

2007 DRAFT STRATEGIC PLAN UPDATE: June 29, 2007

Executive Summary

The 2007 Coastal Conservancy Strategic Plan was prepared pursuant to the direction and guidelines provided by the Department of Finance in Management Memo 96-23 (8/9/96) and Budget Letter 96-16 (9/23/96). The Conservancy conducted public hearings and reviewed preliminary drafts on March 8, 2007 and May 24, 2007, and a final draft on July 16, 2007. The Strategic Plan was approved by the Coastal Conservancy at a public hearing on July 16, 2007.

The document describes current and historic resource allocation by the Conservancy, public needs served by the agency, policies and principles guiding the Conservancy and its staff, and the intended and recommended future course of the agency's efforts. The plan starts with background information about the Conservancy, including the Conservancy's mission and vision, its business principles, and project selection criteria. The Conservancy's mission is based on thirteen statutory authorities contained in Division 21 of the Public Resources Code, and these make up four program areas:

- Public Access
- Coastal Resource Conservation
- The San Francisco Bay Area Conservancy
- Ocean Protection Council

For each program area, there is a description of the pertinent statutory authorities, followed by the issues and Conservancy's priorities for the program. This is followed by specific programs goals and objectives, strategies to meet the objective, expected outcome measures, and a breakout of how the overall objective will be met within the Conservancy's four administrative geographic regions:

- North Coast (Del Norte through coastal Marin counties)
- San Francisco Bay Area Conservancy (nine Bay Area counties)
- Central Coast (coastal San Mateo through Santa Barbara)
- South Coast (Ventura through San Diego counties)

The *Strategic Plan* is a "living" document, intended for reference in the course of conducting the daily activities of the Conservancy, and it will be subject to an annual formal process of evaluation, and updating within five years.

Introduction and Background

Audiences for the Plan are:

- The Conservancy and its staff, to provide a policy reference, a comprehensive context for evaluating new opportunities and allocating resources, and a set of expectations for measuring the effectiveness of our efforts
- The Resources Agency, to assist in coordinating the work of the Conservancy with other agencies and departments and provide a basis for a comprehensive strategy to conserve California's natural heritage
- Members of the Legislature, to provide the understanding necessary for management and oversight of the agency and to justify allocation of the financial resources needed to carry out California's Coastal Management Program and other statutory activities
- Control agencies like the Department of Finance, Legislative Analyst, State Auditor and Department of General Services, to explain the contribution of the Conservancy to the accomplishment of the state's resource conservation priorities, and to provide a detailed projection of the Conservancy's needs for funding and staffing
- Our clients—local governments, other state agencies, private landowners and nonprofit conservation organizations, private conservation funders—to build on their knowledge of the Conservancy as a cooperative, assisting agency that will be available as a problem-solving partner
- The general public, to invite comment on the activities of the Conservancy and to explain the continued need for state investment in coastal resource protection

Assumptions

1. Funding will continue to be provided to the Conservancy to enable it to continue a full program of coastal resource protection and development.

The Conservancy has experienced phenomenal growth in capital outlay funding for expenditure on projects since its inception. In the first twenty years of the Conservancy's existence, the Conservancy spent approximately \$200 million on restoration, acquisition, and access projects. During the next five years of the Conservancy's life, the comparable figure was \$ 400 million. In the last five years, between 2001 and 2006, Propositions 40 and 50 allocated \$380 million directly to the Conservancy, the legislature allocated an additional \$46.4 million from Proposition 40 for watershed management projects and the California Wildlife Conservation Board granted the Conservancy \$40 million for San Francisco Bay Area wetland projects.

It is anticipated that the next five years funding will be at levels similar or greater than the last five years. The passage of Proposition 84 in November 2006 allocated \$360 million to the Conservancy. Another \$90 million is available for

appropriation to the Conservancy for purposes of ocean protection through the Ocean Protection Trust Fund.

Total funds available to the Conservancy for expenditure on projects over the next five years is approximately \$500 million, including balances from recent bonds, and Proposition 84. For purposes of planning and prioritizing expenditures for the next five years, the Conservancy assumes that between \$100-\$150 million of additional funds will be available for expenditure within the five-year life of the 2007 Strategic Plan. These funds will be derived from legislative appropriations of non-allocated sections of Proposition 84, one additional state resource bond, and some newly developed or allocated non-bond sources, such as a Bay Area license plate. In total, this plan assumes the Conservancy will have a total of \$600 to \$650 million to spend, \$100 to \$130 million per year over the next five years, and that we will continue to leverage Conservancy funds on average by at least two to one (the amount leveraged varies with project type, by region, and depending on existence of other funds, but this average is relatively constant over the years). Therefore the monetary value of the combined objectives within this plan totals \$1.8 to \$1.9 billion.

2. The Conservancy's recently completed Five Year Capital Infrastructure Plan FY08/09-12/13 identified a need for approximately two times the dollar amount assumed to be available to the Conservancy. Additionally, like this strategic plan, it also assumes the Conservancy's funds will be matched by at least 2-1.

As a result, in order to fully meet identified needs and achieve its mission and goals, the Conservancy must be exceptionally strategic in targeting expenditures to the highest priority needs, pursue all opportunities to obtain additional funding, and where feasible, increase the level of matching funds.

3. The state will maintain a strong regulatory program controlling the use of coastal resources.

As a result, there will continue to be a need for assistance to landowners and local governments to achieve permit compliance and facilitate appropriate new development.

4. The legal system will continue to be unable to resolve all threats to sensitive resources and public use of the coast.

As a result, public acquisition of coastal access routes and environmentally sensitive lands will continue to be needed.

5. Increasing population will continue to drive up the demand for coastal real estate and for coastal recreation opportunities.

This will pose market threats to coastal access, coastal agriculture, and the preservation of wildlife habitat. It will also increase opportunities for the restoration of older urban waterfronts.

As a result, state government will continue to need an agency able to meet these challenges in the private market, including skills in landowner negotiation, less-than-fee acquisition, agricultural economics, public development, multi-agency partnerships, and other collaborative, non-coercive means of meeting public goals.

6. The State will experience an increasingly ethnically diverse population.

As a result, state government will need to work with other organizations to reduce atmospheric carbon and increase staff resources and expenditures for environmental education, public access in underserved areas, and ensuring that projects consider and where appropriate address environmental justice issues.

7. Climate change will have dramatic physical, ecological, economic and social impacts on coastal, marine and inland resources.

As a result, the State will need to work with other organizations to reduce atmospheric carbon, and support planning for adaptation to environmental changes including inundation of low-elevation coastal areas, alteration of river and stream flows, increased erosion, and habitat alteration. In addition, expenditures for infrastructure and other projects need to include projected climate changes into project designs and siting, and need to incorporate appropriate mitigation measures.

Other Planning Documents

The *2007 Coastal Conservancy Strategic Plan* is the extension of a process of planning begun by the Conservancy in 1992. It is the third strategic plan written and approved by the Conservancy, and builds on the first plan completed in 1997, and more significantly the second plan completed in 2003. A number of other key planning documents that should be considered a part of this document are included in the CD that comes with this document.

Coastal Conservancy's Mission and Vision

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.

Business Principles

The conservancy is a problem-solving agency, emphasizing “doing” projects that solve problems (including needed project planning) rather than “planning” (for the purpose of adopting public policy).

- The Conservancy works in cooperation with others and strives to be an agency whose involvement is sought by others.
- The Conservancy works on landscape-wide projects that serve significant regional or statewide objectives.
- The Conservancy employs the best available science for each project, subjecting its projects to independent scientific review when necessary and feasible.
- The Conservancy values and employs bottom-up community-based planning. The Conservancy believes that the best resource protection ensues when local citizens participate in planning the future of their own natural heritage.
- The Conservancy staff adds value by its combination of technical knowledge, commitment to community involvement, and skill at communicating the needs of the coast to political decision makers. That skill level is a resource for California and should be constantly improved and kept current.
- The Conservancy is accountable to the citizens of California, and all of the Conservancy projects are discussed and acted upon by the board with a full opportunity for public involvement.
- The Conservancy strives to minimize procedural delay and complexity in its work.

Project Criteria

(For use in the determination of the priority of Conservancy projects under Division 21 of the Public Resources Code)

Key Criteria Required by the Conservancy

- Promotion of the Conservancy’s statutory programs and purposes
- Consistency with purposes of the funding source
- Support from the public
- Location (must benefit coastal, ocean resources, or the San Francisco Bay region)
- Need (desired project or result will not occur without Conservancy participation)
- Greater-than-local interest

Additional Conservancy-Adopted Criteria

- Urgency (threat to a coastal or ocean resource from development, natural, or economic conditions; pressing need; or a fleeting opportunity)
- Resolution of more than one issue
- Leverage (contribution of funds or services by other entities)
- Conflict resolution

- Innovation (for example, environmental or economic demonstration)
 - Readiness (ability of the grantee and others to start and finish the project in a timely manner)
 - Realization of prior Conservancy goals (advances previous Conservancy projects)
 - Return to Conservancy (funds will be repaid to the Conservancy, consistent with the Conservancy's long-term financial strategy)
 - Cooperation (extent to which the public, nonprofit groups, landowners, and others will contribute to the project)

CALIFORNIA STATE COASTAL CONSERVANCY PROGRAMMATIC THEMES
 The four main programmatic themes that make up the Conservancy's mission are based on statutory authorities contained in Division 21 of the Public Resources Code.

Public Access

Coastal Accessways

- Coastal Trail
- Inland Trail Links/River Parkways
- Diverse Accessways
- OTDs (Offers to Dedicate)
- Alternative Transit Options

Urban Waterfront Restoration

- Revitalize waterfronts/Promote excellence of design
- Commercial Fishing/Ports/Harbors
- Urban Coastal Watersheds

Environmental Education

Authorities:

Coastal Access Program (1978)

Urban Waterfronts Program (1984)

Coastal Trail (2000)

Environmental Education (2001)

Coastal Resources Conservation

Acquisition of Resource/ Open Space Lands

Coastal and Ocean Habitats

Protecting, Restoring and Enhancing Biological Diversity

- Threatened/Endangered Habitats
- Habitat Corridors
- Invasive Species

Wetlands, Rivers, Watersheds

- Watershed Functions
- Water Quality
- Sand Supply

Preserving Coastal Agriculture

Coastal Zone Management/ Conflict Resolution

Environmental Education

Authorities:

Coastal Restoration Program (1978)

Site Reservation Program (1978)

Enhancement Program (1978)

Coastal Agriculture Program (1978)

Coastal Restoration Program (1978)

Enhancement Program (1978)

Watershed Restoration (2003)

Coastal and Marine Resource Protection ()

SF Bay Area Conservancy

Protecting, Restoring and Enhancing Biological Diversity

- Threatened/Endangered Habitats (e.g., wetlands)
- Invasive Species
- Habitat Corridors
- Fish Passage
- Water Quality
- Urban Creeks

Public Access, Recreation, and Education

- Bay, Ridge and Connector Trails
- Recreation and Education Facilities
- Water Trail

Acquisition of Resource/ Open Space and Agricultural Lands

Environmental Education

Authorities:

SF Bay Trail (1988)

SF Bay Conservancy Program (1997)

Water Trail (2005)

Ocean Protection Council

Governance

- Funding
- Interagency collaboration
- Enforcement
- Ecosystem-based management
- Federal support
- Regional coordination

Research and Monitoring

- Basic research
- Ocean monitoring (mapping, physical and biological monitoring)

Ocean and Coastal Water Quality

- Support enforcement of pollution controls
- Support innovation
- Assist in reducing the impacts of once-through-cooling
- Help to advance water quality testing

Physical Processes and Habitat Structure

- Habitat restoration
- Regional sediment management
- Climate change

Ocean and Coastal Ecosystems

- Marine Life Protection Act
- Marine Life Management Act
- Invasive species
- Market based fisheries
- Sustainable economic activity

Education and Outreach

Authorities

Ocean Protection Council (2005)

Program Summaries/Goals/Objectives

As depicted on the previous page, the Conservancy's statutory authorities have been condensed into four programmatic themes (Public Access, Coastal Resources Conservation, SF Bay Conservancy and Ocean Protection Council) to help the reader understand the main themes of the Conservancy's work. These are further divided into various subprograms and associated goals and objectives, corresponding roughly to the chapter headings contained in Division 21. They are also based on various subprograms, contained in those chapters and elsewhere, that have been given particular importance by the Legislature (e.g., coastal trail, river parkways), have specified funding sources, or are the subject of multi-agency planning efforts (e.g., Southern California Wetlands Recovery Project).

For each program, there is a brief description of its statutory authorities, and their corresponding issues and priorities that precedes specific goals and objectives for the programs. In some cases, the problems described may be addressed under a range of statutory authorities and with the help of funding sources available to the Conservancy. For instance agricultural preservation is dealt with mainly through the agricultural conservation chapter of Division 21. However, projects benefiting agriculture are also carried out through the resource enhancement, watershed, and San Francisco Bay Area and public access programs.

