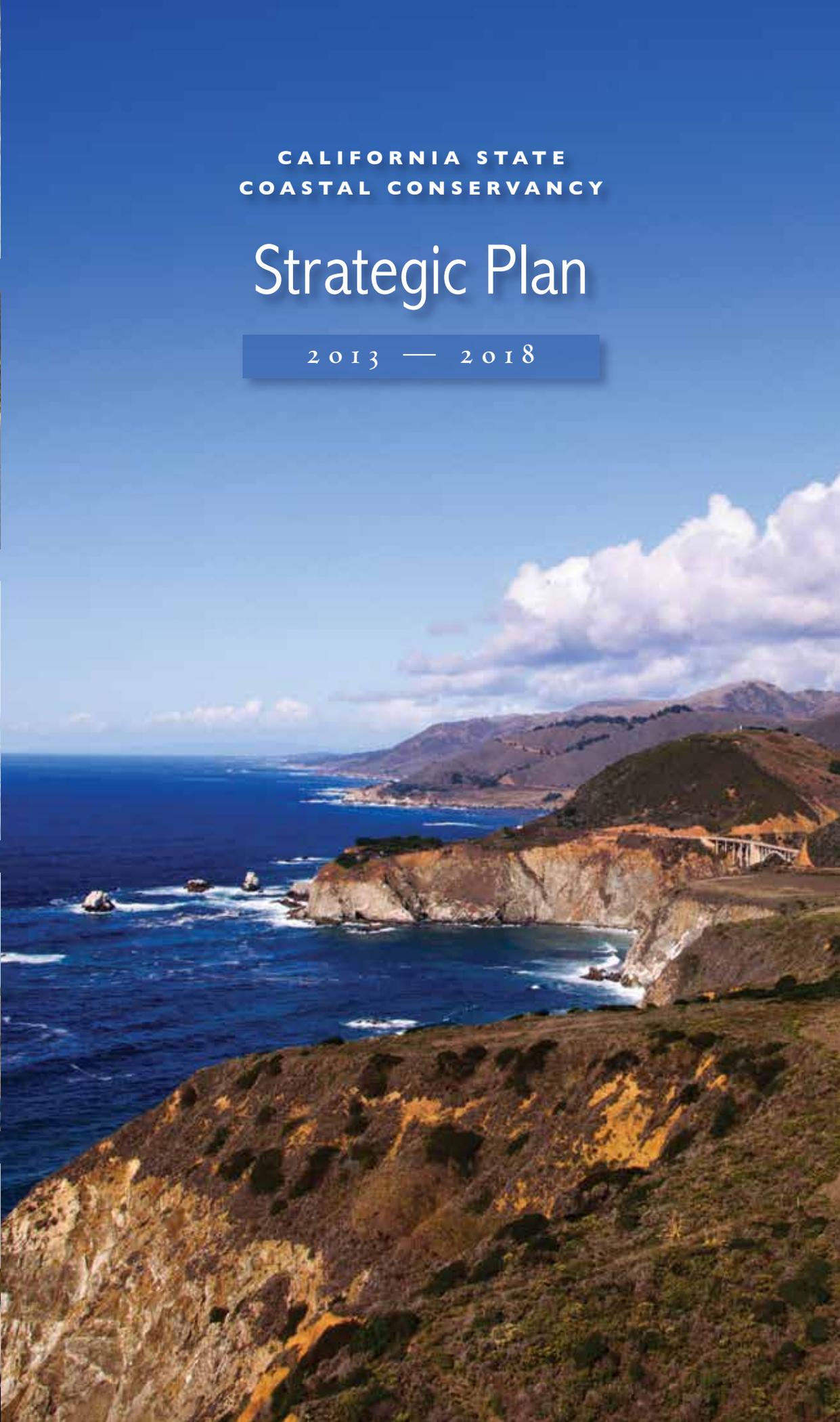




CALIFORNIA STATE  
COASTAL CONSERVANCY

# Strategic Plan

2013 — 2018



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# *Strategic Plan*



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## Introduction

*Welcome to the State Coastal Conservancy's Strategic Plan for 2013 through 2018. The Plan addresses how we work, describes our past accomplishments, and presents our view of the future of the California coast over the next five years — including the steps needed to respond to climate change. The Plan also provides a policy reference, an overview of our priorities, a delineation of coastal issues by region, and a summary of our financial status and needs.*

CALIFORNIA IS BLESSED with one of the most beautiful coastlines in the world. The coast is an environmental, recreational and economic asset for our state, attracting tourists and enriching our quality of life. Two out of every three Californians lives in a coastal county and millions of visitors come to our coast each year. The coast is also a major economic driver in the state: the National Ocean Economics Program found that in 2000 the total gross state product of California's coast and ocean was approximately \$42.9 billion and it supported almost 700,000 jobs. California beaches are one of the state's most prized recreational amenities. Wetlands, sand dunes, lagoons and other coastal natural resources provide important habitat for rare species, nurseries for our commercial fisheries, and flood protection for our communities. Coastal watersheds provide clean water, support important forest lands and are critical habitat for salmon and other fish.

The people of California have long recognized the value of our coast and have consistently

supported stewardship of its resources. In the 1960s, environmental activists prompted legislation to protect the shoreline of San Francisco Bay, and in the 1970s, California voters enacted Proposition 20, a grass-roots initiative to preserve the natural beauty of the outer coast. Together these laws established that the coast and bay shoreline are important natural resources for the benefit and enjoyment of all of the people of California.

*[I]t is the policy of the State to preserve, protect, and where possible, to restore the resources of the coastal zone for the enjoyment of the current and succeeding generations. (Proposition 20)*

California manages its coastal resources with two strong regulatory agencies that limit harmful impacts to coastal resources: the California Coastal Commission (Commission), which regulates development along the state's coastline; and the San Francisco Bay Conservation and Development Commission (BCDC), which regulates development of the San Francisco Bay shoreline.

One of the strengths of California’s strategy for coastal protection is that it does not rely on regulation alone. The Coastal Conservancy (Conservancy) was created in 1976 to complement the regulatory agencies by working to permanently protect coastal resources and improve public access. Appendix A lists the Conservancy’s statutory authorities. The Conservancy works in partnership with others to implement projects that protect coastal resources; expand public access to the coast; and enhance its natural resources. The Coastal Conservancy has played a critical role in shaping the coastal landscape that we see today. Since its creation, the Conservancy has completed more than 1,500 projects, building hundreds of miles of trails, constructing scores of public access facilities, and preserving hundreds of thousands of acres of wildlife habitat, coastal farmland, and scenic open space. Many of the most-loved scenic, natural, and recreational resources of the California coast and the San Francisco Bay Area have been protected by the work of the Conservancy and its many partners.

## **COASTAL CONSERVANCY’S MISSION**

The Coastal Conservancy acts with others to preserve, protect, and restore the resources of the California coast, ocean, and the San Francisco Bay Area. Our vision is of a beautiful, restored, and accessible coastline, ocean and San Francisco Bay Area.

## **HOW WE WORK**

The Conservancy is a problem-solving agency, emphasizing accomplishment rather than focusing on policies or processes. In order to complete successful projects, the Conservancy has led many regional and local planning efforts to engage local communities and other stakeholders in finding solutions to multi-faceted coastal resource challenges.

- The Conservancy works on behalf of the citizens of California, developing innovative projects to enhance coastal resources for the benefit of all.
- The Conservancy works on a range of geographic scales to plan and implement projects that achieve multiple objectives, such as restoration of habitats, completion of trails and recreational amenities, and economic enhancement of urban waterfronts.

- The Conservancy employs the best available science for each project, subjecting its projects to independent scientific review when appropriate. The Conservancy employs innovative techniques in resolving land use conflicts, developing plans, and implementing projects.
- The Conservancy staff adds value by its combination of technical knowledge, commitment to community involvement, skill at communicating the needs of the coast and San Francisco Bay region to decision makers, and experience in helping to address coastal issues.
- The Conservancy works through transparent, public processes and Conservancy projects are discussed and acted upon by the board with a full opportunity for public involvement.
- The Conservancy strives to be as efficient as possible by limiting the level of bureaucratic process to what is essential to ensure adequate public involvement and to meet legal requirements.

In preparing this plan and to help identify what our future operating priorities should be, the Conservancy met with more than 130 stakeholders and partners to hear their ideas about our organization’s strengths and weaknesses. We asked our partners to describe the Conservancy in a single word. Opposite is a word cloud showing their responses (size reflects frequency of response).

During the stakeholder interviews, comments about the Conservancy were overwhelmingly positive; the Conservancy is viewed as a highly collaborative, responsive, efficient, innovative, and problem-solving agency. Many people commented that the Conservancy’s staff is highly valued by local partners for their competence, expertise and credibility. In addition, local partners appreciate the flexibility and interactive nature of our grant process and find it is more effective than annual grant rounds used by most state and federal agencies because our process allows the grantees to work with the Conservancy to develop the best possible projects.

## **ACCOMPLISHMENTS**

Over the past decade, the voters of California have entrusted the Conservancy with nearly \$1 billion in bond funds to protect coastal resources and improve



**SOUTH BAY SALT POND RESTORATION:** The largest wetland restoration project on the West Coast. Nearly 15,000 acres of former commercial salt ponds are being restored or enhanced as wetlands habitat, flood protection is being improved for Silicon Valley and other communities in the South and East Bay, and Bay Trail segments and other recreational amenities are being created.

**CARMEL RIVER RESTORATION:** A comprehensive effort to revitalize the Carmel River by reconnecting the river to its floodplain, restoring riparian habitat, removing San Clemente Dam and the Old Carmel River Dam in the upper watershed, and developing a river parkway trail that will eventually connect the headwaters of the river in Los Padres National Forest to the Carmel Beach.

#### **PROTECTING IMPORTANT COASTAL RESOURCE LANDS**

**POINT ARENA RANCH:** The Conservancy's ability to move quickly enabled the protection of a 123 acre headland in Point Arena, Mendocino County, and secured the option to purchase an adjacent 532-acre coastal property, which will be acquired with federal funds. The property has been identified by the Bureau of Land Management as an area of critical environmental concern and provides habitat for two endangered species. Together, the two properties are now part of a 7.5 miles stretch of contiguous protected coastline.

**JENNER HEADLANDS:** The 5,630 acre Jenner Headlands property on the Sonoma Coast was protected in perpetuity. This stunning coastal property situated north of the mouth of the Russian River includes coastal prairie, redwood forest and riparian habitats. Planning is underway for the development of a 2.5 mile segment of coastal trail on the property.

#### **PREPARING FOR CLIMATE CHANGE**

**SURFERS POINT:** A model managed retreat project at a very popular surfing beach and recreational destination in the City of San Buenaventura that demonstrates a comprehensive response to severe beach erosion in the face of sea level rise. The project restores and enhances the ecological structure and function of the shoreline as well as the visitor's experience by widening the sandy

beach, restoring sand dune habitat, improving water quality, and relocating and improving public access and recreation facilities.

**SAN FRANCISCO BAY LIVING SHORELINES:** This is a pilot project to restore critical eelgrass and native oyster habitat in San Francisco Bay. The project is studying both the ecological and physical benefits of these habitats, including potential to reduce wave energy and protect inland areas from sea-level rise and storm surge.

#### **LEADING MULTI-AGENCY PARTNERSHIPS**

**INTEGRATED WATERSHED RESTORATION PROGRAM:** A unique and highly successful multiagency program that assists in identifying, designing, permitting, and implementing watershed restoration projects in San Mateo, Santa Cruz, and Monterey Counties.

**SOUTHERN CALIFORNIA WETLANDS RECOVERY PROJECT:** An ongoing broad-based partnership to improve coordination, pool resources, and advance the recovery of wetlands in coastal southern California. Primarily staffed by the Conservancy, the Wetlands Recovery Project is celebrating its 15-year anniversary.

## *Context for this plan*

### **PURPOSE OF THIS PLAN**

THIS PLAN IS INTENDED to serve several audiences. It is a policy reference for the Conservancy Board and its staff, providing an overall vision and identifying specific metrics to measure the effectiveness of our work. The plan provides members of the legislature with an overview of the Conservancy's priorities in the context of California's coastal management program. It is also a reference for the California Natural Resources Agency to assist in the coordination of the Conservancy's work with other agencies and departments working to conserve California's natural heritage. The plan is intended to provide control agencies such as the Department of Finance, Legislative Analyst and State Auditor with an explanation of the Conservancy's priorities and context for our projected staff and funding needs. Finally, and equally important, the plan is intended to communicate to our partners — local governments, state and federal agencies, private landowners, nonprofit conservation organizations, and private conservation funders — and to the general public the future role of the Conservancy in protecting coastal resources.

In drafting this plan the Conservancy has sought extensive input from our partners and the public. Staff has interviewed more than 130 partner organizations and stakeholders to provide input into the plan. An

initial draft plan was posted on the Conservancy website in October and public comments were accepted for a 30 day period. The final plan incorporated changes based on Conservancy member review and the public comments. The final plan was discussed and adopted by the Conservancy at its December 6, 2013 meeting.

### **STATEWIDE CONTEXT**

This is a time of dramatic change for the Conservancy. Looking ahead, different areas of our coast will face different challenges, but two issues will frame all of the future work of the Conservancy: funding and climate change.

### **FUNDING**

The Conservancy experienced a huge influx of project funding during the last decade. In its first 20 years, the Conservancy authorized approximately \$200 million for restoration, acquisition, and access projects. In the decade that followed, the Conservancy authorized projects using nearly \$1 billion in bond funds provided by California's voters through Propositions 12, 13, 40, 50 and 84. A report on the status of the Conservancy's funding for projects by fund source is provided in Appendix C. In its previous strategic plan, the Conservancy anticipated expenditure of \$600 - 650 million on projects. During the

next five years, we expect that the Conservancy's funding situation will be very different.

Funding is declining for both Conservancy projects and operations and future funding will have to come from new sources. During this transition, we will need to regularly reassess our remaining funding and adjust spending rates, organizational structure, and our work priorities. Staff is actively pursuing new sources of support to sustain our work along the coast.

### PROJECT FUNDING

About \$160 million for projects remains from the Conservancy's previous bond allocations. In addition, we anticipate that the Conservancy will have about \$5 million per year of non-bond funds, including Habitat Conservation Funds, Violation Remediation Account and Coastal Access funds. Unless the voters pass a new bond act that provides new funding for the Coastal Conservancy, project funds will become increasingly scarce. As a result, the Conservancy will focus on completing projects that we have worked on for years. It is unlikely that we will initiate any new, large scale, long-term projects. As an example, absent new bond funds, it is unlikely that the Conservancy will enter into any more cost-sharing agreements with the U.S. Army Corps of Engineers for new ecosystem restoration projects.

