive, Communication, Documentary Film
- Public Engagement
  - Partners
  - On-line and in-person survey
  - Community Workshops
    - Pescadero
    - City of Pacifica
    - Town of Woodside
    - PMAC







## HERITAGE TRAIL ROUTE

- Multi-use
- 90 miles, 45 miles existing
- San Mateo County Parks
  - Tunitas Creek Beach
  - Mirada Surf, Pillar Point Bluffs,
     Fitzgerald Marine Reserve
     Coastal Trail (3.4 Miles)
  - Sanchez Adobe
  - Crystal Springs Regional Trail (15.3 Miles)



Near-Term Bicycle Route

Major Roads County Line



# ACCOMPLISHMENTS







- Created a Vision for the Heritage Trail
- Developed a Statement of Historic Significance
- Identified an accessible, multi-use recreation trail alignment
- Created consistent branding, wayfinding, and trail design
- Interpretation of the Ohlone of San Mateo County and the Portolá expedition
- Identified partnerships
- Created opportunities to commemorate the 250<sup>th</sup> anniversary!



# FEASIBILITY STUDY

- Documents existing trail segments
  - Projects in progress



- Future projects
  - Design criteria
  - Gap closures
  - Partnerships
  - Opportunities
  - Constraints







# SAN MATEO COUNTY PARKS INITIATIVES





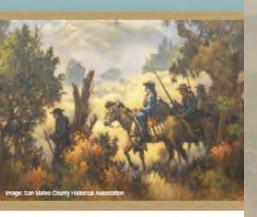
- Sanchez Adobe Interpretive Center
  - Opening and Ohlone Heritage Day 10/26/19
  - Speakers and exhibits
  - New documentary films about the Heritage Trail and Sanchez Adobe
- Interpretive Signage
  - Pillar Point Bluffs and Sanchez Adobe
- Interpretive Signage
  - Future improvements and interpretive signage



# 250th COMMEMORATION

#### OHLONE-PORTOLÁ HERITAGE TRAIL

IN 2019, THE 250TH COMMEMORATION OF THE PORTOLÁ EXPEDITION WILL PROVIDE OPPORTUNITIES TO BETTER UNDERSTAND THE BAY'S DISCOVERY BY THE SPANISH AS A CRUCIAL MOMENT OF WESTERN AMERICAN HISTORY.



For event information, trail maps, and films about the Ohlone-Portolá Heritage Trail and its historical significance, please visit the County Parks Department web site at:

https://parks.smcgov.org





### Summer – Fall 2019

- Community and trail events
- Trail being nominated for designated as a State Historic
   Trail
- Films
- Lectures
- Exhibits
- Publications

# Palo Alto Hike to the Sea - 2018



- 3-Day Hike 45 miles, almost all on public land
- 11 maps, 10 parks, 6 agencies,
  2 private easements
- 2017 20-YearPalo Alto Parks
   Master Plan
  - Healthy citizens is a high priority.
  - Linkages promote the "Green Necklace" vision for the City regional connections to adjacent cities and open spaces... including multi-modal trails

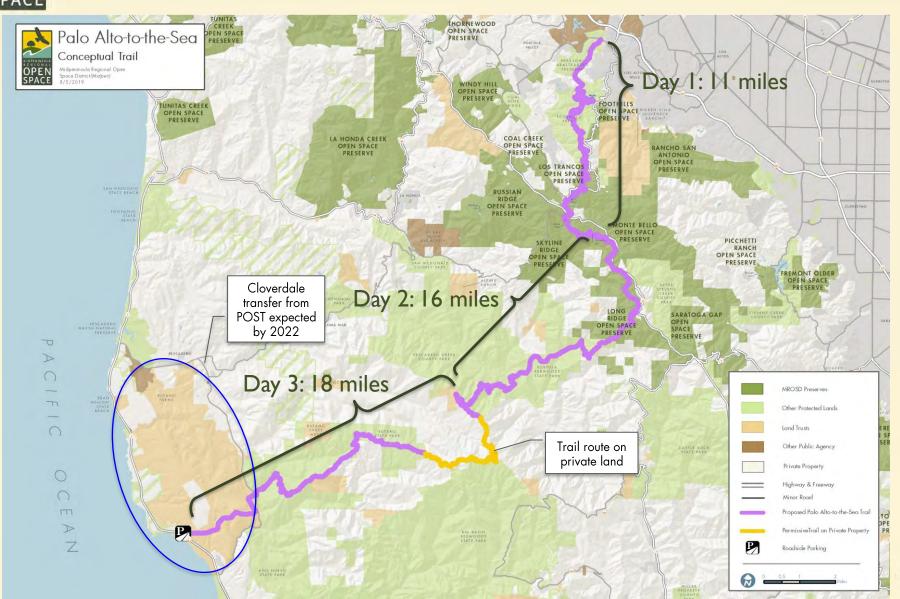
## Palo Alto Hike to the Sea - 2018

## Day 1 (11 miles):

- Palo Alto Arastradero Preserve, Palo Alto Foothills Park, Los Trancos OSP, Montebello Ridge OSP, camp atop Black Mountain
- Day 2 (16 miles):
  - Black Mountain, Montebello Ridge OSP, Skyline Ridge OSP, Long Ridge OSP, camp at Portola Redwoods
- Day 3 (18 miles):
  - Portola SP, San Mateo's Pescadero Creek County Park,
    Basin Easement Trail thru Private Property, Big Basin SP,
    Butano Fire Road thru Private Property, Butano SP,
    Cloverdale Rd past Cloverdale Ranch, Gazos Creek SB



### Palo Alto-to-the-Sea





# **Board Questions**





# Public Comment





# **Board Discussion**





## REGIONAL TRAILS

## **General Manager's Recommendations:**

Receive an informational presentation on regional trails programs and projects.



## Thank you to our partners!



NATIONAL























