Monitoring and Tracking

Unless otherwise noted, all goals and objectives are meant to be completed over a five-year period beginning in July, 2007. The primary tool to be used to monitor and track the degree to which goals and objectives are accomplished will be the Conservancy's project data base. Where other tools are necessary to monitor progress, they are identified following the outcome measure for that objective. The results of monitoring and tracking objectives will be evaluated and summarized in an annual progress report.

PUBLIC ACCESS

Statutory Authorities

The California Constitution and the Coastal Act require that public access to and along the shoreline be maximized (Coastal Access Action Plan, Coastal Commission 1999). Widespread concern about losing public access to the coast was the impetus for Proposition 20 in 1972, which created the Coastal Commission and the ultimate passage of the Coastal Act in 1976. Section 30001.5 (c) of the Coastal Act provides that it is 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. . . .” (Public Resources Code Section 31400, 31400.1). In 2001, legislation was enacted requiring the Conservancy to coordinate the development of the trail in consultation with the Department of Parks and Recreation and the California Coastal Commission. The legislation specifically directs the Conservancy to prepare a plan and coordinate the development of the California Coastal Trail, and may award grants and undertake projects to expand inland trail systems that may link to the Coastal Trail (Public Resources Code 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, view area, or that provide a connection to other public properties or easements. These offers to dedicate frequently result from conditions of a development permit issued by the Coastal Commission. The Conservancy was mandated to accept any outstanding offers to dedicate a public accessway that is not accepted by others, within 90 days of its expiration date (Public Resources Code 31402.2).

The Coastal Conservancy’s Waterfronts Program was initiated under the Urban Waterfront Restoration Act of 1981 (Public Resources Code Section 31300 et seq.). In passing the act, 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,” and provided the Conservancy with authority to undertake projects and award grants for restoration of urban waterfronts.

The Conservancy’s waterfront authority was expanded in 2005 to work within urban coastal watersheds by supporting 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. It further allows the Conservancy to undertake activities and to support events or infrastructure related to coastal, watershed, or ocean resource education and maritime history.

The Conservancy’s authority was further expanded to allow for the Conservancy to undertake or support educational projects and programs for pupils in kindergarten through grade 12, relating to the preservation, protection, enhancement, and maintenance of coastal resource

Subprograms: Issues and Priorities

California Coastal Trail

Development of the California Coastal Trail is the Conservancy's key coastal access mandate. With its spectacular beauty, unique coastal towns, and renowned cities, a continuous trail along the California coast is gaining national and international prominence. To support the development of the Coastal trail and comply with legislative mandates, the Conservancy established a coastal trail working group that guided the completion of a plan for the development of the trail which "to the extent feasible . . . (is) constructed along the state's coastline from the Oregon border to the border with Mexico." The Coastal Plan is completed and was approved by the Governor's Office. The Conservancy is working in partnership with California Department of Parks and Recreation, the California Coastal Commission and others to implement the recommendations of the Coastal Trail Plan, including making existing trails part of the system and developing and acquiring new and existing rights-of-way.

Public Accessways

There are currently over 1,000 access points to the coast, serving a population of over 37 million Californians and countless tourists. These stairways, trails, parking lots, restrooms, hostels, and campgrounds are the maintenance and operational responsibilities of local, state, and federal agencies, and in some cases private concessions and nonprofit organizations. Many facilities suffer from lack of long-term maintenance and need reconstruction. Additional access points are greatly needed to serve a growing population. The Coastal Commission has a goal of ultimately having one public accessway to the shore approximately every quarter of a mile. Under legislation passed in 2002 (SB 1962, Polanco), the Conservancy is required to open at least three new accessways each year.

The Conservancy will provide funding for the acquisition of land, major repairs and reconstruction, and the construction of new facilities. To the extent special funds are available (e.g., Coastal Access Account, Whale Tail License Plate) the Conservancy will provide funds for annual operations, for unique projects, and special events. The Conservancy will work to develop one or more projects that demonstrate alternative means of transportation to coastal areas to reduce traffic congestion and pollution.

Offers to Dedicate

There are already 119 offers to dedicate public access easements to or along the coast that will expire in the next five years. These offers, required by regulatory actions of the Coastal Commission, may be accepted by public or private organizations. The Coastal Conservancy is required by statute to accept any offer that will expire within 90 days. The Conservancy will ensure that these offers are accepted and will also work with the Coastal Commission to get other organizations to accept such offers, and to open and manage them for public use, where possible.

Urban Waterfront Restoration

Many of the state's waterfront areas have fallen into disrepair. Repair, reconstruction and redevelopment of these waterfronts can be the key to the economic revitalization of coastal towns, especially those suffering from declines in other industries such as logging and commercial fishing. The Conservancy will support planning and implementation of waterfront redevelopment in smaller cities and towns, especially those suffering from declines in other industries.

Waterfront facilities such as piers, parks, promenades, science and maritime museums, and interpretive centers in the state's major cities and tourist centers are regional amenities and attractions for visitors from around the United States and the world, bolstering the California economy. The Conservancy will support development and reconstruction of major waterfront and riverfront infrastructure and facilities with bond funds. The Conservancy will also support restoration of the state's urban waterfronts for coastal-dependent uses, including the maritime industry, commercial fishing, and harbor improvements that serve foreign trade. The Conservancy seeks to promote excellence of design and the sensitive integration of buildings into the natural coastal environment. To the extent that appropriate special funds are available the Conservancy will support operations of regional facilities and special waterfront educational events.

Commercial Fishing/Ports/Harbors

The commercial fishing industry is in decline due to depleted stocks of various fish species. This adversely affects families and regional economies. The Conservancy will work with other resource agencies to improve the health of fisheries. It will also work with the fishing industry to increase its efficiency by supporting public infrastructure improvements and installations.

Maritime commerce is a key California industry. The expansion or restoration of port and harbor facilities may conflict with natural resource protection. The Conservancy will provide technical and other resources to further the revitalization of California ports and harbors consistent with other goals.

Education

Coastal protection has enjoyed wide popular support over the past three decades. By educating citizens about the sensitivity of coastal resources and what they can do to assist in protection and restoration efforts, this support can be sustained and increased. The Conservancy is authorized to support educational projects and programs for elementary school children relating to the preservation, protection, enhancement, and maintenance of coastal resources. To the extent that appropriate funding sources are available (non-General Fund), the Conservancy will assist government and nonprofit partners in developing high quality coastal-oriented educational experiences and materials for school children. It will assist nonprofit organizations in providing outreach to low-income,

underserved, and non-coastal areas. Additionally, the Conservancy will include public education in the range of its projects. This may include development of interpretive centers or other educational facilities, signs, and displays.

PUBLIC ACCESS GOALS AND OBJECTIVES

GOAL 1

Develop the Coastal Trail as a major new recreational amenity, tourist attraction, and alternative transportation system, especially in urban areas, and develop networks of inland trails that connect to the coast and provide parks and other recreational opportunities.

STATEWIDE STRATEGY

The Coastal Trail is the Coastal Conservancy's core public access strategy. The next five years of activity will consist largely of improving existing public accessways and constructing new accessways in, adjacent to, or connecting population centers, including inland waterways that connect to the coast.

OBJECTIVE 1 A

Continue to support efforts to obtain consensus and refine the alignment of the Coastal Trail.

STRATEGIES

1. In cooperation with the Department of Parks and Recreation, the Coastal Commission, local government and affected landowners, determine which alignments of existing trail should be identified as the Coastal Trail.
2. Identify gaps between existing trails and develop specific alignments for those areas. Where gaps are caused by river mouths or harbor entrances, identify feasible methods to close gaps, such as pedestrian and bicycle bridges or ferries.
3. Identify sections of the Coastal Trail that should be wheelchair accessible.
4. Take sea level rise into consideration when planning alignment.

OUTCOME MEASURES

1. Consensus with DPR and the Coastal Commission on the alignment of the coastal trail.
2. Identified methods for closing gaps in the Coastal Trail.

MONITORING AND TRACKING

1. Develop maps to indicate current Coastal Trail that is useable by the public.

GOAL 1, OBJECTIVE 1 A BASIS

Based on what has been required to date to develop maps and obtain consensus about particular alignments.

DISTRIBUTION: Statewide

ESTIMATED CONSERVANCY COST: \$300,000

FUNDING SOURCES

Propositions 40 and 84

Coastal Access Account and Whale Tail License Plate Fund

OBJECTIVE 1 B

Place Coastal Trail signs on approximately 300 miles of existing trails within public and private ownerships.

STRATEGIES

1. Determine locations of all designated publicly accessible trails within the Coastal Trail route.
2. Request authority be delegated to Executive Officer to provide signs and approve grants for Coastal Trail signage up to \$40,000.
3. Work with land managers to incorporate these lands into the Coastal Trail and to place signs.

OUTCOME MEASURES

1. Miles of existing trails that become identifiable as part of the Coastal Trail.
2. Maps of the Coastal Trail showing these sections.

MONITORING AND TRACKING

1. Coastal Trail Working Group and Conservancy staff will monitor the completion of this objective.

GOAL 1 / OBJECTIVE 1 B BASIS

Based on estimates in completing the California Coastal Trail, up to 300 miles of existing trails can be designated as part of the Coastal Trail during the planning period.

REGIONAL DISTRIBUTION

South Coast: 100 miles

Central Coast: 100 miles

North Coast: 100 miles

ESTIMATED CONSERVANCY COST: \$300,000

FUNDING SOURCES

Propositions 40 and 84

Coastal Access Account

Whale Tail License Plate Fund

OBJECTIVE 1 C

Design approximately 94 miles of trails within public and private ownerships.

STRATEGIES

1. Work with land managers to plan new trail segments.
2. Prioritize trail routes within public or nonprofit ownerships where trails can be constructed.
3. Incorporate latest scientific understanding about sea level rise into design and siting of trails.
3. Identify trail segments that could feasibly accommodate wheelchair riders.

OUTCOME MEASURES

1. Completed plans.

MONITORING AND TRACKING

1. Include projects within GIS database and report to Coastal Trail Working Group.

GOAL 1 / OBJECTIVE 1 C BASIS

Based on analysis in *Completing the California Coastal Trail*, and given current funding and staff resources, up to 94 miles can be added to the Coastal Trail by planning trails within existing rights-of-way.

REGIONAL DISTRIBUTION

South Coast: 24 miles
Central Coast: 50 miles
North Coast: 20 miles

ESTIMATED CONSERVANCY COST: \$5,700,000

FUNDING SOURCES

Propositions 40 and 84
Coastal Access Account

OBJECTIVE 1 D

Construct approximately 93 miles of trails within public and private ownerships.

STRATEGIES

1. Work with land managers to construct new trail segments.
2. Prioritize trail routes within public or nonprofit ownerships where trails can be constructed.

OUTCOME MEASURES

1. Miles of new trails constructed within existing rights-of-way.
2. Miles of new trails constructed that are wheelchair accessible.

MONITORING AND TRACKING

1. Include projects within GIS database and report to Coastal Trail Working Group.

GOAL 1 / OBJECTIVE 1 D BASIS

Based on analysis in *Completing the California Coastal Trail*, and given current funding and staff resources, up to 93 miles can be added to the Coastal Trail in the next 5 years.

REGIONAL DISTRIBUTION

South Coast: 13 miles

Central Coast: 40 miles

North Coast: 40 miles

ESTIMATED CONSERVANCY COST: \$26,990,000

FUNDING SOURCES

Propositions 40 and 84

Coastal Access Account

OBJECTIVE 1 E

Design approximately 67 miles of regional trails and river parkways along rivers and creeks connecting inland populations to the coast and which expand recreational opportunities.

STRATEGIES

1. Provide funding to public agencies and nonprofit organizations to refine plans for inland trails that connect to the coast.
2. Identify inland trails that need wheelchair accessible facilities.
3. Prioritize trail routes identified in *Completing the California Coastal Trail* that connect inland populations to the coast.
4. Incorporate predicted alterations in stream flows and channels into siting and design of trails.

OUTCOME MEASURES

1. Completed plans for increased miles of trails connecting inland areas to the Coastal Trail.

GOAL 1 / OBJECTIVE 1 E BASIS

Based on estimates and analysis of river parkway and urban stream projects by the Conservancy's regional work groups, 52 miles of regional trails and river parkways can be planned over the next 5 years. Current projects include San Diego River, Santa Ana, Los Angeles River, Ballona Creek, San Lorenzo River, Carmel River, Russian River, Big River, and Mad River.