The 2002 and 2007 Strategic Plans focused on projects that we expected to fund. This new plan assumes a broader role than grant-making for the Conservancy to achieve its mission. In meeting with stakeholders to develop this plan, we asked how the Conservancy could best work with them to conserve and enhance their coastal resources in an era of limited funding. Based on these interviews, we have identified many ways that the Conservancy can help preserve the resources of the coast and improve public access beyond granting fund for projects, including:

- Facilitating and coordinating regional collaborations to develop plans, address emerging issues, and identify and implement recommended plan priorities.
- Identifying alternative sources of funding and securing grant funds to support our projects.
- Providing leadership on innovative pilot projects, including climate change mitigation and adaptation.

- Resolving potential permit roadblocks and coordinating agencies (such as facilitating joint agency review of projects) to support implementation of regionally important projects.

The Conservancy must continue to innovate, including creating new partnerships to leverage our resources and to broaden support for our programs. We envision working with public health advocates, the tourism industry and smart growth initiatives to best use our resources and find new support for our projects.

### OPERATIONAL FUNDING

There is no dedicated source of funding to pay for the operations of the Conservancy; it does not currently receive any money from the state General Fund for its support budget. The Coastal Conservancy has relied on a small percentage of the bond funds it administers to pay for much of the organization's operational costs during the past decade, but these funds are running out. Given the recurring deficit in the state budget, this plan assumes that the Conservancy will be responsible for generating much of the funds needed to support the organization. At the direction of the Legislature, the Conservancy has developed a ten year funding plan for the agency's ongoing operation absent any new bond funds. There are many potential funding sources for the Conservancy's projects and programs that we are actively exploring. These sources include: carbon revenue, mitigation or in-lieu fee programs, environmental license plate funds, grants for staff, and fee-for-service arrangements. The plan supports transformation to an organization in which our staff provides a wider range of services than the predominant grant administration role appropriate when more bond funds were available. This revised strategy will inevitably prioritize staff resources toward activities that generate funding; sometimes altering what might otherwise be our highest priorities.

### CLIMATE CHANGE

Rapid climate change will affect human welfare and threaten critical infrastructure. Nearly every type of project that the Conservancy supports will be affected by a changing climate. Public recreational facilities, including some public trails, parklands and piers, will eventually be at risk from flooding and erosion. Similar-

ly, urban waterfronts and critical infrastructure will be at risk, especially from extreme events. Lands that provide open space, support agriculture, and lands that provide habitat for an abundance of species will be affected by warming temperatures and altered precipitation.

The Conservancy's adopted Climate Change Policy and Project Selection Criteria (originally adopted in 2009, updated in November 2011) changed how we conceive, design, and implement projects that are affected by climate change. Restoration of natural resources in an era of climate change means reestablishing natural processes rather than trying to return to conditions at an historic point in time. Assessing which new lands should be prioritized for protection requires assessing the current and future conservation values under a changing climate. The cost of a public recreational trail or infrastructure projects located in a hazard zone must be weighed against the benefit to be derived for the expected duration of the project.

The Conservancy's legal authority to undertake projects and award grants for projects to address potential and existing climate change impacts was clarified in law through SB I066 which will take effect in 2013. In addition, the Conservancy may now undertake and provide funding for projects that reduce greenhouse gas emissions. As with many of our efforts, working on climate change will require that the Conservancy engage in constructive partnerships with many other local, state and federal agencies.

#### IMPACTS FROM SEA LEVEL RISE

The impacts of more frequent and intense storms paired with rising sea level is increasing flooding, storm surge inundation, coastal erosion and shoreline retreat, and wetland loss, dramatically reshaping the coastline of California. The National Research Council's 2012 report *Sea-Level Rise for the Coasts of California, Oregon, and Washington* stated that sea-level rise will not be uniform along the coast of California due to regional factors, including ocean and atmospheric circulation patterns and tectonics along the coast. Generally, Cape Mendocino marks the point of transition where land is subsiding to the south and uplifting to the north, with respective relative sea levels rising and falling. As the mean sea level

rises, extreme high-sea-level events are expected to be more common and longer in duration.

Sea-level rise will put human populations, critical infrastructure and natural resources at risk. The Conservancy will need to consider and address these risks in projects located near the coast and will implement projects to help communities plan for these changes. Low-lying coastal areas, such as sand dunes and beaches, are particularly vulnerable to rising seas and increasing waves. Where wetlands and dunes are prevented from migrating inland by coastal armor or structures, they will eventually be washed away. Marshes and mudflats can buffer inland areas from flooding, but will need an adequate supply of sediment to persist late into this century.

#### IMPACTS FROM RISING TEMPERATURES AND CHANGING PRECIPITATION

Rising temperatures are affecting terrestrial habitats by altering the seasonal timing of flowering, leaf and insect emergence, bird migration, and wildlife migration. Alteration of these and other natural processes affects aquatic and terrestrial species and the human benefits derived from them. Habitats and ecosystems that we depend on to sustain wildlife, provide drinking water and support agricultural production will be impacted by the more variable and extreme weather conditions predicted for California.

Scientists evaluating the implications of future climate projections for biological conservation are identifying where climate change is likely to shift, shrink, expand and alter existing habitats. Areas with many different micro-climates are expected to continue to provide the greatest diversity of species. Large reserves, including protected open spaces, working lands and habitat corridors, are expected to provide the best opportunity for species to adapt to a changing climate. Management plans that focus on ecosystem processes and functions rather than particular species will be most effective in supporting biodiversity. Invasive species threaten to colonize areas in transition and will need to be addressed in management plans to make way for the migration of native plants and animals.

Human health along the coast, particularly in urban areas, will be affected by more frequent extremely hot

conditions. The greater heat absorption and retention in urban areas creates “heat islands” which can have mean temperatures of up to 5 degrees warmer than their surroundings. These higher temperatures have killed people, increased peak energy use, increased greenhouse gas emissions, and caused other adverse impacts. Planting of trees and vegetation can lead to significantly lower surface and air temperatures by providing shade and through evapotranspiration. The Conservancy can help address the heat island effect through tree planting and other means, thereby improving the quality of life for humans, while providing multiple benefits to the environment.

#### ADDRESSING CLIMATE CHANGE

Many of the Conservancy’s projects result in the reduction of greenhouse gas emissions. Natural lands capture carbon, the major component of greenhouse gases, and restored wetlands increase carbon sequestration. Trails and recreational amenities built near population centers can result in a reduction of vehicle miles traveled.

Effective January 2013, the Conservancy’s enabling legislation provides express authority for the agency to undertake projects and award grants to reduce greenhouse gas emissions, address extreme weather events, sea level rise, storm surge, beach and bluff erosion, salt water intrusion, flooding, and other coastal hazards that threaten coastal communities, infrastructure, and natural resources. The Conservancy is directed to maximize public benefits, including, but not limited to, reducing emissions of greenhouse gases, reducing hazards to harbors and ports, preserving and enhancing coastal wetlands and natural lands, conserving biodiversity, and providing recreational opportunities.

The legislature expressed its intent that the Conservancy have adequate authority to work with local governments and private entities to address the effects of climate change on coastal resources, public and private, natural and built, including, but not limited to, coastal beaches, ports, urban waterfronts, infrastructure, the ocean, riparian areas and watersheds, fisheries, forests, wetlands, and public and private real property; and declared that the Conservancy’s participation can contribute to the resiliency of the natural and built environments and facilitate migration of plant and animal species as they move to adapt.

## REGIONAL CONTEXT

The California coast comprises a diverse landscape, including big cities, small towns, wilderness areas, forests, wetlands, grazing land and agricultural fields. Reflecting the diversity of the coast, the Conservancy’s program is organized into four geographic regions: the North Coast, the Central Coast, the South Coast and the nine-county San Francisco Bay Area. Each region has different challenges and opportunities specific to its resources and the needs of its communities. Below are brief summaries of these regions, the major coastal conservation issues they face, and the Conservancy’s anticipated priorities for each region.

### NORTH COAST

The Conservancy’s north coast region extends from windswept beaches in Del Norte County at the Oregon border, south some 370 miles to the spectacular Marin headlands overlooking San Francisco Bay and the Golden Gate Bridge. The rainy climate in the north supports Douglas fir and coast redwood forests, where the tallest and most impressive trees in the world loom overhead. Flowing through these forests are California’s largest coastal river (the Klamath), California’s third largest river system (the Eel), and the longest undammed river (the Smith). Historically, the Klamath and Eel together produced much of the Pacific Coast’s salmon and steelhead resources, and they are still important biological engines for salmon recovery. Endangered species found in the area include the northern spotted owl, coho salmon, and marbled murrelet. Farther south, the climate is drier and the vegetation transitions to California oak woodland in the coast ranges and coastal prairie along the craggy coast. The entire coastline is dotted with estuaries, lagoons and sheltered harbors that provide unique and critical habitats for fish, birds and other wildlife. Many estuaries and river mouths are flanked by expansive dune systems with their own unique flora and fauna.

The five-county north coast region – including the coastal draining watersheds of Del Norte, Humboldt, Mendocino, Sonoma and Marin Counties – is one of the least populated coastal regions in California, with just under one million residents. American Indian tribes have made their home within this region for thousands of years and maintain a strong presence. Small cities straddle

the two transportation corridors (Highway I along the coast and Highway 101 inland) and include Crescent City, Eureka, Ukiah, Fort Bragg, and Santa Rosa. Family farms, dairies, vineyards and rolling grasslands with grazing sheep and cattle characterize this area.

Stunning natural beauty and abundant recreational opportunities make the north coast region a prime destination for visitors from around the world. In 2010, over two million people visited Point Reyes National Seashore; and every year, 2.9 million visit the nineteen mile stretch of coastline at Sonoma Coast State Beach. Outdoor activities, such as paddling, hiking, whale watching and birding are steadily increasing. Highlights in the region include attending Del Norte County's annual California Redwoods Bird and Nature Festival or Humboldt County's Godwit Days, touring the Point Cabrillo Lighthouse in Mendocino County, or kayaking the quiet waters of Big River or Tomales Bay.

#### **MAJOR ISSUES IN THE NORTH COAST**

Dramatic social and economic changes are occurring in this region. There are four key harbors on the north coast (Crescent City, Humboldt Bay, Noyo Harbor, and Bodega Bay) and commercial fishing activity annually generates tens of millions of dollars for the region. However, many fisheries are declining and so is the number of commercial fishing vessels. Severe fluctuations in salmon fishery stocks have resulted in periodic cancellation of commercial and recreational fishing seasons for Chinook salmon. Experts are uncertain about what has caused the collapse, pointing to dozens of factors including unusual weather patterns, silt from logging, poor habitat and water quality, legal and illegal water diversions in coastal watersheds, unfavorable ocean conditions and water diversions in the Sacramento-San Joaquin Delta.

Changes are also occurring in the timber industry. Approximately half of the region's seven million acres are private forestland. The history of industrial timber management has created a pattern of very large industrial ownerships, each with many hundreds of underlying parcels. In 1994, the last of 43 large and historic lumber mills in Del Norte County closed. Several mills in other counties have also shut down. Changes in the forest economy are causing some landowners to seek other, higher returns from their investment, including selling parcels for rural

development, which diminishes the timber base and the ecosystem services these lands provide. Meanwhile, a variety of factors such as reclamation of tidal marsh, the legacy of industrial logging in north coast watersheds, water diversions, riparian habitat clearing, and other factors has affected and continues to affect aquatic and terrestrial resources, especially downstream fisheries. In the southern portion of the region there are continued pressures to convert forests, grasslands and farmlands to rural residential and agricultural uses, especially vineyards. Sonoma and Mendocino Counties are dominant wine producing regions, and vineyard development has expanded west toward the coast and onto steep slopes. These water-intensive uses in water scarce areas can have serious and cumulative effects on water supply and quality and the rich biodiversity of the north coast region.

#### **NORTH COAST — MAJOR EFFORTS IN THE NEXT 5 YEARS:**

- Protect working landscapes throughout the region;
- Develop projects that sequester carbon, allowing California's natural resources to benefit from California's carbon market;
- Continue construction of the coastal trail and harbor revitalization in Crescent City;
- Focus fishery restoration efforts on the restoration of basic river processes such as barrier removal, floodplain connectivity and function, water supply, and water quality;
- Support efforts to develop low-cost visitor accommodations such as the Redwood Hostel;
- Continue implementation of the Humboldt County Coastal Trail Plan and the Humboldt Bay Water Trail;
- Implement the Arcata/Eureka Rail with Trail Project;
- Continue efforts to protect strategic properties in the 10 Mile River Estuary;
- Continue implementation of the Mendocino Coastal Trail Plan and secure new coastal trail rights of way;
- Continue to implement priority projects identified in the Mendocino Coastal Conservation Plan;

- Complete construction of the Fort Bragg Mill Site public access improvements;
- Assist local communities to assess risks from climate change and develop adaptation plans to address those risks;
- Secure new coastal trail rights of way in northern Sonoma County;
- Support efforts to improve public access to protected lands in Sonoma County;
- Protect sensitive habitat lands around Tomales Bay;
- Implement public access projects that connect existing trail segments.

## **SAN FRANCISCO BAY AREA**

Along with being home to over seven million people and an economic engine for the State, the nine-county San Francisco Bay Area hosts a diversity of wildlife and habitats, world-class recreational opportunities, and working farms and ranches. These are the resources that the San Francisco Bay Area Conservancy Program works to protect and improve, in order to support the region's economy and quality of life through protection of our natural infrastructure.

The region is defined by the San Francisco Bay, a 1,600 square mile estuary that drains 40% of California's land and connects to the Pacific Ocean at the Golden Gate. The estuary's edges are a mix of developed areas, including urban waterfronts, ports, and marinas, and wetlands used by endangered species, migratory birds, and fish and other aquatic species. The rivers that flow from the Sierra into the Sacramento-San Joaquin Delta are the Estuary's primary source of freshwater; in addition, numerous creeks and rivers flow directly into San Francisco Bay and are important for steelhead trout and other wildlife.

Surrounding the Bay are mountains and ridges that separate the Bay from the central valley and the coast and form part of the Pacific Coast Range. These mountains include well-known peaks of the Bay Area: Mount Tamalpais, Mount Diablo, and Mount Hamilton. The mountain ranges and valleys of the Bay Area are home to numerous wildlife habitats, including redwood forests, oak woodlands, serpentine grasslands, sycamore

groves, willow groves, and seasonal wetlands. These mountains and valleys also contain rich grazing and farming land, which cover 40% of Bay Area lands and contribute to the Bay Area's economy and to a healthy, local food supply.