REGIONAL DISTRIBUTION

South Coast: 30 miles

Central Coast: 12 miles
North Coast: 10 miles

ESTIMATED CONSERVANCY COST: \$7,150,000

FUNDING SOURCES

Proposition 84
Proposition 50 (grants from Resources Agency)
Coastal License Plate Fund

GOAL 1, OBJECTIVE 1 F

Construct approximately 56 miles of regional trails and river parkways along rivers and creeks connecting inland populations to the coast and which expand recreational opportunities.

STRATEGIES

1. Provide funding to construct inland trails that connect to the coast, and recreational facilities along those trails, such as parks.
2. Implement plans developed in Objective E.

OUTCOME MEASURES

1. Increased miles of trails connecting inland areas to the Coastal Trail.
2. Increased parks along inland rivers and creeks.

GOAL 1 / OBJECTIVE 1 F BASIS

Based on estimates and analysis of river parkway and urban stream projects by the Conservancy's regional work groups, 56 miles of regional trails and river parkways can be constructed over the next 5 years. Current projects include San Diego River, Santa Ana River, Los Angeles River, Ballona Creek, Carmel River, San Lorenzo River, Russian River, Big River, and Mad River.

REGIONAL DISTRIBUTION

South Coast: 40 miles
Central Coast: 6 miles
North Coast: 10 miles

ESTIMATED CONSERVANCY COST: \$45,700,000

FUNDING SOURCES

Proposition 84
Proposition 50 (grants from Resources Agency)
Coastal License Plate Fund

GOAL 1/ OBJECTIVE 1 G

Assist in 20 projects that secure real property or property interests to facilitate the development of the Coastal Trail and inland connecting trails, or for waterfront parks.

STRATEGIES

1. Identify easements or real property that needs to be acquired for purposes of constructing trails or waterfront parks, or other public access facilities.
2. Acquisitions for trail construction should close gaps or provide regional trail connections.
3. Target park-poor areas for land acquisitions for waterfront park development.

OUTCOME MEASURES

1. Additional property available for trail construction or park development.

GOAL 1, OBJECTIVE 1 G BASIS

Based on discussions with Conservancy regional managers, up to 20 real estate interest could be secured for the purposes of trail development, parks or other public access needs.

REGIONAL BASIS:

South Coast: 1 project
Central Coast: 9 projects
North Coast: 10 projects

ESTIMATED CONSERVANCY COST: \$9,000,000

Public Access

GOAL 2

Develop a system of coastal public accessways, open space areas and parks.

STATEWIDE STRATEGY

Open accessways to currently inaccessible areas, acquire or otherwise protect open space and park areas under threat, and provide funds for major reconstruction of existing facilities, including upgrades for wheelchair accessibility.

OBJECTIVE 2 A

Develop approximately 14 plans to create or improve waterfront or watershed projects, including but not limited to parks along regional trails, multi-benefit pocket parks or projects that demonstrate innovative storm water management strategies.

STRATEGIES

1. Develop and use definition of “underserved community” to prioritize projects that create parks in underserved communities, especially along river parkways that connect to the Coastal Trail.

2. Develop priority projects in coordination with other state and local agencies and nonprofit partners.
3. Incorporate latest scientific understanding of sea level rise into consideration when planning parks and infrastructure.

OUTCOME MEASURES

1. Plans for new or improved parks or projects.

GOAL 2 / OBJECTIVE 2 A BASIS

Underserved communities are those communities with a higher ratio of residents per acre of parkland than the county or city average. Based on estimates and analysis provided by the Coastal Access Action Plan (1999), the Coastal Commission, the Conservancy's regional managers, and the Southern California Green Visions Project, approximately 11 plans can be developed for recreational multi-benefit projects over the next five years.

REGIONAL DISTRIBUTION

South Coast: 5 projects

Central Coast: 4 projects

North Coast: 2 projects

ESTIMATED CONSERVANCY COST: \$2,800,000

FUNDING SOURCES

Proposition 84

Whale Tail License Plate Fund

Objective 2 B

Implement approximately 15 projects to create or enhance waterfront or watershed parks, including but not limited to parks along regional trails, multi-benefit pocket parks or projects that demonstrate innovative storm water management strategies.

STRATEGIES

1. Prioritize projects that create parks in underserved communities, especially along river parkways that connect to the Coastal Trail.
2. Develop priority projects in coordination with other state and local agencies and nonprofit partners.

OUTCOME MEASURES

1. New or improved parks.

GOAL 2 / OBJECTIVE 2 B BASIS

Based on estimates and analysis provided by Coastal Access Action Plan (1999), the Coastal Commission, Completing the California Coastal Trail, the

Conservancy's regional managers, and the Southern California Green Visions Project, up to 15 park projects can be implemented over the next five years.

REGIONAL DISTRIBUTION

South Coast: 5 projects

Central Coast: 5 projects

North Coast: 5 projects

ESTIMATED CONSERVANCY COST: \$8,100,000

FUNDING SOURCES

Proposition 84

Whale Tail License Plate Fund

OBJECTIVE 2 C

Open approximately 15 coastal areas that are currently inaccessible or closed to public use while respecting the rights of nearby landowners and the need to minimize impacts on sensitive natural resources.

STRATEGIES

1. Give funding priority to the development of accessways to beach and coastal areas that are currently inaccessible or closed to public use.
2. Include nearby property owners, local governments, nonprofit partners and resource agencies in planning processes.
3. Fund operations and maintenance costs of opening new accessways, when needed.

OUTCOME MEASURES

1. Public access to areas now closed to the public.

MONITORING AND TRACKING

1. Annual usage reports from property managers.

GOAL 2 / OBJECTIVE 2 C BASIS

Based on estimates and analysis in the Coastal Access Action Plan (1999), Coastal Commission staff, *Completing the California Coastal Trail*, the Conservancy's regional managers, up to 17 areas can be developed for public use during the planning period.

REGIONAL DISTRIBUTION

South Coast: 4 areas

Central Coast: 8 areas

North Coast: 5 areas

ESTIMATED CONSERVANCY COST: \$2,600,000

\$FUNDING SOURCES

Proposition 40, 84

Coastal Access Account

Whale Tail License Plate Fund

GOAL 2, OBJECTIVE 2 D

Ensure acceptance of 119 Offers to Dedicate public access easements before they expire, and work with project partners to open these interests to the public.

STRATEGIES

1. Investigate opportunities for grantees or other project partners to accept OTDs.
2. Where feasible require acceptance of OTDs as a grant condition.
3. Regularly update list of OTDs suitable for acceptance by grantees or other project partners.
4. Accept all OTDs that are in danger of expiring within 90 days.
5. Provide funds and technical assistance to develop facilities to open accepted OTDs for public use.
6. Fund operation and maintenance of accessways derived from OTDs.

OUTCOME MEASURES

1. All OTDs are accepted by grantee, project partner, or the SCC before they expire.
2. OTDs are developed, operated, and maintained.

MONITORING AND TRACKING

1. Add OTD status field to Project database.
2. Link OTD and Project databases.

GOAL 2 / OBJECTIVE 2 D BASIS

The objective of ensuring acceptance of 119 OTDs is based on analysis of offers with expiration dates in the five-year planning period.

REGIONAL DISTRIBUTION

South Coast: 95 OTDs

Central Coast 21 OTDs

North Coast: 3 OTDs

ESTIMATED CONSERVANCY COST

This involves primarily staff costs. If funds are needed to offset maintenance costs, estimate \$100,000.

FUNDING SOURCES

Coastal Access Account

Whale Tail License Plate Fund

GOAL 2, OBJECTIVE 2 E

Fund 23 projects for new, upgraded, or reconstructed dilapidated and unsafe facilities that increase and enhance coastal recreational opportunities for residents and visitors.

STRATEGIES

1. Correct dangerous conditions by installing stairs, guardrails, and signs.
2. Fund repairs or reconstruction of facilities more than 20 years old or in serious disrepair.
3. Build new facilities.
4. Assist with facilities that can ease traffic congestion at popular destination points on the coast or inland waterways.
5. Incorporate latest scientific understanding of sea level rise into consideration when planning facilities.

OUTCOME MEASURES

1. Greater number of recreational facilities
2. Safer conditions at various key locations in the coastal zone.
3. Marked increases in the structural integrity and expected life of access facilities.
4. Less traffic congestion.

GOAL 2 / OBJECTIVE 2 E BASIS

Based on estimates and analysis in Coastal Access Action Plan (1999) and Completing the California Coastal Trail, and additional analysis from the Conservancy's regional program managers, 24 projects can be implemented during the planning period.

REGIONAL DISTRIBUTION

South Coast: 6 projects
Central Coast: 10 projects
North Coast: 8 projects

ESTIMATED CONSERVANCY COST: \$11,650,000

FUNDING SOURCES

Propositions 40, 84
Coastal Access Account
Violation Remediation Account
Whale Tail License Plate Fund

Public Access

GOAL 3

Revitalize coastal and inland waterfronts.

STATEWIDE STRATEGY

Focus on areas where economic development is most needed and has the greatest impact, and where there is the most pressure to convert waterfront lands to uses that are not coastal or waterfront dependent.

OBJECTIVE 3 A

Develop approximately 8 waterfront restoration plans that encourage and promote public access to developed waterfront areas, accommodate tourism where necessary, promote excellence and innovation in urban design, protect and restore cultural and historic resources, and support commercial and recreational fishing communities.

STRATEGIES

1. Update information on needs/opportunities for waterfront restoration in each region.
2. Solicit proposals and award grants for projects displaying design excellence.
3. Identify and resolve conflicts between different uses in key waterfront areas.
4. In coordination with the Ocean Protection Council, update information regarding specific needs for commercial and recreational fishing support facilities in regional harbors, and inventory opportunities for preserving or enhancing other coastal-dependent uses.
5. Incorporate latest predictions about sea level rise in the design and siting of new facilities.

OUTCOME MEASURES

1. Completed plans.

GOAL 3 / OBJECTIVE 3 A BASIS

Based on estimates and analysis of needs by regional managers, review of Coastal Access Action Plan and discussions with staff of the California Coastal Commission and the Ocean Protection Council, up to 8 plans can be completed in the planning period.

REGIONAL DISTRIBUTION

South Coast: 0 plans
Central Coast: 5 plans
North Coast: 3 plans

ESTIMATED CONSERVANCY COST: \$1,650,000

FUNDING SOURCES

Propositions 84, 40
Whale Tail License Plate Fund

OBJECTIVE 3 B

Implement 13 waterfront restoration projects that encourage and promote public access to developed waterfront areas, support commercial and recreational fishing, and promote excellence and innovation in urban design, increase wheelchair accessibility, and protect and restore cultural and historic resources.

STRATEGIES

1. Restore and restore waterfront facilities, and, where possible, leverage funds or seek repayments.
2. Protect and restore coastal cultural and historic resources.
3. Modernize facilities for the fishing industry at key locations such as Crescent City, Humboldt Bay, Noyo Harbor, San Francisco, Half Moon Bay, Monterey, Morro Bay, Port San Luis, Santa Barbara, and San Diego.
4. Provide facilities to accommodate events that increase public use and enjoyment of waterfront areas, including visitor-serving festivals.

OUTCOME MEASURES

1. Increased visitation, tourism, and economic vitality in waterfront areas in each region.
2. Completion of notable projects displaying design excellence.
3. Notable improvements in the sustainability of the commercial fishing industry.

GOAL 3 / OBJECTIVE 3 B BASIS

Based on estimates and analysis of needs by regional managers, review of Coastal Access Action Plan and discussions with staff of the California Coastal Commission up to 13 projects can be completed in the planning period.

REGIONAL DISTRIBUTION

South Coast: 3 projects
Central Coast: 5 projects
North Coast: 5 projects

ESTIMATED CONSERVANCY COST: \$13,250,000

FUNDING SOURCES

Proposition 84
Coastal Access Account
Whale Tail License Plate Fund

OBJECTIVE 3 C

Support the planning, design, or implementation of 15 or more interpretive or educational displays, and exhibits or public events emphasizing coastal, watershed, ocean resource education, maritime history, and climate change impacts.

STRATEGIES

1. Fund plans for environmental education centers.

2. Fund design and content development of high quality site-specific interpretive signage and displays.

OUTCOME MEASURES

1. Completed plans.
2. Interpretive signage and educational displays that explain global and local environmental issues.

GOAL 3, OBJECTIVE 3 C BASIS

Based on estimates from the Conservancy's regional managers, 15 environmental education displays, centers or events can be planned during the next 5 years.

REGIONAL DISTRIBUTION

South Coast: 5 designs or events
Central Coast: 5 designs or events
North Coast: 5 designs or events

ESTIMATED CONSERVANCY COST: \$1,750,000

FUNDING SOURCES

Proposition 50
Violation Remediation Account
Whale Tail License Plate Fund

OBJECTIVE 3 D

Increase education of the public about environmental issues affecting the coast and inland watersheds by constructing or improving 11 regional environmental education centers.

STRATEGIES

1. Fund construction or improvement of environmental education centers.
2. Fund fabrication of site-specific interpretive signage and displays.

OUTCOME MEASURES

1. Constructed or improved centers.
2. Interpretive signage and educational displays that explain global and local environmental conditions and issues.

GOAL 3, OBJECTIVE 3 /D BASIS

Based on estimates from the Conservancy's regional managers, 11 environmental education centers can be built or improved during the next 5 years.

REGIONAL DISTRIBUTION

South Coast: 3 centers

Central Coast: 5 centers
North Coast: 3 centers

ESTIMATED CONSERVANCY COST: \$6,100,000

FUNDING SOURCES

Proposition 50
Violation Remediation Account
Whale Tail License Plate Fund

COASTAL RESOURCES CONSERVATION Statutory Authorities

NATURAL RESOURCE RESTORATION AND ENHANCEMENT

(Reference: Public Resources Code Sections 31053, 31251, 31251.2)

The Coastal Conservancy undertakes projects to enhance 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. Under this authority, the Conservancy preserves and increases fish and wildlife habitat and other resource values through public actions including acquisition of resource areas, restoration of degraded sites, and avoidance of incompatible uses.

ACQUISITION OF SIGNIFICANT COASTAL SITES

(Reference: Public Resources Code Sections 31350, 31351)

In cooperation with local governments and other state agencies, the Coastal Conservancy assures that threatened coastal resource lands are identified and protected in a timely manner.

SOLVING LAND-USE AND DEVELOPMENT CONTROVERSIES

(Reference: Public Resources Code Sections 31052, 31200, 31203)

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. 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.

WATERSHED RESTORATION

(Reference: Public Resources Code Section 31220)

In order to improve coastal water quality, the Conservancy may undertake watershed restoration projects and award grants for this purpose in consultation

with the State Water Resources Control Board and regional water quality control boards.

OCEAN RESOURCES

(Reference: Public Resources Code Section 31220)

In order to improve and protect coastal and marine habitats, the Conservancy may undertake sediment management and living marine resources protection and restoration projects and award grants for these projects.

Issues and Priorities

PROTECTION OF RESOURCE AND OPEN LANDS

The primary purpose of California's Coastal Management Program is to protect the scarce and unique resource values of the coast. Competing and incompatible uses continue to threaten these values. Acquisition of land in fee or less than fee title is the Coastal Conservancy's primary means to ensure protection of the coast's ecological, scenic, recreational, and cultural values.

The north coast region is blessed with exceptional natural resources. Because this region is less urbanized than other portions of the state, there are still large, undeveloped properties. Strategic acquisition of fee-title or conservation easements on these resource lands can connect existing public lands, and provide large, contiguous blocks of habitat and wildlife corridors.

The central coast contains some of the largest private landholdings in the coastal zone. Opportunities exist to acquire fee or easement interests in these properties to protect wildlife habitat and corridors, connect or expand existing park and recreational lands, and preserve scenic vistas and open space.

There are still many relatively large undeveloped resource properties on the coast and along river corridors in Ventura, Los Angeles, Orange, and San Diego Counties. These properties contain habitat for endangered species, are part of wildlife corridors, or are critical watershed lands. In some areas, these properties straddle the best alignment for completing the Coastal Trail and regional links to the trail.

BIOLOGICAL DIVERSITY

The California coastal region contains a wide diversity of natural plant and animal communities. Globally recognized as unique, many of these communities are severely reduced or degraded due to human activities. A number of species are listed as threatened or endangered. Isolation and fragmentation of habitat is a key reason for species declines. In addition to assembling large habitat areas, the Conservancy will seek to establish and protect corridors among smaller properties. These habitat corridors can help to moderate some of the effects of fragmentation and isolation of properties.

Climate change is predicted to alter habitats and create additional stressors on some species, possibly resulting in additional species being threatened, endangered or possibly extent. Protecting, restoring, and enhancing habitat is the primary method that will be used by the Coastal Conservancy to maintain this biological diversity. Particular attention will be paid on protecting critical wildlife corridors that allow for species migration and adaptation to climate changes.

The Conservancy will work with state and federal fish and wildlife agencies, the Coastal Commission, state and regional water quality control boards, and many other public and private organizations to acquire, restore, and enhance scarce habitat areas. To a great extent, the Conservancy's expenditure of funds on particular habitat related projects will be advised by these agencies.

INVASIVE SPECIES are of great concern throughout the coastal region. Invasive species have been shown to be the second greatest threat to biological diversity, second only to habitat loss. The Conservancy has assisted in reducing infestations of *Arundo donax* (giant reed), an aggressive species that has invaded riparian corridors throughout the state and one of the major threats to riparian habitat in southern California. The Conservancy also helped with the successful eradication of *Caulerpa Taxifolia* from two lagoons in southern California. Unfortunately, new invasive species are a constant reality and threat to coastal resources. The Conservancy must effectively target its resources in addressing these problems. Invasive species experts have concluded that prevention of new invasions is more effective and economically efficient than responding to an invasion. Therefore, the Conservancy will give serious consideration to support prevention projects and programs, including public education and research.

WETLAND LOSSES are of particular concern. California's remaining estuaries, salt and brackish marshes, freshwater wetlands, and seasonal wetlands support large populations of shorebirds, raptors, songbirds, and other wildlife. The estuaries are particularly important as nurseries and spawning grounds for fish and shellfish, including salmon, steelhead, crab, and other species that have traditionally provided the foundation for California's commercial and recreational fisheries. California's wetlands also provide an important function in storing floodwaters, buffering shoreline erosion, and helping to filter pollutants.

Biodiversity generally and wetland functioning in particular will be impacted by climate change. Species will gain or lose range, wetlands will move or even vanish, and other changes will take place that must be recognized in this plan.

The Southern California Wetland Recovery Project (SCWRP) is a consortium of 18 state and federal resource and regulatory agencies actively working together to protect and restore coastal wetlands and watersheds from Point Conception south to the border with Mexico. The Conservancy will continue to administer the

SCWRP and will allocate funding to projects identified by it as being of high priority.

The Pacific Coast and San Francisco Bay Joint Ventures provide similar guidance for wetland restoration from the Oregon Border through San Mateo County. The Conservancy will actively support and participate in the work of these organizations.

Central coast wetland projects, south of Point Conception are included within the SCWRP. North of Point Conception projects tend to be developed through sub regional working groups that are informed by state and federal resource managers. The Conservancy will continue to support these groups.

OTHER HABITATS OF CONCERN that the Conservancy will seek to protect or restore include:

- **Beaches and dunes:** California's beaches and remaining dune systems contain unique plant communities, including endangered plants such as Menzies wallflower, beach laiya, and beach spectacle pod, and provide nesting and feeding habitat for several endangered birds, including the western snowy plover and the California least tern.
- **Coastal prairie and scrub:** Coastal prairie habitat, found northward of Big Sur, is increasingly rare. Much of the historic coastal prairie, which contained native bunch grasses and herbs, has been converted over time to introduced annual grasses and weedy species. Coastal scrub habitat can be divided into northern and southern habitat types. Both northern and southern coastal scrub communities are threatened by development along California's coast.
- **Forests:** California's coastal forests can be broken into several different types, including redwood forest, mixed evergreen forest, fire pines and cypresses, and oak woodlands. Less than 88,000 acres of old growth redwood forests remain, the rest having been logged during the last century and a half. Mixed evergreen forests, containing Douglas fir, a variety of oaks, madrones, and coulter pines have also been heavily logged, and southern oak woodlands are highly threatened due to displacement by urban development and vineyard conversion.

CLIMATE CHANGE

Climate change will affect ocean and coastal habitats in a variety of ways, including alteration of river flows, sea level rise and consequent drowning of shallow-water wetland habitats, increased storm surges, and damage to coastal property. It is also expected to increase inland temperatures and result in migration of terrestrial species. These impacts will affect many Conservancy's projects such as the design elevation for restored wetlands, the location and materials for public accessways near the ocean or waterway, altered streamflows may affect fish migration, uplands may not support the same species

composition. Consideration of these and other impacts from climate change need to be incorporated into decisions about prioritization of expenditures, and into the design and siting of Conservancy-funded infrastructure. The Conservancy will need to support efforts of the OPC and others to improve our understanding of impacts from climate change, and to identify tools to mitigate and plan for impacts from a range of predicted changes.

WATERSHEDS, OCEAN RESOURCES AND WATER QUALITY

Coastal resource problems and solutions often begin upstream. The ownership and development patterns, physical condition, and processes of coastal watersheds, rivers, streams, and other watercourses are often the key to understanding and solving coastal and ocean problems. Water pollution closes beaches and affects fish and wildlife habitat. Loss of habitat upstream and barriers to passage greatly impact salmon and steelhead populations. Reductions in normal sediment loads due to dams have starved littoral cells of the sand needed to nourish beaches or have led to excessive erosion downstream. Urban development, agriculture, and other land uses block the public's ability to reach rivers or use stream corridors as alternative accessways to the ocean.

The Conservancy will continue to use a holistic watershed approach to solving coastal resource problems whenever appropriate. The Conservancy will coordinate its efforts with other local, state, and federal agencies and organizations by working within the governance framework being developed by the Resources Agency and the California Environmental Protection Agency for watershed programs.

The Conservancy's watershed projects will be targeted at the following major issues:

SALMON AND STEELHEAD

In the last thirty years salmon and steelhead populations have collapsed, showing massive declines from their historic numbers. This is primarily due to 1) inadequate stream flows 2) blocked access to historic spawning and rearing areas and 3) discharge of sediment and debris into watercourses from inappropriate land use practices. Other contributing factors include loss of riparian canopy, lack of large woody debris recruitment to streams, and loss of estuarine nursery and rearing habitat.

The decline of coastal salmon populations is likely to be exacerbated by climate change. Phenomenon such as prolonged droughts, decreasing snow pack, and altered rainfalls may diminish stream flows necessary to sustain anadromous fish populations.

The Conservancy's primary focus will be reopening historic anadromous fish habitat by removing barriers to fish passage on key rivers, creeks, and

tributaries. The Conservancy will continue efforts to remove major barriers such as the Klamath Dams, San Clemente and Matilija Dams. The Conservancy will also continue to fund projects that remove or retrofit culverts and other smaller barriers on priority streams. In addition, the Conservancy will cooperate with the OPC, public agencies and private entities to identify minimum instream flows necessary to sustain anadromous fish populations at healthy levels.

In the North Coast, the Conservancy will work to implement projects based on the North Coast Watershed Assessment Program, the 303(d) list of the Water Resources Control Board, salmonid recovery plans, and other watershed based plans.

In the Central Coast, the Conservancy will fund locally based watershed plans and projects with priority given to watersheds that support coho salmon and/or steelhead runs, have local stakeholder support, are on the SWRCB 303(d) list for water quality impairment, are targeted in water quality or endangered species recovery plans, and/or contain significant coastal resources. The Conservancy will also focus on development of permit coordination programs, and building local capacity.

In the South Coast the Conservancy will continue efforts to restore habitat for southern steelhead by removing fish passage barriers and restoring riparian habitat along important steelhead streams.

RIVER PARKWAYS

River parkways are multipurpose conservation projects focused on the remaining natural landscapes contained in river corridors. In developing river parkway projects, pursuant to Chapters 5.5, 6 and 9 of Division 21, the Conservancy will seek to restore functional river systems, preserve natural habitats, provide public access opportunities, protect open space, and provide sustainable flood control. It will support high priority projects over the long term to ensure continuity and completion of trail systems to the ocean.

In the South Coast, the Conservancy will continue its efforts to develop River Parkways along rivers that offer important habitat or recreational opportunities, including: the Santa Clara and Ventura Rivers, the Santa Ana River, and the San Diego River.

WATER QUALITY

Currently, “non-point” sources of coastal water pollution, such as on-site septic systems and polluted storm-water and agricultural runoff, are the largest source of coastal water pollution in California (SWRCB and CCC; 2001). Nearly all coastal draining watersheds in California are considered “impaired” for one or more contaminants (SWRCB: 303(d) List).

The Conservancy will continue to implement appropriate projects under its purview in furtherance of the Plan for California's Non-point Source Pollution Control Plan (Program Plan). The Program Plan includes a fifteen-year timeline, with three short-term five-year plans. The Conservancy will also continue to work with the Coastal Commission to designate Critical Coastal Areas (CCAs) that are most at risk from water pollution and in need of restoration and enhancement.

The Conservancy will continue to support projects that help improve water quality by reducing of impacts from non-point source pollution. The Conservancy will continue to work with the Clean Beaches Task Force, the Santa Monica Bay Restoration Commission and others to advance these projects.