## **MAJOR ISSUES IN THE BAY AREA**

### THE GREENBELT

The Bay Area is famous for its greenbelt of open space, which provides clean air, clean water, local food, recreational opportunities, and wildlife habitat. Over a quarter of the Bay Area's 4.3 million acres are protected, but additional conservation work is needed to sustain the region's unique biodiversity, particularly in the face of climate change impacts. The Conservancy will work with others to protect regionally significant habitats, connecting corridors, watersheds, scenic areas, and agricultural lands, supporting projects that build upon and connect the existing network of protected lands. Acquisition of fee title and conservation or agricultural easements from willing sellers helps protect land from development. As stewardship of public lands is becoming increasingly challenging, many conservation partners are intensifying their efforts to work with private landowners, including farmers and ranchers, to achieve multiple conservation goals.

### REGIONAL TRAILS AND RECREATIONAL OPPORTUNITIES

As the region continues to grow in population, the acreage and accessibility of open space for urban populations needs to keep pace. Access to open space plays a significant role in the Bay Area's high quality of life and opportunities for outdoor recreation contribute to healthy populations. The Conservancy is working with others to complete four regional trails in the Bay Area: the Bay Area Ridge Trail, the San Francisco Bay Trail, the California Coastal Trail, and the San Francisco Bay Area Water Trail. In addition, we work to connect regional trails to each other and to communities. Regional trails and the Bay Trail in particular, can provide alternative transportation options, reducing greenhouse gas emissions. The Conservancy also funds educational and interpretive centers, staging areas, piers, picnic areas, campgrounds, urban waterfronts, and other recreational amenities that are accessible to urban populations and connect people to nature.

## BAY HABITATS

Approximately 85% of the Bay's tidal wetlands have been lost since the Gold Rush. The San Francisco Baylands Ecosystem Habitat Goals Report called for restoration of 60,000 acres of tidal wetlands around the Bay, to benefit endangered species, migratory birds, fish and aquatic species, water quality, and local flood protection. Currently, nearly 40,000 acres have been acquired and are either being restored or planned for restoration and the Conservancy is playing a lead role in this effort.

## URBAN WATERFRONTS

The Conservancy has long played a role in revitalizing urban waterfronts, assisting local communities in the planning and implementation of projects to create jobs and economic benefits through a combination of private enterprises and public facilities that attract visitors. This work continues to be necessary, but is now complicated by the fact that urban waterfronts are on the front lines as sea level rises. The Pacific Institute estimated that more than \$60 billion worth of infrastructure is at risk in the Bay Area due to sea level rise by 2100. Adaptation strategies will be a significant component of our future urban waterfront work.

## CREEKS AND RIVERS

The creeks and rivers flowing into San Francisco Bay have been dramatically altered due to development, water diversions, and urban runoff. This has negatively impacted water quality and habitat for fish and other aquatic species. We have funded local watershed plans and creek and river restoration efforts. A particular focus is on removing barriers to fish migration and increasing riparian habitat, focusing on the eight "anchor watersheds" with the highest restoration potential for steelhead trout, as identified by the Center for Ecosystem Management and Restoration: Alameda Creek, San Francisquito Creek, Coyote Creek, Guadalupe River, Suisun Creek, Napa River, Corte Madera Creek, and Sonoma Creek. Restoration work on other creeks and rivers remains valuable when it achieves a variety of objectives.

**SAN FRANCISCO BAY AREA — MAJOR EFFORTS IN THE NEXT FIVE YEARS:**

- Support protection of lands identified as essential or critical to sustaining biological diversity

(Conservation Lands Network) and lands identified as critical wildlife linkages between large areas of wildlife habitat (Critical Linkages);

- Support farmers and ranchers in their efforts to manage their lands for food production and other purposes, such as wildlife habitat, watersheds, and viewsheds, with a focus on southern Santa Clara County, Sonoma, Napa Valley, Solano, eastern Alameda County, and Brentwood (Western Marin and coastside San Mateo are managed by the North Coast and Central Coast, respectively);
- Make significant progress towards completion of the Bay Area Ridge Trail, San Francisco Bay Trail, and San Francisco Bay Area Water Trail;
- Support public access and recreation projects that connect urban populations, especially those underserved by parks and open space, to natural areas;
- Complete the Napa Marsh and Hamilton Airfield wetland restoration projects, as well as several other wetland restoration projects. Start construction of the Bel Marin Keys portion of the Hamilton wetland restoration project and identify a strategy for long-term management of Hamilton and Bel Marin Keys;
- Make significant progress on Dutch Slough restoration and play an active role in the protection and enhancement of the Delta, within Contra Costa and Solano Counties;
- Complete construction of Phase I and planning for Phase 2 of the South Bay Salt Pond Restoration Project and start implementation of Phase 2 construction. Complete the Feasibility Study for the South San Francisco Bay Shoreline Study for Ponds A9-I8 and the community of Alviso;
- Support projects that protect lands that could allow for wetland migration as sea levels rise;
- Help communities with urban waterfronts develop adaptation strategies to address sea level rise;
- Transition the Invasive Spartina Project from active eradication by the Conservancy to monitoring and management by landowners and other partners;
- Complete the climate change update to the San Francisco Baylands Habitat Goals Report;

- Develop multi-objective, multi-habitat projects, such as Living Shorelines, that implement recommendations of the Subtidal Habitat Goals Report;
- Support efforts to restore the “anchor watersheds” in the Bay Area and reduce barriers to migration for steelhead trout;
- Develop and support integrated water management within watersheds and across the region;
- Support environmental education and interpretive programs for urban populations, including habitat restoration projects that involve students and community volunteers and/or provide for greening of urban communities;
- Support the work of the San Francisco Bay Restoration Authority, whose goal is to develop revenue sources for restoration of bay habitats and associated public access and flood management.

## CENTRAL COAST

The Conservancy’s Central Coast Region extends from northern San Mateo County to southern Santa Barbara County and includes some of the most spectacular scenery on the California coast. Throughout much of this region, agriculture is a predominant land use as evidenced by the world class vegetable farms of San Mateo, Santa Cruz and Monterey Counties, as well as the expansive ranch lands of San Luis Obispo and Santa Barbara Counties. Beautiful, pristine beaches are found along the entire stretch, many of them backed by rugged coastal mountains. As a transition zone from southern to northern California flora and fauna, the region is known for a high degree of biological diversity, and includes many threatened and endangered species, as well as plants and animals known only to this part of the state.

Due largely to its scenic beauty and accessibility, the Central Coast region attracts visitors from all over the world. Some of the more popular destinations are the urban waterfronts in cities such as Santa Cruz, Monterey, Carmel, Morro Bay, Pismo Beach and Santa Barbara that provide coastal access, recreation and fishing, excellent restaurants and other amenities. The region offers long stretches of accessible beach along the Monterey Bay and San Luis Bay shorelines, as well as secluded

pocket beaches at the mouth of many coastal streams. Dunes and mountains provide a picturesque backdrop to these beaches. Other frequently visited destinations are the mountainous hiking trails of the San Mateo and Santa Cruz coasts and the spectacular Big Sur lands of Monterey and San Luis Obispo Counties.

Over 2.1 million California residents live in the five counties constituting this region, most of them in cities and towns on or near the coast. Development pressure remains an ongoing threat as more and more people are drawn to the many amenities and more relaxed life-style this region has to offer compared to the more heavily developed areas of the state. This threat presents a challenge to the Conservancy and other entities attempting to preserve the natural and scenic resources found so abundantly in the Central Coast region, necessitating a constant search for new and creative measures to accomplish our conservation goals.

## MAJOR ISSUES IN THE CENTRAL COAST

### COASTAL ACCESS

Development of the Coastal Trail and public access to beaches and other protected lands remains an important goal in the Central Coast region. Demand for access continues to grow as the population of the region attracts more residents as well as visitors from other areas. There is an ongoing need to link existing trails and to open new access, as well as to construct support facilities such as restrooms and interpretive facilities. The Coastal Trail and regional trails that link communities to the coast benefit the region both by providing options for non-motorized transportation, while also expanding recreation opportunities and strengthening the tourist economy.

### AGRICULTURAL AND WORKING LANDS

The Central Coast region is one of the state’s most productive agricultural areas. In addition to their economic importance, agricultural lands, and in particular range lands, provide a number of other values such as groundwater recharge, wildlife linkages, flood water retention, open space and scenic views. Yet agricultural lands continue to be lost as the result of development or incompatible adjacent land uses. The Conservancy maintains an active agricultural preservation program

and will continue to seek measures to protect working lands in the Central Coast. Acquisition of conservation easements and other conservation measures are critical to ensure continued protection of agricultural lands.

#### COASTAL HABITAT

The Central Coast supports a broad range of habitat types from wetlands, to coastal chaparral and grasslands to redwood forests. The dunes along San Luis Bay and Monterey Bay provide a glimpse of what much of the California coast looked like historically. As elsewhere in the coast, streams and rivers and their surrounding watersheds are threatened with various types of development, as well as degraded conditions resulting from past destructive land uses or flood management actions. The Conservancy remains highly focused on preventing or repairing damage to these sensitive resources, adopting a holistic perspective that considers the needs of species, as well as overall hydrologic, geomorphic, economic and community functions. With sea level rise and other impacts of climate change, coastal habitats will experience significant stress and change. The habitat preservation and restoration efforts in the Central Coast will prioritize projects which will enhance the resiliency of the coastal environment and/or local communities.

#### **CENTRAL COAST — MAJOR EFFORTS IN THE NEXT FIVE YEARS:**

- Complete the San Clemente Dam Removal Project;
- Continue to lead and expand the Integrated Watershed Restoration Program as a model of agency cooperation and efficient government;
- Continue construction of the California Coastal Trail in San Mateo County and develop a long-term regional management plan;
- Protect and promote sustainable forestry in the Santa Cruz Mountains;
- Continue to support the collaborative integration of agriculture, wetland restoration, education and public access in Watsonville Sloughs;
- Protect and restore coastal rivers and streams to improve water quality, retention of flood waters, and recovery of salmonid species;
- Assist local communities to assess risks from climate change and develop adaptation plans to address those risks;
- Promote economic development projects based on increased coastal access in the Guadalupe-Nipomo Dunes area;
- Initiate restoration of Upper Devereux Slough in Santa Barbara County;
- Protect working lands throughout the Central Coast;
- Secure non-traditional funding for projects that provide ecosystem services;
- Promote development of additional low-cost overnight accommodations, particularly in Monterey and San Luis Obispo Counties;
- Develop the Coastal Trail in northern San Luis Obispo County;
- Investigate opportunities to implement projects that sequester carbon, allowing California's natural resources to benefit from California's carbon market.

#### **SOUTH COAST**

The South Coast region extends from Ventura County to the Mexican Border. It is known for its wide, sandy beaches, dramatic mountains, moderate climate and rich biodiversity. The region is defined by the coastal plains of several major rivers and is bounded by the steep transverse mountain ranges. Ventura County retains a large amount of coastal agriculture, in contrast to the rest of the region where the coastline is either heavily urbanized or preserved as open space by state or local park districts. Outdoor recreation is a huge attraction in the South Coast where the beaches are wide and sandy and the water relatively warmer than the rest of the state. Surfing is extremely popular and surfers have become important advocates for clean water and coastal protection. The South Coast region is the most densely populated area in the state, and is rich with human resources in the form of universities, research organizations, nonprofit organizations, local governments (88 cities in Los Angeles County alone), port districts and state conservancies.

Industrial activities are a major land use along the South Coast. Oil extraction is an ongoing activity, both

offshore and onshore, and electrical power plants and the state's largest ports are major features on the landscape. The large tidal wetland complexes that characterized much of the coastline in the 19th and early 20th century were sacrificed for the economic wealth that lay beneath them: oil, flat land easy to build upon, and river mouths conducive to harbor development. Southern California generates enormous wealth for the state's economy, and visitors come for the cultural attractions of Los Angeles and San Diego as well as for the respite and charm found in coastal communities like Ventura, Laguna Beach, La Jolla, and Imperial Beach.

With over 22 million people living in southern California (about 60% of the state's population) the demand for housing and urban services is the biggest stressor on the coastal environment. The challenge faced by the Conservancy in the South Coast region is to undo some of the damage to coastal habitats caused by previous land uses and change antiquated infrastructure to incorporate more environmentally sustainable designs.

#### **MAJOR ISSUES IN THE SOUTH COAST**

##### COASTAL ACCESS

While much of the South Coast is open to the public and there are numerous state and local parks offering picnic and camping facilities, there are enclaves where public access is very limited. For example, parts of the Malibu coast have little or no public access and opening up public accessways in Malibu is a high priority of the Conservancy. Development of the California Coastal Trail through the region is also an important goal, as the trail can be used for alternative transportation as well as purely recreational purposes. In addition, the Conservancy will continue its work to complete river parkways, such as those along the Ventura, Santa Clara, Los Angeles, Santa Ana, and San Diego rivers. Filling gaps in these statewide and regional trail systems and making connections with other trails and public transportation will continue to be priorities for our work in the region. Finally, the Conservancy also funds educational and interpretive centers, staging areas, piers, picnic areas, campgrounds, and other recreational amenities that are accessible to urban populations and connect people to nature.

##### COASTAL HABITAT

Historically, the South Coast was characterized by large tidal wetland complexes, wide flood plains and rich riparian corridors along coastal rivers and streams. Unfortunately, much of this habitat has been destroyed for urban development and flood control. The Conservancy has therefore invested significant resources and staff time towards support of the Southern California Wetlands Recovery Project, a broad-based partnership of 18 state and federal agencies working in concert with scientists, local governments, and others to improve coordination, pool resources, and advance the recovery of wetlands in the region. The Conservancy has also helped provide technical assistance to help inform critical restoration design and management decisions, such as historic ecology studies and development of assessment and monitoring methods. Restoration and enhancement of wetlands and other regionally-important habitat, particularly through the lens of future climate change and sea level rise, will continue to be a focus of the Conservancy's work.

##### URBAN GREENING AND WATERFRONTS

The extent of Southern California's dense urbanization provides unique challenges and opportunities. Finding new ways to provide infrastructure that serves the needs of urban residents while also sustaining and creating valuable wildlife habitat is critical to the Conservancy's work in the region. The Conservancy has partnered recently with the City of Los Angeles to develop a prototype for constructing residential streets using "green" infrastructure that infiltrates water into the groundwater system, thereby improving water quality in the Los Angeles River as well as on the coast. It is likely that the Conservancy's efforts to restore and sustain coastal habitat will require continued efforts to change the way urban infrastructure is engineered so that more efficient and sustainable methods can be implemented. Providing and increasing access to natural areas in urban settings is another critical component of the Conservancy's work, and it will continue to seek innovative ways to establish community green areas such as urban forests and open spaces. As concerns over climate change increase, the need for holistic approaches that can integrate a range of needs will be paramount, and will drive much of the Conservancy's efforts in the South Coast.

Finally, the Conservancy will continue to build on its work to revitalize urban waterfronts by developing projects that increase public access, enhance working waterfronts, facilitate public education, and promote sustainable economic opportunities.

**SOUTH COAST — MAJOR EFFORTS IN THE NEXT FIVE YEARS:**

- Obtain agreement among stakeholders on the preferred sediment disposal option for the Matilija Dam removal project, and secure construction funding from Congress for the U.S. Army Corps of Engineers;
- Complete property acquisitions for the Santa Clara River Parkway, enabling public access and agricultural activities to coexist along the river;
- Remediate contaminants at Ormond Beach and commencement of restoration of the tidal wetland;
- Complete a comprehensive public access plan for coastal accessways in the City of Malibu and construction of the Malibu Road beach access stairway;
- Complete the environmental documentation and public review for the Ballona wetlands restoration, and commencement of first phase of the project;
- Construct multi-benefit parks such as Milton Street Park on Ballona Creek and Washington Elementary Natural Park on Compton Creek;
- Collaborate with the City and County of Los Angeles on green infrastructure projects to address water quality and supply issues;
- Complete final plans for the Los Cerritos Wetlands Restoration Project;
- Complete the California Coastal Trail in San Diego County and closure of critical gaps in Los Angeles County;
- Resolve sediment management issues in the Tijuana River estuary;
- Assist local communities to assess risks from climate change and develop adaptation plans to address those risks;
- Implement tree planting and other multi-benefit projects which reduce the heat island effect in urban areas;
- Continue to staff the Southern California Wetlands Recovery Project, a broad-based partnership to improve coordination, pool resources, and advance the recovery of wetlands in the region;
- Construct new segments of the Santa Ana River Trail;
- Plan, design, and/or construct new segments of the San Diego River Parkway;
- Focus on urban waterfront revitalization within the region.

## *The Next Five Years*

BASED ON OUR ANALYSIS of the issues facing the coast and the Bay Area, this plan identifies specific goals and numeric objectives that the Coastal Conservancy will achieve over the next five years. The purpose of the goals and objectives is to help the Conservancy prioritize its work, allocating both staff resources and funding to projects that achieve these objectives. For each of the goals, we have identified numeric objectives under two funding scenarios. The first scenario assumes that there are no new bond funds available to the Conservancy over the next five years. The second funding scenario assumes that a new statewide bond measure passes sometime in or after 2014 and provides an additional \$400 million for the Coastal Conservancy. For the purpose of this plan, we assume that the new bond funds are available for any program or region of the Conservancy, and the numeric objectives are based on statewide opportunities.

The numeric objectives for each goal and each region were determined by the Conservancy's regional managers through consultation with project staff, key stakeholders and project partners in each County. The numbers were also based on grant applications already submitted to the Conservancy and the Conservancy's anticipated future commitments to ongoing, large-scale projects. Conservancy staff consulted statewide and regional plans, including: Completing the Coastal Trail, regional

coastal trail plans, the San Francisco Baylands Ecosystem Habitat Goals Report, the Southern California Wetlands Recovery Project Work Plan, the San Francisco Bay Area Water Trail Plan, Conservation Lands Network (the Upland Habitat Goals Report for the San Francisco Bay Area), the San Francisco Bay Subtidal Habitat Goals Report, plans and gap analyses for the San Francisco Bay Trail and Bay Area Ridge Trail, Integrated Regional Watershed Management Plans for coastal watersheds; and County trail, transportation, and coastal plans. Additional factors that were considered include staffing levels and workload capacity, and available funding.

### **PUBLIC ACCESS GOALS**

Public access is one of the major programs of the Conservancy. Public access projects expand opportunities for all Californians and all visitors to California to enjoy the coast. These projects include construction of new trails, trailheads and other features (bathrooms, overlooks, etc). Coastal access projects support the tourism economy, valued at \$12 billion in 2000. The public access goals also include the Conservancy's work to revitalize working waterfronts. These projects include expanding public access but also may involve investments to maintain commercial fishing infrastructure or achieve other goals.

## Public Access Goals

The Conservancy works closely with the Coastal Commission to promote public access to the coast. We will continue to improve and enhance this partnership during the next five years as a key strategy to ensure efficiency and coordination of effort. There are many opportunities for our agencies to improve collaboration on coastal access projects, including completion of the California Coastal Trail and development of new coastal accessways.

During the next five years, the Conservancy will focus on completing regional trails, such as the California Coastal Trail, which is both a recreational feature and in some areas a means of alternative transportation. The Conservancy will also continue to work to expand access to the coast by providing funding for projects that benefit disabled or disadvantaged communities. Where appropriate, the Conservancy will seek to expand its use of web-based communication to improve the ability of the public to access the coast. All access projects will need to be planned to consider climate change impacts, and we expect that a major focus of our waterfront revitalization work over the next five years will be to help communities plan for and adapt to climate change and sea level rise impacts.

### 21ST CENTURY COMMUNICATION

The internet, smart phones and other portable web-based technology have revolutionized the way that the public accesses information. These changes have created new opportunities to communicate about public access and environmental education. The Conservancy will continue to support traditional interpretive and educational programs, but during the next five years we will improve our use of internet-based communication. We expect to reach new constituents and to expand public access to the coast, participation in coastal stewardship, and support for coastal resource conservation.

In planning for the next five years, the Conservancy will continue to improve its website and to develop new websites for key project initiatives, such as the Coastal Trail, that take full advantage of mobile and web-based technology. These tools enable us to provide trail users with updated and tailored information to expand use of the Trail, to improve the user's experience and to partner with local communities and businesses. Mobile devices allow new approaches, more dynamic and interactive than traditional interpretive signs, to providing interpretive information to park visitors.

Not everyone uses the web, and there are many areas of the coast with limited coverage. So, the Conservancy will not replace traditional information and outreach efforts with these new approaches. However, where appropriate, we will focus on using new technology to improve our communication.

## Goal 1:

Develop the California Coastal Trail as a major recreational amenity, tourist attraction, and alternative transportation system.

### OBJECTIVE 1A:

Implement projects to promote awareness and use of the California Coastal Trail, including web-based technologies.

### OBJECTIVE 1B:

Place California Coastal Trail signs on existing trails.

### OBJECTIVE 1C:

Design new trail segments.

### OBJECTIVE 1D:

Construct new trail segments.

### OBJECTIVE 1E:

Assist with projects that secure real property or property interests to facilitate the development of the California Coastal Trail.

### OBJECTIVE 1F:

Improve support facilities at existing coastal accessway; where feasible include features to improve accessibility for people with disabilities.

	North Coast		Central Coast		South Coast	
	Existing Funds	New Bond	Existing Funds	New Bond	Existing Funds	New Bond
1A: # Projects	4	10	1	5	1	4
1B: # Miles of Trail Signed	30	60	30	40	40	80
1C: # Miles Trail	12	35	8	40	8	12
1D: # Miles Trail	12	30	15	30	2	20
1E: # Projects	3	8	2	5	1	4
2F: # Projects	3	10	4	15	2	20

\* For purposes of this goal, the County of San Francisco is included in the Central Coast.

## Public Access Goals

### Goal 2:

Expand the system of coastal public accessways, open-space areas, parks and inland trails that connect to the coast.

#### OBJECTIVE 2A:

Develop projects that expand opportunities for barrier-free access to and along the coast and coastal trails.

#### OBJECTIVE 2B:

Open coastal areas that are currently inaccessible or closed to public use.

#### OBJECTIVE 2C:

Design facilities to increase and enhance coastal recreational opportunities.

#### OBJECTIVE 2D:

Fund construction of new facilities, or reconstruction of dilapidated and unsafe facilities to increase and enhance coastal recreational opportunities.

#### OBJECTIVE 2E:

Design new regional trails and river parkways that connect inland populations to the coast.

#### OBJECTIVE 2F:

Construct new regional trails and river parkways that connect inland populations to the coast.

#### OBJECTIVE 2G:

Acquire land to allow for development of new coastal accessways.

	North Coast		Central Coast		South Coast	
	Existing Funds	New Bond	Existing Funds	New Bond	Existing Funds	New Bond
2A: # Projects	4	10	4	12	4	8
2B: # Projects	8	18	4	10	3	5
2C: # Designs	2	5	3	10	0	10
2D: # Facilities	4	8	5	15	1	3
2E: # Plans	1	3	1	3	1	4
2F: # Miles Trail	0	5	0	12	29	40
2G: # Projects	4	6	1	5	0	5

### Goal 3:

Revitalize coastal and inland waterfronts that provide significant public benefits and promote sustainable economic development.

#### OBJECTIVE 3A:

Develop waterfront revitalization plans that increase accessibility, create more inclusive access opportunities, support commercial and recreational fishing, encourage economic revitalization, promote excellence and innovation in urban design, enhance cultural and historic resources, and that are resilient to a changing climate.

#### OBJECTIVE 3B:

Implement waterfront revitalization projects that increase accessibility, create more inclusive access opportunities, support commercial and recreational fishing, encourage economic revitalization, promote excellence and innovation in urban design, enhance cultural and historic resources and that are resilient in a changing climate.

#### OBJECTIVE 3C:

Design low cost visitor accommodations to expand access to the coast.

#### OBJECTIVE 3D:

Construct low cost visitor accommodations along the coast.

	North Coast		Central Coast		South Coast		Bay Area	
	Existing Funds	New Bond						
3A: # Plans	1	2	1	3	2	4	1	4
3B: # Projects	1	2	0	4	1	4	2	3
3C: # Plans	1	3	1	3	0	4	0	4
3D: # Projects	1	3	1	3	0	4	0	4

## COASTAL RESOURCES CONSERVATION GOALS

Coastal resources conservation is the second major program area for the Conservancy. The overall goal is to support projects and activities that protect, enhance and educate the public about the coast’s scenic, natural and agricultural resources. These goals include activities to improve wildlife habitat, preserve open space and protect working lands, including farmland, row crops and forests. These natural and scenic resources of the coast are vital to the state’s economy and quality of life.

The coastal resources conservation program also includes the Conservancy’s work to assist local communities to plan for and adapt to climate change. The Conservancy will work closely with the Commission and BCDC to support projects that improve understanding of local and regional climate change impacts. In concert with these partner agencies, the Conservancy will support local and regional adaptation planning to protect coastal resources in ways that contribute to the resiliency of the natural and built environments. Climate change will be a driving factor affecting all resource conservation activities in the future. Land acquisition and habitat enhancement must be planned in the context of a changing climate. Monitoring will be essential to provide indicators of stressors and to inform land managers of the need to alter management practices to increase resiliency.

Other challenges such as management costs for habitat enhancement and acquisition projects also informed our priorities in this program area. We expect that management funds will continue to be very limited and that management needs should be addressed up-front. Long-term, sustained conservation will continue to require partnerships with nongovernmental organizations to manage lands and reduce operational costs.

### Goal 4:

Protect significant coastal resource properties, including cropland, rangeland and forests.

#### OBJECTIVE 4A:

Protect significant coastal and watershed resource properties.

#### OBJECTIVE 4B:

Protect working-lands through conservation easements and other agreements.

#### OBJECTIVE 4C:

Implement projects that preserve and restore fish and wildlife corridors between core habitat areas along the coast and from coastal to inland habitat areas.

	North Coast		Central Coast		South Coast	
	Existing Funds	New Bond	Existing Funds	New Bond	Existing Funds	New Bond
4A: # Acres	21,000	35,000	2,000	6,000	580	1,000
4B: # Acres	7,000	10,000	6,000	10,000	0	40
4C: # Projects	5	15	1	5	0	6

## Coastal Resources Conservation Goals

### Goal 5:

Enhance biological diversity, improve water quality, habitat, and other natural resources within coastal watersheds.

#### OBJECTIVE 5A:

Develop plans for the restoration and enhancement of coastal habitats, including coastal wetlands and intertidal areas, stream corridors, dunes, coastal terraces, coastal sage scrub, forests, and coastal prairie.

#### OBJECTIVE 5B:

Restore or enhance coastal habitats, including coastal wetlands and intertidal areas, stream corridors, dunes, coastal sage scrub, coastal terraces, forests and coastal prairie.

#### OBJECTIVE 5C:

Develop plans to preserve and enhance coastal watersheds and floodplains.

#### OBJECTIVE 5D:

Implement projects that preserve, enhance, coastal watersheds and floodplains.

#### OBJECTIVE 5E:

Implement projects to improve fish habitat including projects to remove barriers to fish passage, ensure sufficient instream flow, and provide in stream habitat and favorable water temperatures.

#### OBJECTIVE 5F:

Complete plans to improve water quality to benefit coastal and ocean resources.

#### OBJECTIVE 5G:

Implement projects to improve water quality to benefit coastal and ocean resources.

#### OBJECTIVE 5H:

Implement projects to support the recovery of the southern sea otter.

	North Coast		Central Coast		South Coast	
	Existing Funds	New Bond	Existing Funds	New Bond	Existing Funds	New Bond
5A: # Plans	3	15	9	30	3	8
5B: # Acres	825	1,200	140	500	0	2,700
5C: # Plans	3	10	4	12	5	12
5D: # Projects	3	8	2	10	7	19
5E: # Projects	5	20	3	15	1	6
5F: # Plans	5	15	3	15	3	14
5G: # Projects	1	5	1	8	2	20
5H: # Projects	0	0	3	3	0	0

### Goal 6:

Enhance coastal working lands, including cropland, rangeland and forests.

#### OBJECTIVE 6A:

Develop plans for projects that foster the long-term viability of coastal working lands, including projects to assist farmers, ranchers, and timber producers to reduce impacts of their operations on wildlife habitat and water quality.

#### OBJECTIVE 6B:

Implement projects that foster the long-term viability of coastal working lands, including projects to assist farmers, ranchers, and timber producers to reduce impacts of their operations on wildlife habitat and water quality.

	North Coast		Central Coast		South Coast	
	Existing Funds	New Bond	Existing Funds	New Bond	Existing Funds	New Bond
6A: # Plans	4	10	3	10	1	4
6B: # Projects	4	10	1	8	0	4

## Coastal Resources Conservation Goals

### Goal 7:

Enhance the resiliency of coastal communities and ecosystems to the impacts of climate change.