SAND SUPPLY

The natural movement of sediment through coastal watersheds to the shoreline has been altered significantly by human activities. Dams, debris basins, channelized streams and other flood control structures both reduce the volume of sediment in fluvial systems and diminish the ability of rivers and streams to carry sediment to its destination, the ocean. Human interference in the natural transport of sediment causes beach erosion and subsequent loss of coastal access, degradation of wetlands and obstruction of fish passage in coastal waterways.

The Conservancy will seek to complete projects that reestablish the supply of sediment to beaches (removal of dams) and reestablishment of natural channels. It will support efforts to find opportunities to use sediment from debris basins and other sources to replenish beaches.

PRESERVATION OF WORKING LANDSCAPES

Land that is used for the production of agricultural crops, animal grazing, milk production or timber production constitutes "working landscapes". Throughout the coastal zone, these lands often play a vital role in maintaining local economies as well as constituting the types of landscapes most cherished by generations of Californians.

With rich soils and a moderate, ocean-influenced climate, coastal agricultural lands support specialty crops, some that can only be grown on the coast. The per-acre production values of coastal agriculture can be as much as four times those of inland areas. Grazing lands for sheep, cattle and dairy production are also an important component of coastal agriculture, and an important segment of the north coast's agricultural economy. The north coast contains 3.4 million acres of timberlands; half of California's annual timber revenue is derived from Mendocino and Humboldt counties alone.

The conversion of coastal working landscapes to residential, commercial, and specialized uses, such as golf courses, threatens the economic viability of remaining working landscapes, and may also reduce wildlife habitat and the

scenic quality of the coast. Other factors affecting the viability of working landscapes include: difficulty and cost to meeting new environmental regulations, unreliable water supplies, constrained access to markets, reduction in acreages beyond what will sustain associated processing and transport facilities, and incompatibility of surrounding land uses.

The Conservancy will work through its partnerships to protect working lands by acquiring conservation easements or fee title for the state's most productive and threatened lands. The Conservancy will also fund projects to provide improvement, such as adequate water supplies or improved water storage capacity, necessary to keep threatened lands in production and to strengthen regional agricultural economies. Where appropriate, the Conservancy will also support efforts to improve agricultural practices for the dual purpose of protecting agricultural lands and natural resources.

COASTAL ZONE MANAGEMENT/CONFLICT RESOLUTION

The Coastal Conservancy's jurisdiction encompasses that of both the Coastal Commission and the San Francisco Bay Conservation and Development Commission. The regulatory programs of both of these agencies ensure that state and regional land use policies are carried out within the San Francisco Bay and coastal regions. This state intervention in land use decisions has led to intense controversies over the years between developers, environmental groups, local government and the state regulatory agencies. The Conservancy was created in part to act as a moderating force in these conflicts. The Conservancy is able to acquire property or use its broad powers, outlook and authority to devise creative solutions. In some cases, the Conservancy's problem solving approach can also be used outside of the coastal zone.

The Conservancy can also use its powers to assist the Coastal Commission and local jurisdictions to complete local coastal programs (LCPs). In many cases LCPs have not been completed due to ongoing controversies regarding appropriate development for specific sub regions within a local jurisdiction. The Conservancy will seek to reduce these conflicts through key property acquisitions and other means.

Coastal Resources Conservation Goals

GOAL 4

Protect significant coastal and watershed resource properties.

STATEWIDE STRATEGY

Protect resource lands that 1) connect existing public and other protected lands to provide large, contiguous blocks 2) protect habitat and wildlife corridors; 3) support regional plans, e.g. recovery plans for listed species; 4) preserve scenic vistas and open space.

OBJECTIVE 4

Protect 25,400 acres of significant coastal and watershed resource properties.

STRATEGIES

1. In consultation with government and NGO partners identify priority resource lands, including critical wildlife corridors.
2. Support efforts to complete and maintain the protected lands GIS database.
3. Regularly meet with national and regional NGOs; foundations; other local, state, and federal agencies; and real estate brokers to determine appropriate lead agencies for priority acquisitions, and to avoid duplication of effort and ensure awareness of real estate trends and properties likely to be on the market.
4. For each potential acquisition determine whether fee interest or easements are needed
5. Identify appropriate entity to acquire and manage real property interests.

OUTCOME MEASURES

1. Acres protected for landscape-level conservation of natural communities, and scenic or recreational resources.

MONITORING AND TRACKING

1. Quantify protection results.

GOAL 4 / OBJECTIVE 4 BASIS

The objective of 25,400 acres is based on estimates of regional program managers, in consultation with the Wildlife Conservation Board, Department of Fish and Game, Department of Parks and Recreation, Coastal Commission, and NGOs.

REGIONAL DISTRIBUTION

South Coast: 2,200 acres
Central Coast: 8,700 acres
North Coast: 14,500 acres

ESTIMATED CONSERVANCY COST; \$91,550,000

FUNDING SOURCES

Propositions 40, 50 and 84
Habitat Conservation Fund
Future bonds

Coastal Resources Conservation

GOAL 5

Restore and enhance biological diversity in coastal watersheds.

STATEWIDE STRATEGY

For identified key regional habitat types, concentrate on restoring systems that are of sufficient size and complexity to help ensure lasting ecological integrity.

OBJECTIVE 5 A

Develop 28 plans for the restoration and enhancement of coastal habitats including coastal wetlands and intertidal areas, stream corridors, dunes, coastal terraces, coastal sage scrub, redwood forest, oak woodlands, Douglas fir forests and coastal prairie, and prevention, eradication or control of invasive species.

STRATEGIES

1. Participate in local and regional strategic planning processes to target most important resources and assess local and regional strategic resource plans.
2. Develop partnerships with NGOs, local, state and federal public agencies and promote public outreach.
3. Develop local capacity to plan and implement resource enhancement projects.
4. Facilitate resolution of conflicts that impede efforts to conserve coastal resources.
5. Complete planning phases that will lead toward project implementation, including resource enhancement plans, conceptual plan, detailed designs, environmental documentation, and permitting.
6. Fund research of invasive species prevention strategies and develop prevention programs.
7. Incorporate predicted evolutions in habitat due to climate change when planning restoration and enhancement.

OUTCOME MEASURES

1. Plans completed which incorporate predicted habitat evolutions from climate change.
2. Invasive species prevention programs developed.

GOAL 5 / OBJECTIVE 5A BASIS

Estimates of the numbers of plans are based on the information from the regional program managers, in consultation with the Wildlife Conservation Board, Coastal Commission, Department of Fish and Game, and NGOs.

REGIONAL DISTRIBUTION

South Coast: 9 plans
Central Coast: 11 plans
North Coast: 8 plans

ESTIMATED CONSERVANCY COST: \$8,600,000

FUNDING SOURCES

Propositions 40, 50 and 84
Habitat Conservation Fund

OBJECTIVE 5 B

Restore and enhance 6,820 acres of coastal habitats including coastal wetlands and intertidal areas, stream corridors, dunes, coastal sage scrub, coastal terraces, redwood forest, oak woodlands, Douglas fir forests and coastal prairie.

STRATEGIES

1. Implement priority projects.

OUTCOME MEASURES

1. Acres restored or enhanced

GOAL 5 / OBJECTIVE 5 B BASIS

Estimates of the numbers of acres based on the information from the regional program managers, in consultation with the Wildlife Conservation Board, Coastal Commission, Department of Fish and Game, and NGOs.

REGIONAL DISTRIBUTION

South Coast: 1,300 restored acres

Central Coast: 4,020 restored acres

North Coast: 1,500 restored acres

ESTIMATED CONSERVANCY COST: \$ 41,875,000

FUNDING SOURCES

Propositions 40, 50 and 84
Habitat Conservation Fund

OBJECTIVE 5 C

Implement approximately 25 projects to preserve and restore wildlife corridors both between core habitat areas along the coast and from coastal to inland habitat areas.

STRATEGIES

1. Identify core coastal habitat areas.
2. Prioritize and implement projects to preserve or create links between core habitat areas.
3. Implement restoration projects within the habitat corridor.

OUTCOME MEASURES

1. Permanent protection or restoration of important habitat corridors, affecting significant populations of various species.

GOAL 5 / OBJECTIVE 5C BASIS

Preservation and restoration of approximately 25 habitat corridors is based on estimates of regional program managers in consultation with the Wildlife Conservation Board, Coastal Commission, and NGOs, including the Missing Linkages Project.

REGIONAL DISTRIBUTION

South Coast: 4 projects
Central Coast: 11 projects
North Coast: 8 projects

ESTIMATED CONSERVANCY COST: \$20,000,000

FUNDING SOURCES

Propositions 40 and 50, 84
Habitat Conservation Fund

OBJECTIVE 5 D

Implement 16 projects that target prevention, control or eradication of non-native invasive species that threaten important coastal habitats.

STRATEGIES

1. Coordinate with local partners to identify and develop strategic projects that are likely to be successful over the long-term, including comprehensive, watershed-based approaches and rapid response efforts.
2. Support public education to prevent the introduction and spread of invasive species.

OUTCOME MEASURES

1. Invasive species controlled or eradicated within targeted projects areas.
2. Education materials developed and distributed.

GOAL 5 OBJECTIVE 5 D BASIS

16 projects to eradicate non-native species are based on estimates from regional managers in consultation with the Department of Fish and Game, the Wildlife Conservation Board, the California Biodiversity Council, and NGOs such as the California Invasive Plant Council. Many projects involve removal of *Arundo donax* on various river corridors and terrestrial species such as pampas grass.

REGIONAL DISTRIBUTION

South Coast: 3 projects
Central Coast: 8 projects
North Coast: 5 projects

ESTIMATED CONSERVANCY FUNDING: \$6,100,000

FUNDING SOURCES

Propositions 40, 50 and 84

Habitat Conservation Fund

OBJECTIVE 5 E

Implement 2 projects to support the recovery of the southern sea otter (*Enhydra lutris nereis*) population.

STRATEGIES

1. Support research that will increase understanding of the factors contributing to sea otter mortality, including sources and transport mechanisms of biotoxins, pollutants and disease agents, and clarifying relationships between direct and indirect causes of death.
2. Support study of live sea otters, including monitoring their distribution and abundance, research to better understand their functional biology, and development and application of improved instrumentation and tagging methods.
3. Support continuation of programs to salvage and study fresh-dead sea otters.
4. Support projects that will restore or enhance sea otter habitat.
5. Implement management actions that will lead to recovery of the sea otter population, including education and outreach.

OUTCOME MEASURES

1. Number of research/study projects.
2. Number of management measures, including education and outreach efforts.
3. Increase in otter population.
3. Delisting of the southern sea otter as a federally threatened species.

MONITORING AND TRACKING

1. Track federal listing status.

FUNDING SOURCES

Tax check off

P 84

Coastal Resources Conservation

GOAL 6

Improve water quality, habitat and other coastal resources within coastal watersheds and the ocean.

STATEWIDE STRATEGY

Develop and implement projects to protect and restore riparian, coastal and marine ecosystems, including projects to improve water quality, protect and restore fish and wildlife habitat, implement endangered species recovery plans, and restore coastal wetlands, floodplains, and watershed lands.

OBJECTIVE 6A

Develop 21 plans to preserve and restore coastal watersheds and create river parkways.

STRATEGIES

1. Participate in state watershed coordination processes.
2. Participate in local watershed planning groups.
3. Promote public outreach and community involvement.
4. Fund the development of watershed and river parkway plans.
5. Incorporate predicted alterations in stream flows when developing plans.

OUTCOME MEASURES

1. Plans are developed for high priority watersheds and river parkway projects.

GOAL 6 / OBJECTIVE 6 A BASIS

Consultation with the Wildlife Conservation Board, Coastal Commission, Department of Fish and Game, Department of Parks and Recreation and NGOs.

REGIONAL DISTRIBUTION

South Coast: 6 plans
Central Coast: 9 plans
North Coast: 6 plans

ESTIMATED CONSERVANCY COST: \$7,150,000

FUNDING SOURCES

Propositions 40, 50, and 84
Habitat Conservation Fund

OBJECTIVE 6 B

Implement 49 projects to preserve and restore coastal watersheds and create river parkways.

STRATEGIES

1. Fund the implementation of projects to preserve and restore coastal watersheds and create river parkways.
2. Promote public outreach and community involvement.

OUTCOME MEASURES

1. Completed projects

GOAL 6 / OBJECTIVE 6 B BASIS

Consultation with the Wildlife Conservation Board, Coastal Commission, Department of Fish and Game, Department of Parks and Recreation and NGOs.

REGIONAL DISTRIBUTION

South Coast: 7 projects
Central Coast: 12 projects
North Coast: 30 projects

ESTIMATED CONSERVANCY COST: \$15,250,000

FUNDING SOURCES

Propositions 40, 50, and 84
Habitat Conservation Fund

OBJECTIVE 6 C

Develop 112 plans to remove barriers to fish passage and ensure sufficient instream flow to support fish habitat.