#### OBJECTIVE 7A:

In cooperation with public agencies, universities and non-governmental organizations, identify significant climate-related threats, management challenges and priority technical assistance needed to maintain resilient coastal communities and natural resources.

#### OBJECTIVE 7B:

Conduct site-specific, regional and landscape-level vulnerability assessments from sea level rise and extreme storm events, and develop adaptation plans and strategies to address threats to coastal communities and public infrastructure in ways that protect natural resources and provide maximum public benefits.

#### OBJECTIVE 7C:

Conduct site-specific, regional and landscape-level vulnerability assessments of uplands and waterways, and develop adaptation plans to address predicted climate change impacts to natural resources, biodiversity, and critical habitat.

#### OBJECTIVE 7D:

Implement adaptation pilot projects that reduce hazards from sea level rise and extreme storm events, and which protect natural resources and maximize public benefits.

#### OBJECTIVE 7E:

Implement adaptation pilot projects that address climate change impacts to uplands natural resources, biodiversity and critical habitat.

#### OBJECTIVE 7F:

Implement projects that reduce greenhouse gases by increasing carbon sequestration, or by supporting land uses that reduce energy consumption including vehicle miles traveled.

#### OBJECTIVE 7G:

Implement tree and vegetation planting projects that reduce urban heat islands and provide other benefits such as reduced energy use, improved air quality, enhanced stormwater management, and improved quality of life.

	North Coast		Central Coast		South Coast		Bay Area		State-wide
	Existing Funds	New Bond	Existing Funds						
7A: # Study									1
7B: # Plan	0	0	1	2	1	1	1	5	
7C: # Plans	1	2	1	1	1	2	0	2	
7D: # Projects	1	2	1	5	0	0	0	2	
7E: # Projects	1	2	0	1	0	8	0	2	
7F: # Projects	1	2	1	2	1	8	1	3	
7G: # Projects	0	0	0	1	1	4	0	2	

### Goal 8:

Provide non-regulatory alternatives to reduce conflicts among competing uses in the Coastal Zone.

#### OBJECTIVE 8A:

Implement projects that resolve land-use conflicts stemming from local coastal programs and work toward elimination of "white holes" (areas where there is no certified local coastal program).

#### OBJECTIVE 8B:

Implement multi-benefit projects that accomplish multiple objectives and resolve longstanding conflicts.

	North Coast		Central Coast		South Coast	
	Existing Funds	New Bond	Existing Funds	New Bond	Existing Funds	New Bond
8A: # Projects	0	0	0	0	1	1
8B # Projects	0	1	0	1	6	12

## Coastal Resources Conservation Goals

### Goal 9:

Expand environmental education efforts to improve public understanding, use and stewardship of coastal resources.

#### OBJECTIVE 9A:

Support programs and events that improve public understanding of coastal resources.

#### OBJECTIVE 9B:

Support the design and installation of interpretive or educational displays and exhibits related to coastal, watershed, and ocean-resource education, maritime history, and climate-change.

#### OBJECTIVE 9C:

Construct or improve regional environmental education centers that educate the public about environmental issues affecting the coast and inland watersheds.

	North Coast		Central Coast		South Coast	
	Existing Funds	New Bond	Existing Funds	New Bond	Existing Funds	New Bond
9A: # Programs	10	15	11	14	6	6
9B: # Exhibits	1	3	1	3	6	8
9C: # Centers	1	3	0	1	0	0

### SAN FRANCISCO BAY AREA CONSERVANCY PROGRAM GOALS

The San Francisco Bay Area Conservancy Program was added to the Conservancy's enabling legislation in October 1997 to address resource and recreational goals within the entire nine-county San Francisco Bay Area. The San Francisco Bay Area Conservancy Program has four major goals:

- 1) improving public access;
- 2) conserving and enhancing habitat;
- 3) implementing the Coastal Act, San Francisco Bay Plan and other adopted plans; and
- 4) providing recreational and educational opportunities in open space and natural areas to urban populations.

While there is substantial overlap in the goals and objectives between the coastal regions and the San Francisco Bay Area, the Bay Area Conservancy Program is treated as its own section within the strategic plan because of its unique legislative mandate and jurisdiction.

### IMPROVING ACCESSIBILITY FOR ALL

The Conservancy will continue to strive to improve coastal access for all segments of the population. People with disabilities comprise a significant portion of the California population.

In providing grants for public access, the Conservancy is committed and will continue to encourage and select projects that specifically seek to improve the opportunity for persons with disabilities to access the coast and its resources. In addition, in connection with any grant made by the Conservancy that serves to plan or develop public access to or along the coast, the Conservancy will continue to require that its grantees comply with the requirements of all applicable federal and state laws governing barrier-free access for people with disabilities.

From time-to-time, the Conservancy also directly manages, coordinates or implements programs that serve to provide or enhance public access. The Conservancy will continue to ensure that each such program is planned, designed, and implemented in such a way as to provide people with disabilities the opportunity to participate in the program in a meaningful way.

## Goal 10:

Identify and prioritize long-term resource and recreational goals for the San Francisco Bay Area.

### OBJECTIVE 10A:

Identify and prioritize resource and recreational goals, including projects that protect and enhance natural habitats and other open-space lands of regional significance, such as agricultural lands, and those that improve public access to and around the bay, along the ridges and coast, and to open space and natural areas.

San Francisco Bay Area		
	Existing Funds	New Bond
10A: # Plans	2	5

## Goal 11:

Protect and enhance natural habitats and connecting corridors, watersheds, scenic areas, and other open-space resources of regional importance in the Bay Area.

### OBJECTIVE 11A:

Protect tidal wetlands, managed wetlands, seasonal wetlands, riparian habitat, and subtidal habitat.

### OBJECTIVE 11B:

Protect wildlife habitat, connecting corridors, scenic areas, and other open-space resources of regional significance.

### OBJECTIVE 11C:

Develop plans for enhancement of tidal wetlands, managed wetlands, seasonal wetlands, upland habitat, and subtidal habitat.

### OBJECTIVE 11D:

Enhance tidal wetlands, managed wetlands, seasonal wetlands, upland habitat, and subtidal habitat.

## SF Bay Area Conservancy Program Goals

### OBJECTIVE 11E:

Develop plans for enhancement of riparian and riverine habitat or other watershed functions and processes for the benefit of wildlife or water quality, including removal of barriers to fish passage or projects that ensure sufficient instream flow.

### OBJECTIVE 11F:

Enhance riparian and riverine habitat or other watershed functions and processes for the benefit of wildlife or water quality, including removal of barriers to fish passage or projects that ensure sufficient instream flow.

### OBJECTIVE 11G:

Develop plans to eradicate non-native invasive species that threaten important habitats in the San Francisco Bay Area.

### OBJECTIVE 11H:

Eradicate non-native invasive species that threaten important habitats in the San Francisco Bay Area.

San Francisco Bay Area		
	Existing Funds	New Bond
11A: # Acres	500	3,000
11B: # Acres	2,000	20,000
11C: # Acres	3,000	10,000
11D: # Acres	1,500	9,000
11E: # Plans	2	6
11F: # Projects	2	6
11G: # Plans	0	3
11H: # Projects	1	3

## SF Bay Area Conservancy Program Goals

### Goal 12:

Improve public access, recreation, and educational facilities and programs in and around San Francisco Bay, along the coast, the ridgelines, in urban open spaces, and natural areas.

#### OBJECTIVE 12A:

Develop plans for projects that provide recreational facilities such as picnic and staging areas, docks and piers, campgrounds, parking lots, interpretive signs, interpretive or educational centers, and natural play spaces.

#### OBJECTIVE 12B:

Implement projects that provide recreational facilities such as picnic and staging areas, docks and piers, campgrounds, parking lots, interpretive signs, interpretive or educational centers, and natural play spaces.

#### OBJECTIVE 12C:

Complete acquisition projects that increase the amount of land accessible to the public or provide corridors for trails.

#### OBJECTIVE 12D:

Develop plans for completing segments of the San Francisco Bay Trail.

#### OBJECTIVE 12E:

Construct segments of the San Francisco Bay Trail.

#### OBJECTIVE 12F:

Plan segments of the Bay Area Ridge Trail.

#### OBJECTIVE 12G:

Construct segments of the Bay Area Ridge Trail.

#### OBJECTIVE 12H:

Develop plans for regionally significant public access trails and community connectors, including links between the Bay Trail, Ridge Trail, Water Trail, and Coastal Trail, and links between regional trails and urban communities.

#### OBJECTIVE 12I:

Construct regionally significant public trails and community connectors, including links between the Bay Trail, Ridge Trail, Water Trail, and Coastal Trail, and links between regional trails and urban communities.

#### OBJECTIVE 12J:

Designate launch sites for the San Francisco Bay Area Water Trail.

#### OBJECTIVE 12K:

Enhance designated launch sites for the San Francisco Bay Area Water Trail.

#### OBJECTIVE 12L:

Implement projects that expand opportunities for barrier-free access to natural areas.

#### OBJECTIVE 12M:

Implement projects that create, expand, or improve environmental educational or interpretive programs, especially those that are available to urban populations.

	San Francisco Bay Area	
	Existing Funds	New Bond
I2A: # Plans	4	10
I2B: # Projects	3	15
I2C: # Acres	1,000	10,000
I2D: # Miles	22	25
I2E: # Miles	5	14
I2F: # Miles	15	50
I2G: # Miles	9	30
I2H: # Plans	2	6
I2I: # Projects	2	5
I2J: # Sites	15	21
I2K: # Sites	6	10
I2L: # Projects	3	12
I2M: # Projects	10	20

## SF Bay Area Conservancy Program Goals

### Goal 13:

Protect Bay Area working lands and support farmers and ranchers in implementing stewardship of the natural resources on their lands.

**OBJECTIVE 13A:**

Protect working lands, including farmland, rangeland and forests.

**OBJECTIVE 13B:**

Implement projects that assist farmers and ranchers to steward the natural resources on their lands.

San Francisco Bay Area		
	Existing Funds	New Bond
13A: # Acres	1,000	7,500
13B: # Projects	1	5

### ORGANIZATIONAL GOALS

To implement this strategic plan, the Conservancy will have to develop new sources of funding for our projects and our operations. We will need to structure our programs and reorganize our staff resources to match these new funding sources. The Conservancy will continue to foster a culture of entrepreneurial collaboration, innovative partnering, skill assessment and enhancement for technical assistance, and grant writing to support the staff necessary to advance the agency’s mission. Where appropriate, staff will also be encouraged to develop specific skills that can help us to implement new kinds of projects, such as work in the emerging carbon markets. This revised strategy will inevitably shift staff resources toward activities that will generate funding; sometimes altering what would otherwise be the highest priority staffing assignments.

At the direction of the Legislature, the Conservancy has developed a ten year funding plan for the agency’s ongoing operation absent any new bond funds.

### NEW SOURCES OF FUNDING

Clearly one of the most pressing issues facing the Conservancy is the need to identify and raise new sources of money to pay for the agency’s projects and its on-going operation. Some of the most promising of these ideas are summarized below:

- **Forest Carbon Credits:** The Conservancy could fund acquisition of timber land, consistent with our goals and priorities, but with the intent of generating carbon credits through sustainable forest management. Some portion of the proceeds from the carbon credits would be returned to the Conservancy to continue its work.
- **Wetland carbon credits:** Initial studies indicate that coastal wetlands are very effective at sequestering carbon. The Conservancy is working with partners to establish a wetland carbon protocol that would allow us to generate carbon credits through wetland restoration. Some portion of the proceeds from the carbon credits would be returned to the Conservancy.
- **Other Carbon Revenues:** The Conservancy could pursue projects that use revenues from California’s

carbon cap and trade program, including alternative transportation projects (such as trail sections of use to commuters), sustainable infrastructure projects, sustainable agriculture, land and natural resource conservation and management (such as soil carbon sequestration), and other projects that reduce greenhouse gas emissions or sequester carbon. Several steps would need to take place before these funds could be used. Some portion of the proceeds from the carbon revenue would be returned to the Conservancy.

- **San Francisco Bay Restoration Authority Local Tax Measure:** The San Francisco Bay Restoration Authority is a regional government agency created by state law. The Authority is charged with raising and distributing funds for the restoration of San Francisco Bay and its shoreline and is exploring local/regional revenue options. Many of the Conservancy's San Francisco Bay projects could be implemented using these funds.
- **In-lieu Fee Programs:** The Conservancy could create in-lieu fee programs under which it would collect and administer mitigation funds. This would allow the Conservancy to aggregate mitigation funds to implement regionally important projects rather than small acre-by-acre mitigation projects. The Conservancy is currently working with the partner agencies of the Southern California Wetlands Recovery Project to explore developing a regional in-lieu fee program.
- **Mitigation Settlements:** The Conservancy could enter into an agreement with a utility or other partner to act as the implementation entity for a mitigation program decreed as part of a settlement. For example, we could implement a natural resource restoration program in conjunction with a dam relicensing settlement.
- **Ecosystem Services:** Ecosystem services are the social and economic benefits derived from ecological resources and ecosystem processes. They include a range of services such as provision of clean drinking water, flood attenuation, and nutrient cycling. Many of these services align with the Conservancy's work and it is possible there could be opportunities

to fund Conservancy projects if markets for these services are created.

- **Environmental License Plate Funds (ELPF):** All of the other state conservancies get a large part of their operating budget from ELPF. The Coastal Conservancy does not receive any ELPF for its operation and, while these funds are over-subscribed, we will continue to make the case for an allocation for the Conservancy.
- **Grants for staff:** The Conservancy has been very successful in applying for and being awarded grants for our projects. When we had sufficient operating funds, we preferred to direct the full amount of funding to project implementation and did not always cover our staff costs. In the future, we will increase the amount of staff costs that we recover from all incoming grants, and to use our grant writing skills to apply for grants that would fund staff to implement projects themselves.
- **Fee for Service – administrative services to other state conservancies:** Several other state Conservancies have approached us about providing administrative services such as human resources, information technology and fiscal services. To the extent that we can achieve efficiencies providing these services to other agencies, these agreements could help support the Conservancy to allow us to achieve our mission.
- **Fee for Service – planning services:** Some partners have suggested that Conservancy staff could provide assistance in managing or facilitating regional planning efforts. Staff time would be compensated on a fee for service basis.

#### **REDUCING COSTS**

Over the past two years, we have reduced our operating budget by about 20%. This reduction was achieved through attrition associated with retirements, savings generated by furloughs, voluntary reductions in staff hours, greater efficiency in use of materials, and less travel. We expect to continue to reduce these costs and have created a staff committee to review our operational budget to identify new ideas for how to save money.

About three quarters of the operating budget for the Conservancy is the cost of our staff. If there is no new bond act, and if we are otherwise unable to raise sufficient revenue, we expect to reduce our staff as we complete our administration of existing bond programs. We will also reorganize our staff to meet the future needs of the agency and to complete the work associated with new funding sources.

## Goal 14:

Implement a sustainable funding strategy for the Conservancy projects and programs.

### **OBJECTIVE 14A:**

Conduct annual evaluation of agency's budget against its longterm financial plan.

### **OBJECTIVE 14B:**

Develop and evaluate progress towards achieving annual funding targets.

## Goal 15:

Reorganize the Conservancy's structure to align staff resources with the Conservancy's new sources of funding.

### **OBJECTIVE 15A:**

Develop and continue to adapt the organizational structure to align staff resources with the longterm funding strategy.

## Organizational Goals

## Goal 16:

Ensure full transparency and accountability, including external communications about the Conservancy's purposes, actions, and accomplishments.

### **OBJECTIVE 16A:**

Maintain and consistently upgrade the Conservancy project database and complete required reporting to the Legislature, Resources Agency, and control agencies.

### **OBJECTIVE 16B:**

Improve and expand our web presence to improve transparency and improve external communications about the Conservancy's work.

### **OBJECTIVE 16C:**

Develop better mapping tools and use them for project planning, decision making, and reporting.

### **OBJECTIVE 16D:**

Prepare and disseminate compelling regional and topical summary reports of our accomplishments.

## Appendices

### **APPENDIX A — CONSERVANCY STATUTORY AUTHORITIES AND PROGRAMS**

#### **COASTAL ACCESS**

(PUBLIC RESOURCES CODE (PRC) SECTIONS 31400 ET SEQ.)

The California Constitution and the Coastal Act require that public access to and along the shoreline be maximized. Widespread concern about losing public access to the coast led in 1972 to passage of Proposition 20, which created the Coastal Commission, and to the enactment of the Coastal Act in 1976. PRC Section 30001.5(c), a provision of the Coastal Act, declares the state's goal to "maximize public access to and along the coast and maximize public recreational opportunities in the Coastal Zone consistent with sound resource conservation principles and constitutionally protected rights of private property owners."

The Coastal Conservancy is directed to "have a principal role in the implementation of a system of public accessways to and along the state's coastline. . ." (PRC Section 31400), and the Conservancy may award grants and undertake projects to acquire and develop land for access, and provide assistance to nonprofit organizations and public agencies (PRC Sections 31400.1, 31400.2, 31400.3). The Conservancy is

also charged with coordinating the development of the California Coastal Trail, in consultation with the Department of Parks and Recreation and the California Coastal Commission, and with helping to expand inland trail systems that link to the Coastal Trail (PRC Sections 31408, 31409).

In 2002, the Legislature declared that in order to prevent the potential loss of public accessways to and along the state's coastline, it is in the best interest of the state to accept all offers to dedicate real property that protect open space or have the potential to provide access to the shoreline and view areas, or that provide a connection to other public properties or easements. These offers to dedicate frequently result from conditions specified in development permits issued by the Coastal Commission. The Legislature has mandated that the Conservancy accept any outstanding offers to dedicate public accessways that are not accepted by others within 90 days of their expiration dates (Public Resources Code 31402.2).

#### **NATURAL RESOURCE ENHANCEMENT**

(PRC SECTIONS 31251 ET SEQ.)

The Conservancy enhances coastal resources that, because of indiscriminate dredging and filling, improper location of improvements, natural or human-induced

events, or incompatible land uses, have suffered loss of natural or scenic values (PRC Sections 31251). Under this authority, the Conservancy preserves and increases fish and wildlife habitat and other resource values through public actions, including grants to acquire and restore resource degraded sites.

#### **WATERSHED RESTORATION**

(PRC SECTION 31220)

In order to improve and protect coastal and marine water quality and habitats, the Conservancy may undertake coastal watershed and coastal and marine habitat water quality, sediment management, and living marine resources protection and restoration projects. Projects implemented under this authority require consultation with the State Water Resources Control Board.

#### **URBAN WATERFRONTS**

(PRC SECTION 31300 ET SEQ.)

In enacting the Urban Waterfront Restoration Act of 1981 (Public Resources Code Section 31300 et seq.), the Legislature determined that many urban waterfront areas in California “are in need of restoration in order to be the vital economic and cultural component of the community which they once were,” (PRC Section 31301), and it provided the Conservancy with authority to undertake projects and award grants for restoration of urban waterfronts. The Conservancy is directed to coordinate the activities of all other state agencies and relevant federal agencies with programs affecting urban waterfronts (PRC Section 31302).

The Conservancy may support projects and activities that are compatible with the preservation, restoration, or enhancement of ocean, coastal, or watershed resources, or that facilitate environmental education related to these resources. And, the Conservancy may undertake activities and to support events or infrastructure related to coastal, watershed, or ocean resource education and maritime history (PRC Section 31316).

#### **PRESERVATION OF AGRICULTURAL LAND**

(PRC SECTION 31150 ET SEQ.)

The Conservancy has authority to undertake projects and award grants to prevent the loss of agricultural land and to sustain continued agricultural production (PRC

Sections 31150, 31156). These projects can include acquisition of fee title or easements and agricultural improvements.

#### **RESERVATION OF SIGNIFICANT COASTAL SITES**

(PRC SECTIONS 31350 ET SEQ.)

The Conservancy may acquire, hold, protect, and use interests in coastal resource lands that would otherwise be lost to public use (PRC Sections 31350), in order to preserve them for purposes of the Conservancy’s enabling legislation, the California Coastal Act, the San Francisco Bay Plan, and other legislation (PRC Sections 31351). The Conservancy may also award a grant to a nonprofit organization or public agency for these purposes, and offer technical assistance (PRC Sections 31352).

#### **SOLVING LAND-USE AND DEVELOPMENT**

**CONTROVERSIES** (PRC SECTIONS 31200 ET SEQ.)

The Coastal Conservancy undertakes projects for the purpose of restoring areas that, because of scattered ownerships, poor lot layout, inadequate park and open space, incompatible land uses, or other conditions, are adversely affecting the coastal environment or are impeding orderly development (PRC Section 31200). The Conservancy assists local governments to direct new development to appropriate sites through public actions, including transfer of development, lot consolidation and revised subdivision, hazard mitigation, and open-space acquisition financing.

#### **SAN FRANCISCO BAY AREA CONSERVANCY**

**PROGRAM** (PRC SECTIONS 31160 ET SEQ.)

The San Francisco Bay Area Conservancy Program was created to address the resource and recreational goals of the San Francisco Bay Area. The Conservancy has authority in the nine county San Francisco Bay Area to achieve the following goals (PRC Sections 31162):

- Completion of regional trails (such as the San Francisco Bay Trail, Bay Area Ridge Trail, California Coastal Trail, and San Francisco Bay Area Water Trail), consistent with the rights of private property owners and without significant adverse impacts on agricultural operations and environmentally sensitive habitats and wildlife.

- Completion of local trails that connect population centers and public facilities, such as parks or recreational centers.
- Provision of recreational and educational facilities, such as interpretive centers, picnic areas, staging areas, and campgrounds.
- Protection of lands, through fee title acquisition, conservation or agricultural easements, or other methods) that provide wildlife habitat, connecting corridors, watersheds, scenic areas, and other regionally significant resources, such as agriculture.
- Restoration or enhancement of habitats, corridors, and watersheds, such as wetland and riparian habitat restoration and invasive species projects.
- Provision of projects that provide open space and natural areas that are accessible to urban populations for recreational and educational purposes.
- Facilitation of environmental education related to ocean, coastal, bay, or watershed resources, such as exhibits or events or the development of amenities and infrastructure (PRC Section 31165).

The Conservancy is charged with:

- Identifying resource and recreational goals for the Bay Area, in cooperation with local and regional public agencies, the Bay Conservation and Development Commission, land trusts, and others;
- Supporting interagency actions and public/private partnerships in order to achieve the goals outlined above and generate support for the San Francisco Bay Area Conservancy Program; and
- Giving highest priority to projects that are supported by adopted plans, are multijurisdictional or serve a regional constituency, can be implemented in a timely way, have benefits that could be lost if not quickly implemented, and include matching funds.

## **CLIMATE CHANGE**

(PRC SECTION 31113)

Effective January 2013, the Conservancy's enabling legislation provides express authority to undertake projects and award grants to reduce greenhouse gas emissions, address extreme weather events, sea level rise, storm surge, beach and bluff erosion, salt water intrusion, flooding, and other coastal hazards that threaten coastal communities, infrastructure, and natural resources. The Conservancy is directed to maximize public benefits, including, but not limited to, reducing emissions of greenhouse gases, reducing hazards to harbors and ports, preserving and enhancing coastal wetlands and natural lands, conserving biodiversity, and providing recreational opportunities.

The legislature expressed its intent that the Conservancy have adequate authority to work with local governments and private entities to address the effects of climate change on coastal resources, public and private, natural and built, including, but not limited to, coastal beaches, ports, urban waterfronts, infrastructure, the ocean, riparian areas and watersheds, fisheries, forests, wetlands, and public and private real property; and declared that the Conservancy's participation can contribute to the resiliency of the natural and built environments and facilitate migration of plant and animal species as they move to adapt.

## **ENVIRONMENTAL EDUCATION**

(PRC SECTION 31119)

The Conservancy may undertake or award grants for educational projects and programs for pupils in kindergarten through grade 12 that relate to the preservation, protection, enhancement, and maintenance of coastal resources.

## APPENDIX B — 2007 STRATEGIC PLAN ACCOMPLISHMENTS

Over the past five years, the State Coastal Conservancy has accomplished many significant projects to protect and enhance the coast. The Conservancy and its partners protected more than 87,000 acres of open space, important habitat, or working lands along the coast and around San Francisco Bay. We helped build more than 120 miles of new trails and funded 44 new or improved public access facilities along the coast and in the Bay Area. We restored thousands of acres of habitat and improved water quality in our coastal streams. In addition, the Conservancy supported planning to identify regional conservation priorities and to develop projects for future implementation.

The Conservancy's prior Strategic Plan was adopted by the Conservancy on September 20, 2007 and included specific numeric objectives for each of the Conservancy's program areas for a five year period. The Conservancy made considerable progress implementing the 2007 Strategic Plan, despite the interruption of all bond expenditures due to the "bond freeze" in 2008 and 2009. Nearly half of the objectives (29 of 61) met or exceeded the target, with another 17 objectives achieving between 50 and 100% of the target. Fifteen of the 61 objectives were less than 50% complete.

Status	No. of Objectives	Percent of Objectives
Numeric objective met (100% or more)	29	48%
50% - 100% completed	17	28%
Less than 50% completed	15	24%

This report provides a brief description of our accomplishments, highlighting some of the areas where we exceeded our goals and explaining why we fell short of some of our targets.

### PUBLIC ACCESS GOALS

The Conservancy achieved most of its public access goals, as shown in the table below. The significant progress made implementing the California Coastal Trail is one of the highlights of the last five years. Other high points included improvements to Pigeon Point Lighthouse and the Port San Luis Lighthouse, as well

as renovation of the Point Reyes Hostel and the Crystal Cove Cottages, both facilities that provide high-quality, low-cost accommodations to visitors along the coast.

The Conservancy exceeded most of its objectives under Goal I, regarding development of the Coastal Trail and connecting regional trails. With our partners, we installed signs on 433 miles of the Coastal Trail, in every county along the coast. We also funded planning and design work for more than 250 miles of new trails. However, we fell short of our objectives for construction of new trail segments. In many cases planning, engineering and permitting took longer than originally anticipated, delaying construction of the new segments. For example, the Santa Ana River Parkway trail has taken much longer than project partners expected. There are significant Proposition 84 funds designated for the completion of the Santa Ana River Parkway and we expect to construct more of this trail over the next five years. In other instances, our partners were able to find other funding sources for trail construction allowing Conservancy funds to be used on other projects.

The Conservancy achieved most of its objectives related to Coastal Accessways, Open Space and Parks (Goal 2). Working with the Coastal Commission staff and many local partners, we have implemented 35 projects to open previously inaccessible coastal areas and 30 projects to fund new or improved coastal recreational facilities.

The Conservancy achieved mixed success in completing Waterfront Restoration Projects (Goal 3). The 2007 Plan overestimated the number of waterfront restoration projects that would be ready for funding under this goal. The Conservancy completed three planning projects (five short of the target), including some very large working waterfront plans such as the Driscoll Wharf plan in San Diego Bay. In contrast, the 2007 Plan greatly under-estimated the need for funding of interpretive displays and exhibits.

Public Access Goals and Objectives	Target	Complete	Percent
<i>Goal 1 — Coastal Trail and Regional Trails</i>			
IA. Support efforts to obtain consensus of Coastal Trail alignment			100%
IB. Install signs on 300 miles of Coastal Trail	300	433	144%
IC. Design 94 miles of Coastal Trail within public and private ownerships	94	121	129%
ID. Construct 93 miles of Coastal Trail within public and private ownerships	93	38	40%
IE. Design 52 miles of regional trails and river parkways	52	135	259%
IF. Construct 56 miles of regional trails and river parkways	56	4	7%
IG. Secure real estate for 20 Coastal Trail segments, connecting trails, and waterfront parks	20	25	125%
<i>Goal 2 — Coastal Accessways, Open Space, Parks</i>			
2A. Develop 11 plans to create or improve waterfront or watershed projects	11	9	82%
2B. Implement 15 projects to create or improve waterfront or watershed projects	15	16	107%
2C. Open 17 inaccessible coastal areas	17	35	206%
2D. Ensure 119 OTD's are accepted	119	119	100%
2E. Fund 24 new or improved coastal recreational facilities	24	30	125%
<i>Goal 3 — Coastal and Inland Waterfronts</i>			
3A. Develop 8 waterfront restoration plans	8	3	38%
3B. Implement 13 waterfront restoration projects	13	10	77%
3C. Fund 15 interpretive displays, exhibits, and public educational events	15	45	300%
3D. Construct or improve 11 environmental education facilities	11	9	82%

## COASTAL RESOURCES CONSERVATION GOALS

Over the five year period, the Conservancy achieved most of its goals related to Coastal Resources Conservation. During the past year, the Conservancy celebrated the completion of wetland restoration in South San Diego Bay. We also celebrated the acquisitions of the stunning Ten Mile Ranch Smith Tract and Usal Shady Dell Creek properties in Mendocino County, protecting estuarine, riparian, coastal prairie and forest habitats. Finally, the Conservancy has made major progress and is continuing to lead the San Clemente Dam removal project which will improve access to 25 miles of fish habitat on the Carmel River.