STRATEGIES

1. Identify priority barriers for removal based on existing statewide and regional assessments and conduct additional assessments as needed.
2. Fund the development of plans, designs, permits and CEQA for the removal of fish barriers.
3. Plans for designs of barrier removal will incorporate predicted stream flow alterations information.
3. Identify opportunities for securing adequate in stream flows in key coastal watersheds.

OUTCOME MEASURES

1. Priorities identified
2. Plans completed

GOAL 6 / OBJECTIVE 6 C BASIS

Consultation with the Wildlife Conservation Board, Coastal Commission, Department of Fish and Game, NOAA Fisheries, Department of Parks and Recreation and NGOs.

REGIONAL DISTRIBUTION

South Coast: 2 plans
Central Coast: 10 plans
North Coast: 100 plans

ESTIMATED CONSERVANCY COST: \$8,750,000

FUNDING SOURCES

Propositions 40, 50, and 84
Habitat Conservation Fund

OBJECTIVE 6 D

Implement fish barrier removal projects to open or improve 99 miles of habitat.

STRATEGIES

1. Remove or modify culverts and stream crossings.

2. Construct fishways that restore access.
3. Modify diversions to ensure adequate instream flow.

OUTCOME MEASURES

1. River miles opened to fish
2. Projects completed
3. Presence of fish in previously inaccessible habitat
4. Measurable improvement in instream flow levels.

MONITORING AND TRACKING

1. Measure spawning returns
2. Periodic measurement of instream flows.

GOAL 6 / OBJECTIVE 6 D BASIS

Consultation with the Wildlife Conservation Board, Coastal Commission, Department of Fish and Game, NOAA Fisheries, Department of Parks and Recreation and NGOs.

REGIONAL DISTRIBUTION

South Coast: 18 miles
Central Coast: 51 miles
North Coast: 30 miles

ESTIMATED CONSERVANCY COST: \$38,000,000

FUNDING SOURCES

Propositions 40, 50, and 84
Habitat Conservation Fund

OBJECTIVE 6 E

Complete approximately 19 plans to improve water quality to benefit coastal ocean resources.

STRATEGIES

1. Plan wetland and riparian projects that improve water quality, where appropriate.
3. Develop plans for projects that reduce impacts of urban runoff to coastal watersheds, beaches, and the ocean.
4. Identify pollution hotspots affecting restoration of coastal ocean resources.
5. Disseminate information and provide funding to address pollution cleanup and prevention, using best-management practices.
6. Work with marine laboratories and other departments to track ocean pollutants.

OUTCOME MEASURES

1. Plans completed

2. Creation of system to track and monitor ocean pollution.

GOAL 6 / OBJECTIVE 6 E BASIS

The estimate of 19 plans is based on discussions with the Santa Monica Bay Restoration Project, Coastal Commission, RCDs, and Regional Water Quality Control Boards.

REGIONAL DISTRIBUTION

South Coast: 8 plans
Central Coast: 9 plans
North Coast: 2 plans

ESTIMATED CONSERVANCY COST: \$2,900,000

FUNDING SOURCES

Propositions 40, 50 and 84

OBJECTIVE 6 F

Implement 16 projects to improve water quality to benefit coastal resources.

STRATEGIES

1. Implement wetland and riparian projects that improve water quality.
2. Implement projects that reduce impacts of runoff to coastal watersheds, beaches, and the ocean.
3. Promote agricultural practices that reduce erosion, sedimentation and pollution.
4. Provide funding for projects that address pollution cleanup and prevention, using best-management practices.

OUTCOME MEASURES

1. Measurable water quality improvements in project areas.
2. Fewer beach closings and marked improvement in waterfront environments.
3. Reduction in agricultural and septic system pollution.

MONITORING AND TRACKING

1. Long-term water quality monitoring by NGOs, local governments and the RWQCBs.

GOAL 6 / OBJECTIVE 6 F BASIS

Based on discussion with staff of the Santa Monica Bay Restoration Project, California Coastal Commission, and Regional Water Quality Control Boards.

REGIONAL DISTRIBUTION

South Coast: 5 projects
Central Coast: 9 projects
North Coast: 2 projects

ESTIMATED CONSERVANCY COST: \$ 7,750,000

FUNDING SOURCES

Propositions 40, 50, and 84

OBJECTIVE 6 G

Assist in the development of 7 projects that constitute regional approaches to the management of shoreline erosion and sediment management.

STRATEGIES

1. Continue to assist in the completion and implementation of the California Sediment Management Master Plan.
2. Assist in the planning and implementation of projects to remove barriers to sediment transport in rivers and streams
3. Explore opportunities for beneficial reuse of sediment.

OUTCOME MEASURES

1. Measurable increase in natural sediment to a littoral cell.
2. Significant increase in sand retention on selected beaches.
3. Estimated historic sediment flow reestablished on a river or stream.
4. Prevention of erosion

GOAL 6 / OBJECTIVE 6 G BASIS

Based on discussions with the Coastal Sediment Management Work Group, sponsored by the Resources Agency and the U.S. Army Corps of Engineers. Projects may be integrated into other ongoing efforts, including removal of dams and experimental placements of sediments into near shore environments from coastal wetland restoration projects. Projects may also involve additional studies of the near shore environment and pollution monitoring critical to determining the impacts of beach nourishment projects.

REGIONAL DISTRIBUTION

South Coast: 4 projects

Central Coast: 3 projects

ESTIMATED CONSERVANCY COST: \$3,500,000

FUNDING SOURCES

Propositions 40 and 50

Coastal Resources Conservation

GOAL 7

Preservation of working landscapes

STATEWIDE STRATEGY

The top priority for protection are working lands, including croplands, grazing lands, and working forests within the urban fringe and/or where there are continuing resource protection/agricultural production conflicts, or threats of subdivision and conversion to other uses.

OBJECTIVE 7A

Acquire approximately 74,070 acres of working lands conservation easements or fee interests over strategic properties in key coastal watersheds.

STRATEGIES

1. Update/refine identification of strategic agricultural preservation areas and status of agricultural economies in each coastal county.
2. Update/refine identification of strategic timberland areas and status of timber economy in northern coastal counties.
3. Update/refine identification of priority properties in each county.
4. Determine landowner interest and local support.
5. Provide funding for the acquisition of working landscapes.
5. Identify and/or develop new tools (i.e. Flood easements) to resolve flooding impacts on agricultural and other lands while enhancing coastal resource habitat.
6. Coordinate with the CA Department of Conservation and CA Wildlife Conservation Board to integrate farmland and timberland preservation and habitat protection.

OUTCOME MEASURES

1. Permanent protection of agricultural productivity and scenic and habitat values associated with priority coastal farmland.
2. Permanent protection of working forests and natural resource values associated with priority forestland.

MONITORING AND TRACKING

1. Obtain data sufficient to identify projected development that threatens conversion of agricultural lands
2. Track the number of acres of land protected in the database.
3. Compare protected total/annual acreage to conversion rate in each area if information is readily available.

GOAL 7 / OBJECTIVE 7 A BASIS

74,070 thousand acres is based on analysis by regional managers of the most critical remaining working lands in each region. Lands to be protected are on the urban/rural boundaries of coastal towns or are otherwise under development or conversion threat.

REGIONAL DISTRIBUTION

South Coast: 200 acres
Central Coast: 3,870 acres

North Coast: 70,000 acres

ESTIMATED CONSERVANCY COST: \$44,000,000
(Most of these lands would be acquired as “significant properties” under Goal 4.)

FUNDING SOURCE
Proposition 40, 84

OBJECTIVE 7 B

Provide funding for 37 plans of 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.

STRATEGIES

1. Investigate and identify significant natural resource areas and waterways that are adversely impacted by operations of working lands.
2. Consult with agencies and NGO to identify where planning is needed for restoration or protection of lands, and where there are landowners who are interested in improving their practices.

OUTCOMES

1. Completion of plans that can to implemented to reduce or eliminate impacts of working land practices.

GOAL 7/ OBJECTIVE 7 C BASIS

37 plans is based on analysis by regional managers of key needs in each region in consultation with local farm bureaus, Natural Resource Conservation Service, Resource Conservation Districts, California Department of Forestry, Department of Conservation, NGOs and farm economists.

REGIONAL DISTRIBUTION

South Coast: 1 plan
Central Coast: 7 plans
North Coast: 30 plans

ESTIMATED CONSERVANCY COST: \$2,850,000

OBJECTIVE 7 C

Implement approximately 60 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.

STRATEGIES

1. Fund facilities that increase producer's access to markets.
2. Fund demonstrations of water efficiency, implementation of best management practices and other conservation measures.
3. Help resolve conflicts between agricultural productivity and wildlife resources and habitat.
4. Participate in discussions regarding food safety and developing regulations.
5. Develop permit coordination, green certification and fish friendly programs through resource conservation districts and non-profit organizations.
6. Acquire buffer strips along sensitive habitat and watercourses.
7. Provide assistance to farmers through resource conservation districts and non-profit organizations to reduce erosion and encroachments into streams.
8. Coordinate with Regional Water Quality Control Boards to help land managers comply with changing regulations (i.e. elimination of farm waiver programs).

OUTCOME MEASURES

1. Strengthening, or progress toward, stabilization of local and regional working landscape economies.

MONITORING AND TRACKING

1. Monitor legislation and regulations affecting coastal agriculture and timberland.

GOAL 7 / OBJECTIVE 7C BASIS

The need for 60 projects is based on analysis by regional managers of key needs in each region in consultation with local farm bureaus, Natural Resource Conservation Service, Resource Conservation Districts, California Department of Forestry, Department of Conservation, NGOs and farm economists.

REGIONAL DISTRIBUTION

South Coast: 1 project
Central Coast: 9 projects
North Coast: 50 projects

ESTIMATED CONSERVANCY COST: \$6,750,000

FUNDING SOURCES

Propositions 40, 84
Special Deposit Accounts (Carlsbad funds)

Coastal Resources Conservation

GOAL 8

Provide non-regulatory alternatives to reduce conflicts among competing uses in the coastal zone.

STATEWIDE STRATEGY

Assist the CA Coastal Commission, the San Francisco Bay Conservation and Development Commission and local jurisdictions in resolving the most difficult land-use conflicts.

OBJECTIVE 8 A

Resolve 6 land-use conflicts stemming from local coastal programs, and work toward elimination of “white holes,” areas where there is no certified LCP, and participate in habitat conservation planning.

STRATEGIES

1. Coordinate closely with staff of the CA Coastal Commission, BCDC and local government, to update and refine baseline information pertaining to problematic areas.
2. Communicate with local land-use authorities and others regarding land-use conflicts.
4. Develop plans with local decision makers to implement lot consolidations, transfer of development programs, partial acquisitions, or other methods for addressing these issues where appropriate.
5. Work with wildlife agencies to assist in developing and implementing Natural Communities Conservation Plans.

OUTCOME MEASURES

1. Within each calendar year and region, focus on the resolution of at least 6 land-use conflict of the highest priority through acquisition of property interests, redesign of subdivisions, transfer development credit programs, or partial development.

GOAL 8 / OBJECTIVE 8 A BASIS

6 land use conflicts are based on discussions with staff of the Coastal Commission, BCDC and local jurisdictions. This goal overlays other goals. Other goals and objectives will be met to the extent feasible in a manner that resolves various land-use issues within the coastal zone and BCDC zones.

REGIONAL DISTRIBUTION

South Coast: 2 resolutions
Central Coast: 3 resolutions
North Coast: 1 resolution

FUNDING SOURCES

Propositions 40, 84

San Francisco Bay Area Conservancy Program

Statutory Authority

Chapter 4.5 of Division 21 recognizes the Bay Area as a region with unique “natural resource and outdoor recreational needs” and the central focus of an

“interconnected open-space system of watersheds, natural habitats, scenic areas, agricultural lands, and regional trails.” (Reference: Public Resources Code Sections 31160, 31161, 31162, 31163)

The San Francisco Bay Area Conservancy Program addresses the resource and recreational goals of the San Francisco Bay area including improving public access; protecting, restoring, and enhancing natural habitats and related lands; assisting in the implementation of the Coastal Act, the San Francisco Bay Plan, and local government plans; and promoting, assisting, and enhancing projects that provide open space and natural areas that are accessible to urban populations for recreational and educational purposes.

Issues and Priorities

NATURAL RESOURCE RESTORATION AND PROTECTION

WETLANDS: Approximately 20 percent of the Bay Area’s tidal marshes, seasonal wetlands, and other wetland habitats remain. The remaining wetlands and adjoining uplands provide habitat critical to the survival of almost 50 endangered and threatened species protected by the Federal or State Endangered Species Acts. Landscape scale acquisitions of San Francisco baylands have occurred over the past decade. While acquisitions of remaining wetlands, particularly seasonal wetlands and uplands adjacent to tidal wetlands, remain important, the Bay Area Program’s focus is now the planning and implementation of wetland restoration and enhancement projects.