The Conservancy helped protect more than 16,500 acres of coastal resource and watershed lands, including important coastal properties in Mendocino, Sonoma and on the Palos Verdes Peninsula (Goal 4). We restored or enhanced 2,780 acres of coastal habitat (Objective 5B). While these are significant accomplishments, we fell short of our objectives. In retrospect, we overestimated the restoration and acquisition opportunities that would be ready for funding during this period. The Conservan-

cy achieved most of its objectives related to watershed ecosystem restoration (Goal 5), including habitat restoration planning, invasive species removal and sea otter recovery projects.

The Conservancy also achieved most of its objectives under Goal 6 related to watersheds and water quality. The Riverdale Avenue Green Street demonstration project completed with the City of Los Angeles was a notable success that resulted in new green street construction standards for the entire city. We did not meet our target for planning fish barrier removal projects (Objective 6C). In recent years, the Conservancy has prioritized comprehensive river restoration project, such as the Klamath River and Carmel River projects, rather than single fish barrier projects, thus it did not complete as many barrier removals as originally anticipated. The Conservancy completed several successful projects to improve coastal water quality (Objective 6F).

The Conservancy achieved its objective related to regional approaches for managing shoreline erosion (Objective 6G). This objective has been of particular focus in recent years, as the Conservancy works with

local partners to understand and prepare for the impacts of sea level rise. The Conservancy helped build the Surfer's Point Managed Retreat project in the City of San Buenaventura, one of the first managed retreat projects constructed in California. In addition, the Conservancy has funded a number of projects to help local communities improve their understanding of the potential impacts of climate change, including rising sea levels and increased coastal erosion.

Though we made considerable progress conserving working lands, the Conservancy did not preserve as many acres of working lands as originally estimated (Goal 7). This was primarily due to the fact that a large-scale project anticipated when the objectives were developed did not move forward. Also, other state and federal programs have been funding these types of projects so the Conservancy has prioritized other work.

Coastal Resources Conservation Goals and Objectives	Target	Complete	Percent
<i>Goal 4: Coastal and Watershed Resource Protection</i>			
4. Protect 25,300 acres of significant coastal and watershed resource properties	25,300	16,568	65%
<i>Goal 5: Restore Biological Diversity in Watersheds</i>			
5A. Develop 28 plans for habitat restoration and enhancement	28	46	164%
5B. Restore and enhance 6,820 acres of coastal habitat	6,820	2,780	41%
5C. Implement 25 projects to protect and restore wildlife corridors	25	23	92%
5D. Implement 16 projects to prevent or eradicate non-native species	16	20	125%
5E. Implement 2 projects to support sea otter recovery	2	2	100%
<i>Goal 6: Water Quality, Habitat in Watersheds and the Ocean</i>			
6A. Develop 21 plans to restore watersheds and river parkways	21	28	133%
6B. Implement 49 projects to restore coastal watersheds and river parkways	49	48	98%
6C. Develop 112 plans to remove barriers to fish passage	112	34	30%
6D. Implement fish barrier removal projects to open or improve 99 miles of habitat	99	80	81%
6E. Develop 19 plans to improve water quality	19	22	116%
6F. Implement 16 projects to improve water quality	16	29	181%
6G. Support 7 regional approaches for managing shoreline erosion	7	8	114%
<i>Goal 7: Preserving Working Landscapes</i>			
7A. Protect 74,070 acres of working lands	74,070	53,971	73%
7B. Develop 37 plans for projects that reduce impacts of working lands	37	21	57%
7C. Implement 60 projects that reduce impacts from working lands	60	32	53%
<i>Goal 8: Reducing Conflicting Uses</i>			
8A. Resolve 6 land-use conflicts	6	3	50%

## SAN FRANCISCO BAY AREA CONSERVANCY GOALS

The accomplishments of the San Francisco Bay Area Conservancy since its inception 15 years ago are described in a recent report available online ([http://scc.ca.gov/webmaster/ftp/pdf/sfbay15/SFBAC\\_report\\_final+.pdf](http://scc.ca.gov/webmaster/ftp/pdf/sfbay15/SFBAC_report_final+.pdf)). Over the past 15 years, the Bay Area Conservancy Program protected 83,772 acres of open space and working lands, restored or planned restoration for 34,793 acres of wetlands and has built over 200 miles of trails. In addition, it continued to play an important

role leading planning efforts to prioritize conservation work in the region, including the recently completed upland and subtidal goals reports, as well as embarking on a climate change update to the baylands goals report (Goal 9).

During the past five years, the Conservancy funded projects to restore more than 8,000 acres of wetlands, over 80% of the way towards our objective (Objective 10C). More than 3,500 acres of wetlands were enhanced as part of the first phase of the South Bay

<b>San Francisco Bay Area Conservancy Goals and Objectives</b>	<b>Target</b>	<b>Complete</b>	<b>Percent</b>
<i>Goal 9: Resource and Recreational Goals</i>			
9. Maintain list of high priority resource and recreational areas	4	8	200%
<i>Goal 10: Restoring Natural Habitats and Open Space</i>			
I0A. Protect 3,000 acres of wetland, riparian, riverine, and subtidal habitat	3,000	591	20%
I0B. Develop restoration plans for 3,500 acres of wetland habitat, including subtidal	3,500	8,175	234%
I0C. Restore or enhance 10,000 acres of wetland habitat, including subtidal	10,000	8,284	83%
I0D. Protect 20,000 acres of upland wildlife habitat and other significant open space	20,000	15,641	78%
I0E. Develop restoration plans for 5,000 acres of upland habitat	5,000	12,940	259%
I0F. Restore 5,000 acres of upland habitat	5,000	523	10%
I0G. Develop restoration plans for 15 linear miles of riparian and riverine habitat	15	27	180%
I0H. Restore 10 linear miles of riparian and riverine habitat	10	22	221%
I0I. Plan 5 projects that protect or restore watershed functions	5	2	40%
I0J. Develop 5 plans to prevent, control, or eradicate invasive species	5	1	20%
I0K. Implement 5 projects to prevent, control, or eradicate invasive species	5	52	1040%
<i>Goal 11: Public Access, Recreation, and Education</i>			
I1A. Plan 25 projects that provide recreational or educational facilities	25	10	40%
I1B. Implement 20 projects that provide recreational or educational facilities	20	14	70%
I1C. Complete 20 acquisition projects that increase lands accessible to the public	20	16	80%
I1D. Develop plans for 15 miles of the SF Bay Trail	15	21	142%
I1E. Construct 30 miles of SF Bay Trail	30	13	44%
I1F. Plan 50 miles of Bay Area Ridge Trail	50	149	298%
I1G. Construct 30 miles of Bay Area Ridge Trail	30	40	134%
I1H. Develop 5 plans for other regional trails	5	5	100%
I1I. Construct 50 miles of other regional trails	50	27	53%
I1J. Plan 10 launch sites for the Bay Water Trail	10	3	30%
I1K. Construct or enhance 35 launch sites for the Bay Water Trail	35	2	6%
I1L. Implement 25 projects with ADA-compliant elements	25	21	84%
I1M. Implement 25 educational, hands-on habitat restoration or trail building projects	25	29	116%
<i>Goal 12: Farmland and Rangeland</i>			
I2A. Protect 500 acres of farmland	500	174	35%
I2B. Protect 5,000 acres of rangeland	5,000	9,159	183%
I2C. Develop or implement 3 BMP projects	3	0	0%

Salt Pond Restoration. The Conservancy also funded the planning and design for many additional wetland restoration projects. However, less than 600 acres of wetlands habitats were acquired, 20% of the numeric objective (Objective I0A). This reflects the fact that the majority of the remaining restorable baylands have been acquired over the past two decades. The focus is now on restoring these wetlands. The Conservancy prioritized implementation of invasive species eradication projects over planning new invasive removal efforts, with a focus

on the Invasive Spartina Project, as well as support for educational, hands-on native plant restoration efforts involving students and community volunteers (Objectives I0J, I0K, and I1M).

The Conservancy helped protect more than 15,000 acres of uplands and more than 9,000 acres of rangeland over the past 5 years (Objectives I0D and I2B). Among other accomplishments, the Conservancy funded the acquisition of the 1,500 acre Rockville Trails Estates property in Solano County, the 865 acre Blair Ranch

in Santa Clara County, the 1,047 acre Mindego Hill in San Mateo County, the 1,000 acre Duff Ranch in Napa County, and the 1,080 acre Bertagnoli Ranch adjacent to Mount Diablo State Park, which is expected to close in 2013. The Conservancy only restored 523 acres of uplands, which is about 10% of the 5,000 acre objective (Objective IOF). We have invested more funds in upland acquisition projects during this period and less funding for restoration of uplands because acquisition was generally seen as a higher priority in the region by many of our project partners, and restoration plans needed to be developed prior to large scale restoration (Objective IOE for planning upland restoration was far exceeded).

While the Conservancy only completed 2 watershed plans in the Bay Area (Objective IOI), 22 miles of rivers and creeks were restored and restoration plans were developed for another 27 miles (Objectives IOH and IOG), demonstrating a focus on accomplishing specific projects.

The Conservancy continued to support implementation of the San Francisco Bay Trail, the Bay Area Ridge Trail and the San Francisco Bay Area Water Trail (Goal II). The San Francisco Bay Trail project exceeded planning goals; estimates of construction-readiness were overestimated. The longest new Bay Trail segments were at Moffett Field between Sunnyvale and Mountain View and around the Historic Kaiser Shipyard Site in Richmond. Major Ridge Trail accomplishments included a network of new trails on Sonoma Mountain, new trails within Sierra Vista Open Space Preserve and Sanborn County Park in Santa Clara County, and improvements to the Ridge Trail in the Presidio in San Francisco. The Conservancy completed the Final Environmental Impact Report for the Water Trail, but is behind on its Water Trail objectives because of unanticipated complexities in providing access for persons with disabilities. The Conservancy launched the development of a Water Trail Accessibility Plan in 2012.

The Conservancy supported the planning and construction of recreational and educational facilities, including Edgewood Park Educational Center, the Laguna de Santa Rosa Learning Center, exhibits at the new Exploratorium, and the Lake Berryessa Environmental Education facility (Objectives IIA and IIB).

The Conservancy helped protect 173.5 acres of irrigated farmland, which is about 35% of the 500-acre

objective, including a farmland easement project within the Brentwood Agricultural Core in Contra Costa County (Objective I2A). Irrigated farmland proved challenging to preserve as appraised values are high and many farmers prefer to keep their land use options open.

#### **ORGANIZATIONAL AND OPERATIONAL GOALS**

The 2007 Plan had four objectives related to organizational and operational goals. We made significant progress on these objectives.

The first organizational objective is to maintain a competent, highly trained and motivated staff. Over the past five years, the Conservancy lost several long-time staff members and with them years of experience and institutional knowledge. We have increased training and cross training to ensure that more than one staff person has critical knowledge or skills. The bond freeze and the furloughs were hard on staff morale but we are continuing to identify ways to improve staff motivation and productivity through training, telecommuting, and some offsite meetings.

The Conservancy has implemented a number of steps to achieve the objective related to reducing our use of natural resources. The Conservancy completed an emission inventory report which was accepted by the California Climate Action Registry and the Conservancy was granted status as a Climate Action leader. We also funded an assessment of opportunities to reduce emission from our operations; this assessment recommended that we focus on reducing travel and use of paper. Travel is essential to our work; however, we have been able to eliminate some travel by using web meetings and prioritizing trips. We have also reduced costs and impacts by increasing carpooling when we do travel. We have moved most of our internal forms into digital formats and created the ability to provide digital signatures. This effort will improve efficiency and reduce paper.

The Conservancy continued to develop and increase our use of the project database. This database is now used to track information about all projects, including everything from strategic plan accomplishments to status of invoicing. We have also improved our website and have added a map viewer that allows the public to search all Conservancy projects by location.

## APPENDIX C — PROJECT FUNDING\*

This section provides a summary of the remaining project funds available to the Conservancy. There are three types of funding available to the Conservancy to fund projects: Bond Funds, Annual Appropriations and Coastal Trust Funds.

### HOW MUCH MONEY DO WE HAVE?

Over the past decade, the vast majority of the funds available for Conservancy projects have come from voter approved bond measures. As shown below, the four bond measures approved by the voters since 2000 included nearly \$1 billion for Conservancy projects. The totals below are based on the balance in the bond rather than on the current appropriations; we included anticipated future appropriations from some bond funds.

Bond	Total Available to Conservancy	Remaining Balance as of 8/31/12
Prop 12	250,400,000	19,518,911
Prop 40	240,000,000	12,146,766
Prop 50	140,000,000	8,745,999
Prop 84*	360,000,000	119,158,618
TOTAL	990,400,000	159,570,294

\* Does not include Ocean Protection Council

Each bond act included specific language governing the use of its funds. In many cases, funds are restricted to specific geographic areas or specific projects. Almost half of the remaining funds must be used for specific purposes; the bond allocation balances are provided in detail below.

In addition to the bond funds, the Conservancy receives annual appropriations from other sources for its projects. These sources include the Habitat Conservation Fund (HCF), the Coastal Access Account, the California Beach and Coastal Enhancement Account and the Sea Otter Funds. The Conservancy receives occasional appropriations from the Violation Remediation Account which is funded by fines levied by the Coastal Commission against violators of the Coastal Act. The table below shows the uncommitted appropriations of these funds as of August 31, 2012.

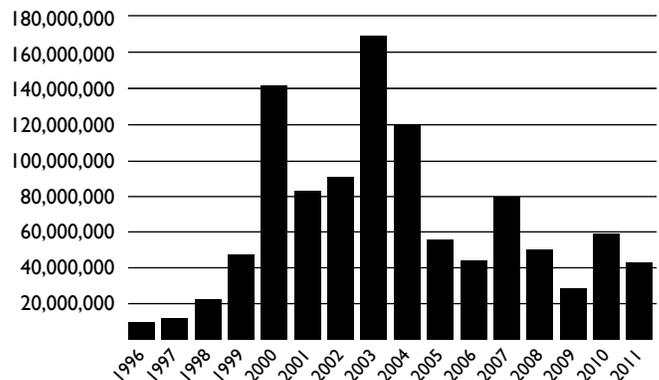
\* This information was presented to the Coastal Conservancy Board at its October 2012 meeting.