The Bay Area Program will continue to work with the San Francisco Bay Joint Venture, a federally chartered consortium of federal, state and local agencies and private organizations, to assist in the implementation of Restoring the Estuary: An Implementation Strategy for the San Francisco Bay Joint Venture (2001). The Joint Venture’s Strategy uses the Baylands Ecosystem Habitat Goals (1999) for its scientific basis and includes acreage objectives to protect, restore and enhance wetland habitats.

The Bay Area Program will continue to support the Subtidal Habitat Goals Project to develop recommendations for restoration, management and research of the subtidal habitats of San Francisco Bay. The Bay Area Program will also support implementation of these recommendations to help to achieve a net improvement of subtidal ecosystem function. Eelgrass and native oysters are expected to be a major focus of the restoration recommendations. For the purpose of this strategic plan, the definition of wetlands is broadened to include subtidal habitats.

UPLAND HABITAT AND CONNECTING CORRIDORS: Habitat conversion, habitat fragmentation, and habitat degradation are the leading causes of biodiversity loss. Protecting wildlife habitat in the Bay Area will be particularly challenging as population is forecasted to increase by over 1 million people by

2020 to approximately 8.75 million people (Association of Bay Area Governments 2005). Growth is expected to be concentrated in the north and east bay counties, since other counties have relatively less land available for development.

The Bay Area Program will fund efforts to protect and preserve upland wildlife habitat and connecting corridors with an emphasis on landscape-sized reserves and connections. The program will work with state and federal resource management agencies, the Bay Area Open Space Council, local and regional public agencies, and nonprofit organizations to identify key parcels. The program will also fund and provide technical assistance. In the short term, efforts will be focused on protecting the most threatened and most critical habitat areas.

WATERSHEDS AND STREAMS: Approximately 75 creeks or rivers drain directly into the San Francisco Estuary. All Bay Area creeks and rivers have been degraded to some degree by urban development and many kinds of pollution. Many creeks now run almost entirely in underground culverts or hard-bottom channels, their functions limited to carrying storm water and non-point pollution to the Bay. Such conditions directly affect fish and wildlife, human health, recreation, water quality in the San Francisco Bay, and water supply for agriculture and industry.

The Bay Area Program will work with the San Francisco Bay Joint Venture, the Integrated Regional Water Management Program, and others to undertake projects that restore the broad functioning of Bay Area creeks, rivers, and watersheds. Projects that provide multiple-benefits and include educational or recreational features will be favored.

PUBLIC ACCESS, RECREATION AND EDUCATION

Within the San Francisco Bay Area, the Conservancy will focus on providing a connected system of public accessways to and along the coast and San Francisco Bay, along the ridgelines, to urban open spaces and public facilities. This will be accomplished by working with the Association of Bay Area Governments, the San Francisco Bay Conservation and Development Commission, the Bay Area Ridge Trail Council, and numerous open space districts, parks departments, land trusts, and other nongovernmental organizations to plan, fund and develop the San Francisco Bay Trail, the San Francisco Bay Area Water Trail, the Bay Area Ridge Trail, and other regionally significant trails.

The Bay Area Program will also improve public access by providing related facilities such as interpretive centers, picnic areas, staging areas, interpretive signs, docks and piers, and campgrounds.

Urban recreational and educational facilities provide a range of benefits to citizens of the region, especially children. These benefits include economic

revitalization and cultural enrichment, recreational and exercise opportunities to promote health and fitness, and interpretation of natural resources and science education. The Conservancy will focus its urban public access, recreation, and education efforts on providing land and facilities that will benefit the largest number of people, reach underserved populations, and provide the greatest opportunity for environmental education.

OPEN SPACE AND AGRICULTURAL PRESERVATION

The San Francisco Bay region has lost significant open-space lands to urbanization. The long-term goal is to protect approximately two million acres of open space in the Bay Area. The Bay Area is more than halfway towards meeting this goal, with approximately 1.1 million acres already protected.

A key component of open space in the Bay Area is the region's rangelands and prime, unique, and important farmlands. Scarce and expensive water and energy supplies, conflicts with neighbors over pesticide use, foreign and national competition, and fewer agricultural support services all reduce the viability of agriculture. Agricultural lands are in need of protection from conversion to residential and commercial uses. Agricultural lands typically provide multiple benefits, including wildlife habitat and connecting corridors, scenic views, open space, and the provision of local agricultural products to people in the Bay Area, reducing the negative impacts of transporting food long distances. The Bay Area Open Space Council and other organizations have identified several areas of important farmland within the region that can be protected through acquisition of easements, as well as large areas of rangelands that can be protected through acquisition of easements or fee title.

The Bay Area Program will work to acquire open space and agricultural conservation easement in key areas to protect the scenic quality of the region and support the continuance of agriculture. In order to meet the needs of the region for protection of local agriculture, the Bay Area Program's enabling legislation may need to be broadened in regards to the protection of agricultural resources. Agricultural lands are referenced in Chapter 4.5, but not explicitly listed as a goal, although they fall under the category of "open space resources of regional importance".

San Francisco Bay Area Conservancy Program GOAL 9

Maintain and update lists of long-term resource and recreational goals for the San Francisco Bay Area.

REGIONAL STRATEGY

Ensure efficiency and coordination among agencies and organizations in the development of project priorities and an effective database.

OBJECTIVE 9 A

Maintain and update lists of high-priority areas for the Bay Area Program, including projects that protect and restore natural habitats and other open-space lands of regional significance, and those that improve public access to and around the bay connecting the ridges, coast, and urban open spaces.

STRATEGIES

1. Biannually contact all major partner organizations to obtain information on their recent accomplishments and current priorities.
2. Complete GIS database of existing projects.
3. Work with partners to identify areas that are underserved by trails, parks, and open space.
4. Support the ability of environmental justice organizations, watershed groups, nongovernmental organizations, and local agencies to adequately develop projects concepts for consideration as regional priorities.
5. Support assessments and regional planning that help to quantify needs and establish priorities for conservation, restoration, and recreation.
6. Complete the Upland Habitat Goals, Subtidal Goals, and Green Vision projects to identify priority restoration and protection projects.
7. Participate in the Bay Area Open Space Council, the San Francisco Bay Joint Venture, and other regional organizations to determine priority conservation and restoration areas.
8. Work with the Bay Area Ridge Trail Council, the San Francisco Bay Trail Project, and San Francisco Bay Area Water Trail Project partners to identify priorities for completion of regional trails.
9. With the CA Department of Conservation, Resource Conservation Districts, NGO's that protect agricultural lands, and local agencies, develop priorities for agricultural conservation.
10. With local stakeholders and jurisdictions, the San Francisco Bay Regional Water Quality Control Board, Integrated Regional Water Management Program, and others, designate priority areas for watershed and stream restoration that will serve multiple water resource management objectives.
11. Maximize effectiveness in implementing Bay Area Program goals on the coastside of bay counties.
12. Support assessments that evaluate the effectiveness of Conservancy funded projects in meeting the Strategic Plan's goals.

OUTCOME MEASURES

1. A biannual set of identified Bay Area Program priority areas and projects.
2. Completed and maintained GIS database, including digital layers of completed and in-progress projects.

GOAL 9 / OBJECTIVE 9 A BASIS

Section 31163(a) requires the Conservancy to cooperate with public and nongovernmental organizations to identify and use long-term resource and

outdoor recreational goals to guide the ongoing activities for the San Francisco Bay Area Conservancy Program. Conservancy will do this by reviewing updated regional and general plans, and consulting with staff of agencies, districts, and nongovernmental organizations about updated priorities.

ESTIMATED CONSERVANCY COST: \$1,500,000

**San Francisco Bay Area
Conservancy Program**

GOAL 10

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

REGIONAL STRATEGY

Protect and restore lands of sufficient size or scope, or that are components of landscape efforts, in order to help ensure lasting ecological integrity for key regional habitat types; protect and restore lands that play critical roles in watershed functions and processes; protect lands that provide important viewsheds and critical wildlife corridors.

OBJECTIVE 10 A

Protect approximately 3,000 acres of wetlands habitat throughout the nine Bay Area counties. For purposes of this objective, wetlands include tidal, managed, riparian, riverine, and subtidal habitats.

STRATEGIES

1. Work with public agencies or nongovernmental organizations able and willing to protect, acquire and manage wetland properties.
2. Identify willing sellers of fee title or easements, as appropriate, on wetland properties identified as priorities for acquisition.
3. Negotiate and complete acquisition of these properties. Seek matching funds for wetland acquisition projects and support the work of the San Francisco Bay Joint Venture to obtain additional funds.

OUTCOME MEASURES

1. The numerical goal for protection of acres is met on time and is accomplished in a cooperative manner with other agencies and organizations.

GOAL 10 / OBJECTIVE 10 A BASIS

Needs and goals for wetland protection are generally derived from the Baylands Ecosystem Habitat Goals report, and the San Francisco Bay Joint Venture's Implementation Strategy, and the preliminary work to develop a Subtidal Goals document. Priorities are further refined through consultations with staff from agencies and other experts.

ESTIMATED CONSERVANCY COST: \$5,000,000

FUNDING SOURCES

Propositions 12, 40 and 84; Proposition 50 grant funds from Wildlife Conservation Board.

OBJECTIVE 10 B

Develop plans for restoration or enhancement projects covering approximately 3,500 acres of wetlands. For purposes of this objective, wetlands include tidal, managed, seasonal, riparian, and subtidal habitats.

STRATEGIES

1. Identify governmental and nongovernmental partners to assist in planning and plan review for identified priority wetland areas in need of restoration or enhancement.
2. Initiate and participate in planning efforts for these identified areas collaboratively with partners.
3. Conduct outreach and involve interested parties in restoration or enhancement planning.
4. Apply for, and assist partner organizations in obtaining, matching funds.
5. Incorporate scientific knowledge about impacts from global climate change in plan designs.

OUTCOME MEASURES

1. Completion of restoration or enhancement studies, plans, and environmental documents needed for project implementation meeting the acreage goals.

GOAL 10 / OBJECTIVE 10 B BASIS

Restoration/enhancement plans for 3,500 acres of wetlands is derived from taking the five-year proportion of the 20-year goals identified in the San Francisco Bay Joint Venture's Implementation Strategy, and the preliminary work to develop a Subtidal Goals document. Priorities further refined through consultations with staff from agencies and other experts.

ESTIMATED CONSERVANCY COST; \$ 5,000,000

FUNDING SOURCES

Propositions 12, 40 and 84; Proposition 50 grant funds from Wildlife Conservation Board.

OBJECTIVE 10 C

Restore or enhance approximately 10,000 acres of wetlands habitat throughout the nine Bay Area counties. For purposes of this objective, wetlands include tidal, managed, seasonal, and subtidal habitats.

STRATEGIES

1. Identify governmental and NGO partners to assist in implementation of wetland restoration or enhancement plans.
2. Seek matching funds for wetland restoration or enhancement projects and support the work of the San Francisco Bay Joint Venture to obtain additional funds.
3. Support funding for monitoring that evaluates the effectiveness of Conservancy funded restoration or enhancement projects in meeting their goals.

OUTCOME MEASURES

1. Implementation of restoration or enhancement plans, meeting the acreage goal.

MONITORING AND TRACKING

1. Review project monitoring to assess the effectiveness of Conservancy funded projects.

GOAL 10 / OBJECTIVE 10 C BASIS

Implementation of 10,000 acres of wetlands restoration or enhancement is derived from taking the five-year proportion of the 20-year goals identified in the San Francisco Bay Joint Venture's Implementation Strategy and the preliminary work to develop a Subtidal Goals document. Priorities were further refined through consultations with staff from agencies and other experts.

ESTIMATED CONSERVANCY COST: \$20,000,000

FUNDING SOURCES

Propositions 12, 40 and 84; Proposition 50 grant funds from Wildlife Conservation Board.

OBJECTIVE 10 D

Protect approximately 20,000 acres of uplands wildlife habitat, connecting corridors, scenic areas, and other open space resources of regional significance throughout the nine Bay Area counties.

STRATEGIES

1. Work with public agencies and NGOs able and willing to acquire and manage upland properties.
2. Identify willing sellers of fee title or easements, as appropriate, on upland properties identified as priorities for acquisition.
3. Negotiate and complete acquisition of these properties.
4. Seek matching funds for acquisition projects and support the work of the Bay Area Open Space Council to obtain additional funds.

OUTCOME MEASURES

1. The numerical goal for acquisition is met on time and is accomplished in a cooperative manner with other agencies and organizations.