	Current Unallocated Appropriation
Habitat Conservation Fund	17,436,303
Coastal Access Account	1,164,389
California Beach and Coastal Enhancement Account	994,800
Violation Remediation Account	1,531,642
Sea Otter Fund	125,821
TOTAL	21,252,955

### WHAT IS OUR ANNUAL SPENDING RATE?

This chart shows the total amount that the Conservancy has authorized each fiscal year for the past 15 years. Although not included in the chart, the Conservancy authorized less than \$20 million a year in the decade between 1986 and 1996. This chart shows that the Conservancy's total authorizations decreased last fiscal year, though we still awarded more than \$40 million for projects.

At that rate, all of the current funding would be authorized in about five years.



### HOW MUCH MATCHING FUNDING HAVE WE LEVERAGED?

Over the past fifteen fiscal years (ending with FY 11), the Conservancy authorized \$1,052,521,838 for its projects. Those funds have been matched by a total of \$2,546,539,993. Matching funds came from other state sources (\$888,152,579) as well as non-state sources including local, federal and private partners (\$1,658,387,414). For every dollar the Conservancy provided, our projects received more than \$2.50 in matching funds. Over the past 25 years, Conservancy funds have been matched on average \$2.80 to \$1.

## BOND FUNDS

### PROPOSITION 12 (2000)

The Safe Neighborhood Parks, Clean Water, Clean Air, And Coastal Protection Bond of 2000 (Proposition 12) made available a total of \$250,400,000 for appropriation by the legislature for the Coastal Conservancy. In the language of the Bond Act, funds were designated to specific purposes. The table below shows the allocations within the Bond Act and the unspent balances.

	Total in Prop 12	Uncommitted Balance
Coastal Conservancy (undesignated)	22,900,000	2,600,000
San Francisco Bay Conservancy	55,000,000	37,476
Central Coast (Santa Cruz to Santa Barbara)	25,000,000	4,000,000
Coastal Salmon	25,000,000	73,000
Ballona Wetlands	25,000,000	3,664,155
Santa Monica Bay	25,000,000	7,683,107
North of Gualala	15,000,000	558,771
Upper Newport Bay	13,000,000	0
Laguna Coast Wilderness	12,500,000	879,840
Fish and Wildlife projects	11,200,000	0
Wildlife projects north of Gualala River	10,000,000	0
Coastal Trail	5,000,000	22,562
Regional Beach Erosion	3,000,000	0
San Francisco Bay Area Ridge Trail	2,000,000	0
Steelhead — North San Diego Co.	800,000	0
<b>TOTAL</b>	<b>250,400,000</b>	<b>19,518,911</b>

### PROPOSITION 40 (2002)

The California Clean Water, Clean Air, Safe Neighborhood Parks and Coastal Protection Act of 2002 (Proposition 40) made available a total of \$240,000,000 for appropriation by the legislature for the general purposes of the Coastal Conservancy and the San Francisco Bay Conservancy.

	Total in Prop 40	Uncommitted Balance
Coastal Conservancy	200,000,000	11,376,382
San Francisco Bay Conservancy	40,000,000	770,384
<b>TOTAL</b>	<b>240,000,000</b>	<b>12,146,766</b>

### PROPOSITION 50 (2002)

The Water Security, Clean Drinking Water, Coastal and Beach Protection Act of 2002 (Proposition 50) made available a total of \$140,000,000 for appropriation by the legislature for the general purposes of the Coastal Conservancy and the San Francisco Bay Conservancy. Ten percent of the funds in each allocation were required to be spent on “acquisition and development of facilities to promote public access to and participation in the conservation of land, water, and wildlife resources.”

	Total in Prop 50	Uncommitted Balance
Coastal Conservancy	108,000,000	7,538,161
Coastal Conservancy – Public Access/Ed	12,000,000	982,985
San Francisco Bay Conservancy	18,000,000	224,691
San Francisco Bay Conservancy – Public Access/Ed	2,000,000	162
<b>TOTAL</b>	<b>140,000,000</b>	<b>8,745,999</b>

### PROPOSITION 84 (2006)

The Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Bond Act of 2006 (Proposition 84) made available a total of \$360,000,000 for appropriation by the legislature to the Coastal Conservancy, and an additional \$90,000,000 for the Ocean Protection Council. This report does not include the Ocean Protection Council.

	Total in Prop 84	Uncommitted Balance
Coastal Conservancy	135,000,000	39,139,831
San Francisco Bay Conservancy	108,000,000	21,131,152
Monterey Bay & Watersheds	45,000,000	17,765,410
Santa Ana River Parkway	45,000,000	31,358,250
San Diego Bay & Watersheds	27,000,000	9,763,975
<b>TOTAL</b>	<b>360,000,000</b>	<b>119,158,618</b>

## ANNUAL APPROPRIATIONS

### **HABITAT CONSERVATION FUND (PROPOSITION 117, 1990)**

Proposition 117 of 1990 created the Habitat Conservation Fund (HCF) and requires an annual commitment of funds into the HCF for thirty years. Proposition 117 did not create a new source of funding; the money transferred into HCF come from other sources within the state budget. In recent years, the legislature has used bond acts to fund the HCF. The Legislature may appropriate up to \$4 million dollars a year to the Conservancy from HCF until 2020.

The purpose of Proposition 117 is to protect fish, wildlife and native plant resources. Allowable uses of HCF include: acquisition of habitat necessary to protect deer and mountain lions or to protect rare, endangered, threatened or fully protected species; acquisition, enhancement or restoration of wetlands, riparian habitat or aquatic habitat for anadromous fish. When bond acts are used as the source of funds for the HCF, the funds carry any additional restrictions on use from the purpose of the bond. For example, during the past few years, the Conservancy's appropriation of HCF has come for Proposition 1E bond funds. Because the purpose of Proposition 1E is flood preparedness, these HCF funds must be used to acquire or restore habitat within flood plains or flood protection corridors.

### **COASTAL ACCESS ACCOUNT**

The Coastal Access Account provides funds for grants to public agencies and nonprofit organizations for development, maintenance and operation of new or existing facilities that provide public access to the shoreline of the sea. These funds come from permit fees from the Coastal Commission and cannot be used for projects along the San Francisco Bay shoreline. The Conservancy receives \$500,000 per year for this fund.

### **CALIFORNIA BEACH AND COASTAL ENHANCEMENT ACCOUNT**

(WHALE TAIL ENVIRONMENTAL LICENSE PLATE)

The California Beach and Coastal Enhancement Account was established under California Vehicle Code section 5067 within the California Environmental

License Plate Fund to be used by the Coastal Commission and the Coastal Conservancy for various coastal programs. Funds are provided to the State Coastal Conservancy for coastal natural resource restoration and enhancement projects and for other projects consistent with the provisions of Division 21 of the Public Resources Code. The amount that the Conservancy receives from this fund depends on the revenues from the Whale Tail License Plates, which are divided between DMV, the general environmental license plate funds, the Coastal Commission and the Conservancy. The Conservancy typically receives \$400,000 per year in this fund.

### **SEA OTTER FUND**

In 2006, the legislature created the California Sea Otter Fund for sea otter research through a voluntary tax donation check-off box on state tax forms. The check off appeared on tax forms for the first time in 2007 and will continue as long as enough tax payers elect to participate. Funds generated from the tax check off are divided between the Coastal Conservancy and the Department of Fish and Game.

### **VIOLATION REMEDIATION ACCOUNT**

The Violation Remediation Account (VRA) was established to ensure that funds derived from violations of the Coastal Act are spent to implement the provisions of the Coastal Act. These funds are spent pursuant to a Memorandum of Agreement between the Coastal Conservancy and the Coastal Commission to ensure that funds are spent on priority projects that further the goals of the Coastal Act. The amount of money deposited in the VRA fluctuates depending on enforcement activity, funds deposited in the VRA are available for future appropriation to the Conservancy by the Legislature.

### **COASTAL TRUST FUND**

California Public Resources Code Section 31012 established the Coastal Trust Fund in the State Treasury, to receive and disburse funds paid to the Conservancy in trust. The funds within the Coastal Trust Fund include gifts, mitigation funds, in-lieu fees and other funds

which have been given to the Conservancy in trust for specific purpose. Because of the inherent restrictions on these funds, these funds are not subject to appropriation by the legislature as part of the annual budget process. The Conservancy has about 50 subaccounts with a total of about \$12 million deposited in the Coastal Trust Fund. The Conservancy is required to obtain approval from the Department of Finance to create a new account within the Coastal Trust Fund. These funds can only be used for specific types of projects, and the majority of the funds are set aside to satisfy mitigation or permit conditions. Below is a list of the accounts and subaccounts and their current balance.

Fund Name	Balance
Bay Conservation and Development Commission Permits	5,863,797
Calleguas Creek In-lieu Fee Program	2,214,041
Carlsbad Agricultural Improvement Fees	801,685
Highlands Inn Mitigation Fees	837,157
Malibu Access Fund	679,432
Santa Clara River Parkway	636,838
El Nido Restoration Project Account	257,638
Santa Clara River Valley	200,305
Los Penasquitos Lagoon Enhancement Fund	159,208
San Joaquin Gnatcatcher Habitat	153,007
Malibu Beach Access Account	81,283
San Francisco Bay Area Conservancy Program Account	79,790
Humboldt Bay Watershed	55,875
Humboldt Bay Eelgrass Mitigation	51,460
Noyo River Bridge	38,304
Ventura River Watershed	24,040
Ormond Beach Armbrust Memorial	17,168
Marcia Grimm Memorial	9,348
Malibu Road	9,139
13 Various Accounts, each with a balance <\$3,200	8,762
<b>TOTAL</b>	<b>12,178,277</b>

Conservancy staff is working to develop projects so that these funds can be used consistent with their specified purpose. As an example, staff will request authorization for the Noyo River Bridge Funds at the October 2012 Conservancy meeting. Some of the funds are quite recent, such as the account from Bay Conservation and Development Commission permits. However, some of these funds, such as the Malibu Access accounts, have

been held in trust by the Conservancy for decades because we have been unable to implement a project that is consistent with the conditions on the money.

#### REPORTING AND RECONCILING FUNDS

When contributions to the Coastal Trust Fund are received by the Conservancy, we deposit them in the bank which transmits them to the state treasury. The Conservancy remits the funds to the State Controller's Office, specifying the Coastal Trust Fund subaccount to receive the deposit. The State Controller sends a journal entry to the Conservancy confirming the deposit and the Conservancy posts this information onto Department of Finance's CALSTARS database. At the end of every month, our accounting office reconciles the balances in the Coastal Trust Fund between the State Controller's Office and CALSTARS and our internal record, the Fund Balance Summary. This reconciliation checks our records of deposits, interest and expenditures against the State Controller's Office and the Department of Finance's. At the end of each fiscal year, the Conservancy verifies the balances with the State Controller's Office and CALSTARS to generate a year-end report which is submitted to the State Controller.

#### SUPPORT BUDGET

The support budget is the annual budget for the operation of the Conservancy including salaries, benefits, operational expenses (rent, utilities, supplies, computers) and any contracts that are related to operation (i.e. project database programming).

#### HOW MUCH DOES IT COST TO OPERATE THE CONSERVANCY?

The table below shows the actual expenditures for the operation of the Conservancy over the past five fiscal years. The Conservancy's operational costs have been less than budgeted over the past several years primarily due to salary savings from: furloughs, vacancies and staff on unpaid leave (new parents). Last year, the Department of Finance required that agencies eliminate vacant positions to bring budgeted and actual operation costs into alignment. As part of that exercise, SCC gave up two positions.

In Thousands	07/08 Actual	08/09 Actual	09/10 Actual	10/11 Actual	11/12 Actual (Not Final)	12/13 Budgeted *
<i>Staff</i>						
Salaries	4,737	5,138	4,595	4,674	4,892	5,241
Benefits	1,659	1,728	1,772	2,206	1,939	1,675
subtotal — Staff	6,396	6,866	6,367	6,880	6,831	6,916
<i>Expenses</i>						
Travel In State	370	320	288	217	231	380
Travel Out of State	14	12	10	4	4	11
Training	10	3	15	4	3	26
Facilities & Utilities	519	570	495	467	449	657
General Expense & Equipment	239	160	195	201	193	337
Printing, Commun. & Postage	216	170	161	116	110	233
Consulting interdept.	856	294	364	238	274	468
Consulting external	1,615	3,055	1,013	715	837	1,280
Data Processing	151	114	157	165	152	145
Pro Rata	481	313	356	706	644	621
Statewide Cost Allocation	6	6	38	12	8	-
subtotal Expenses	4,477	5,016	3,090	2,846	2,905	4,157
<b>TOTAL BUDGET - AGENCY OPERATION</b>	<b>10,873</b>	<b>11,882</b>	<b>9,457</b>	<b>9,726</b>	<b>9,736</b>	<b>11,073</b>

\* Actual 12/13 expenses are expected to be less than budgeted

As we have discussed previously, absent a new bond act, we expect that the SCC staff will continue to shrink over the next five years. As part of the strategic plan we are working to identify the appropriate level and organization of staff for the Agency that can be sustained for the next decade. The budget below includes the staff for the Ocean Protection Council (OPC). The Conservancy has about eight positions and a few interagency agreements related to the OPC. If we subtract the OPC from the support budget, staff costs would decrease by approximately \$800,000 and contracts would decrease by about \$400,000.

#### **WHERE DOES THE MONEY TO FUND CONSERVANCY OPERATION COME FROM?**

The Coastal Conservancy does not receive any money from the State General Fund to pay for its operation. Since its creation, the Conservancy has generally tried pay its support expenses from other sources although General Funds have been appropriated to the Conservancy in the past when bond funds were limited or not

available. Over the past decade, the Conservancy has received substantial capital outlay funding from park and water bonds which have also included funding for administering the bonds. These administrative funds have supported the staff and overhead costs of the agency. Over the next few years, the Conservancy will receive diminishing amounts of support funding from Propositions 12, 40 and 50 and rely more heavily on Proposition 84.

If there is no new bond measure, the Conservancy will reduce its staff as it finishes administering these bonds. However, there will continue to be important work for the Coastal Conservancy and so we are working to identify new sources of funds to pay for ongoing operation of the agency. Developing sustainable funding for the agency is a major consideration in our new strategic plan and we are in the process of preparing a report to the Legislature with a ten year plan for funding the operation of the Conservancy. This plan is due to the Legislature in January 2013.



**“Protecting and improving California’s iconic coast is at the heart of the important work of Coastal Conservancy. Building on 35 years of work, this strategic document lays out how the Conservancy and its many partners will confront sea level rise and other challenges in the coming years.”**

**John Laird,**  
California Secretary for Natural Resources



Coastal  
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