GOAL 10 / OBJECTIVE 10 D BASIS

Needs and goals for upland acquisition generally derived from the draft results of the Upland Goals and Green Vision projects of the Bay Area Open Space Council. Priorities were further refined through consultations with staff from agencies, nongovernmental organizations, and other experts.

ESTIMATED CONSERVANCY COST: \$33,000,000

FUNDING SOURCES

Propositions 12, 40 and 84.

OBJECTIVE 10 E

Develop plans for restoration or enhancement projects covering approximately 5,000 acres of uplands habitat.

STRATEGIES

1. Identify governmental and NGO partners to assist in planning and plan review for identified priority upland areas in need of restoration or enhancement.
2. Initiate and participate in planning efforts for these identified areas collaboratively with partners.
3. Conduct outreach and involve interested parties in restoration or enhancement planning.
4. Apply for, and assist partner organizations in obtaining, matching funds.

OUTCOME MEASURES

1. Completion of restoration or enhancement studies, plans, and environmental documents needed for project implementation, meeting the acreage goal.

GOAL 10 / OBJECTIVE 10 E BASIS

Restoration/enhancement plans for 5,000 acres of uplands are generally derived from the draft results of the Upland Goals and Green Vision projects of the Bay Area Open Space Council. Priorities were further refined through consultations with staff from agencies, nongovernmental organizations, and other experts.

ESTIMATED CONSERVANCY COST: \$1,000,000

FUNDING SOURCES

Propositions 12, 40 and 84.

OBJECTIVE 10 F

Restore or enhance approximately 5,000 acres of uplands habitat throughout the nine Bay Area counties.

STRATEGIES

1. Identify governmental and NGO partners to assist in implementation of upland restoration or enhancement plans.
2. Seek matching funds for wetland restoration or enhancement projects and support the work of the Bay Area Open Space Council to obtain additional funds.
3. Support monitoring that evaluates the effectiveness of Conservancy funded restoration or enhancement projects in meeting their goals.

OUTCOME MEASURES

1. Implementation of restoration or enhancement plans, meeting the acreage goal.

GOAL 10 / OBJECTIVE 10 F BASIS

Implementation of 5,000 acres of uplands restoration or enhancement is generally derived from the draft results of the Upland Goals and Green Vision projects of the Bay Area Open Space Council. Priorities were further refined through consultations with staff from agencies, nongovernmental organizations, and other experts.

ESTIMATED COST: \$4,000,000

FUNDING SOURCES

Propositions 12, 40 and 84.

OBJECTIVE 10 G

Develop plans for restoration or enhancement projects covering at least 15 linear miles of riparian or riverine habitat.

STRATEGIES

1. Identify governmental and NGO partners to assist in planning and plan review for identified priority riparian and riverine areas in need of restoration or enhancement.
2. Initiate and participate in planning efforts for these identified areas collaboratively with partners.
3. Conduct outreach and involve interested parties in restoration or enhancement planning.
3. Apply for, and assist partner organizations in obtaining, matching funds.

OUTCOME MEASURES

1. Completion of restoration or enhancement studies, plans, and environmental documents needed for project implementation, meeting the mileage goal.

GOAL 10 / OBJECTIVE 10 G BASIS

Restoration/enhancement plans for 15 linear miles of riparian or riverine habitat is generally derived from the San Francisco Bay Joint Venture's Implementation Strategy. Priorities were further refined through consultations with staff from agencies and other experts.

ESTIMATED CONSERVANCY COST: \$1,500,000

FUNDING SOURCES

Propositions 12, 40 and 84.

OBJECTIVE 10 H

Restore or enhance approximately 10 linear miles of riparian or riverine habitat throughout the nine Bay Area counties.

STRATEGIES

1. Identify governmental and NGO partners to assist in implementation of riparian or riverine habitat restoration or enhancement plans.
2. Seek matching funds for riparian or riverine habitat restoration or enhancement projects and support the work of the San Francisco Bay Joint Venture to obtain additional funds.
3. Support monitoring that evaluates the effectiveness of Conservancy funded restoration or enhancement projects in meeting their goals.

OUTCOME MEASURES

1. Implementation of restoration or enhancement plans, meeting the linear mileage goal.

GOAL 10 / OBJECTIVE 10 H BASIS

Implementation of 10 linear miles of riparian or riverine habitat restoration or enhancement is generally derived from the San Francisco Bay Joint Venture's Implementation Strategy. Priorities further refined through consultations with staff from agencies and other experts.

ESTIMATED COST: \$2,500,000

FUNDING SOURCES

Propositions 12, 40 and 84.

OBJECTIVE 10 I

Plan 5 projects that protect, restore, or enhance watershed functions and processes for the benefit of wildlife or water quality.

STRATEGIES

1. Identify governmental and NGO partners to assist in planning and plan review for identified priority watersheds in need of restoration or enhancement.

2. Initiate and participate in planning efforts for these identified areas collaboratively with partners.
3. Conduct outreach and involve interested parties in restoration or enhancement planning.
4. Seek matching funds for watershed restoration or enhancement planning efforts and support the work of the Integrated Regional Water Management Plan's Watershed Functional Area Group to obtain additional funds.

OUTCOME MEASURES

1. Completion of watershed restoration or enhancement studies, plans, and environmental documents needed for project implementation.
2. Measure improvements in water quality and wildlife populations.

GOAL 10 / OBJECTIVE 10 I BASIS

The number of watershed restoration/enhancement plans is generally derived from the Integrated Regional Water Management Plan's Watershed Functional Area Document. Priorities were further refined through consultations with staff from agencies and other experts.

ESTIMATED CONSERVANCY COST: \$1,000,000

FUNDING SOURCES

Propositions 40 and 84.

OBJECTIVE 10 J

Develop 5 plans or studies to prevent, control, or eradicate non-native invasive species that threaten important habitats in the San Francisco Bay Area.

STRATEGIES

1. Coordinate with local partners to identify and develop strategic projects that are likely to be successful over the long term, including comprehensive, watershed-based approaches and rapid response efforts.
2. Support research into prevention methodologies, efficacy of control or eradication treatments, and development of alternative control or eradication treatment methodologies.
3. Seek matching funds for invasive species prevention, studies, planning, control, and eradication.

OUTCOME MEASURES

1. Completion of invasive species control plans and studies, meeting the numerical goal.

GOAL 10 / OBJECTIVE 10 J BASIS

The number of projects is generally derived from the Draft California State Aquatic Invasive Species Management Plan, lessons learned from past and current Conservancy invasive species control projects, and consultations with invasive species experts.

ESTIMATED COST: \$1,000,000

FUNDING SOURCES

Propositions 40, and 84; Proposition 50 grant funds from Wildlife Conservation Board.

OBJECTIVE 10 K

Implement 5 projects or programs to prevent, control, or eradicate non-native invasive species that threaten important habitats in the San Francisco Bay Area.

STRATEGIES

1. Coordinate with local partners to identify and develop strategic projects that are likely to be successful over the long term, including comprehensive, watershed-based approaches and rapid response efforts.
2. Support prevention programs, including public education, to prevent new introductions of invasive species or the spread of existing infestations.
3. Seek matching funds for invasive species prevention, studies, planning, control, and eradication.

OUTCOME MEASURES

1. Implementation of invasive species projects and programs, meeting the numerical goal.

GOAL 10 / OBJECTIVE 10 K BASIS

The number of projects is derived from the Draft California State Aquatic Invasive Species Management Plan, lessons learned from past and current Conservancy invasive species control projects, and consultations with invasive species experts.

ESTIMATED CONSERVANCY COST; \$7,000,000

FUNDING SOURCES

Propositions, 40 and 84; Proposition 50 grant funds from Wildlife Conservation Board.

San Francisco Bay Area Conservancy Program

Goal 11

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

REGIONAL STRATEGY

Ensure completion of major segments of the San Francisco Bay, Ridge, and Water Trail systems, and connectors among and to other significant regional trails, acquire publicly accessible open space lands, ensure completion of recreational facilities of regional significance, implement ADA-compliant projects, and provide educational projects and programs that engage people in hands-on restoration or trail building activities.

OBJECTIVE 11 A

Develop approximately 25 plans that provide recreational facilities such as picnic and staging areas, docks and piers, campgrounds, parking lots, interpretive signs and interpretive or educational centers.

STRATEGIES

1. Plan recreation and public access improvements within projects that also protect and restore habitat when it can be done without having adverse impacts on environmentally sensitive areas and wildlife.
2. Plan recreation and public access improvements on newly acquired public lands, minimizing negative impacts to wildlife and habitat.
3. Continuously accept and rank new applications for funding public access and related facilities.
4. Solicit proposals and conduct outreach to partner organizations to develop regionally significant recreational projects.
5. Working with partner organizations, develop plans and designs for new programs and facilities.
6. Work with partner organization to obtain matching funds.

OUTCOME MEASURES

1. Plans for at least 25 new or expanded facilities or programs by the target date.

GOAL 11 OBJECTIVE 11 A BASIS

25 plans are based on consultations with staff of parks agencies and districts, the plans listed here, and estimated available matching funds from project proponents. Plans include county general plans, East Shore State Park General Plan, City of San Jose's Greenprint for Parks and Facilities, East Bay Regional Park District's Master Plan, Golden Gate National Parks Association's Long Range Plan, the San Francisco Bay Plan by BCDC, Strategic Plan for the Santa Clara County Parks and Recreation System, Marin County Open Space District's Strategic Plan, and Sonoma County Agricultural Preservation and Open Space District's *Connecting Communities and the Land: A Long-Range Acquisition Plan*.

ESTIMATED CONSERVANCY COST: \$2,500,000

FUNDING SOURCES
Propositions, 40, 50, and 84

OBJECTIVE 11 B

Implement approximately 20 projects that provide recreational facilities such as picnic and staging areas, docks and piers, campgrounds, parking lots, interpretive signs and interpretive or educational centers.

STRATEGIES

1. Implement recreation and public access improvements within projects that also protect and restore habitat when it can be done without having adverse impacts on environmentally sensitive areas and wildlife.
2. Construct recreation and public access improvements on newly acquired public lands.
3. Continuously accept and rank new applications for funding public access and related facilities.
4. Solicit proposals and conduct outreach to partner organizations to develop regionally significant recreational projects.
5. Work with partner organization to obtain matching funds.

OUTCOME MEASURES

1. Construction of at least 20 new or expanded facilities or programs by the target date.

GOAL 11 OBJECTIVE 11B BASIS

Implementation of 20 projects is based on consultations with staff of parks agencies and districts, the plans listed here, and estimated available matching funds from project proponents. Plans include county general plans, East Shore State Park General Plan, City of San Jose Greenprint for Parks and Facilities, East Bay Regional Park District Master Plan, Golden Gate National Parks Association Long Range Plan, and the San Francisco Bay Plan.

ESTIMATED COST: \$ 5,000,000

FUNDING SOURCES
Propositions 40, 50, and 84

OBJECTIVE 11 C

Complete 20 projects that increase the amount of land accessible to the public or provide corridors for trails.

STRATEGIES

1. Work with public agencies or NGO organizations able and willing to acquire and manage properties open to the public for recreation.
2. Identify willing sellers of fee title or public access easements, as appropriate, on properties identified as priorities for acquisition.

3. Negotiate and complete acquisition of these properties.
4. Seek matching funds for acquisition projects and support the work of the Bay Area Open Space Council to obtain additional funds.

OUTCOME MEASURES

1. The numerical goal for accessibility is met on time and is accomplished in a cooperative manner with other agencies and organizations.

GOAL 11 / OBJECTIVE 11 C BASIS

Accessibility of 20 properties that increase the amount of land accessible to the public is generally derived from the draft results of the Green Vision project of the Bay Area Open Space Council. Priorities further refined through consultations with staff from agencies, nongovernmental organizations, and other experts.

ESTIMATED CONSERVANCY COST: \$ 15,000,000

FUNDING SOURCES

Proposition 40, 84

OBJECTIVE 11 D

Develop plans for approximately 15 miles of the San Francisco Bay Trail.

STRATEGIES

1. Continue assistance and collaboration in trail planning with the Bay Trail Project of the Association of Bay Area Governments.
2. Using the gap analysis developed for the Bay Trail and working with local partners, identify priority areas for additional trail links, and initiate trail planning.
3. Work with partner organizations and the Bay Trail Project to obtain matching funds.
4. Consider available science regarding sea level rise in siting and designs for Bay Trail infrastructure.

OUTCOME MEASURES

1. Numerical goals for planning Bay Trail miles are met on time.

GOAL 11 OBJECTIVE 11 D BASIS

Plans for 15 miles of Bay Trail is based on the San Francisco Bay Trail Plan and the gap analysis completed in 2005 and updated in 2007. The analysis involved a GIS-based mapping system to identify the trail gaps and detailed cost estimates for the specific improvements likely to be needed. Bay Trail staff worked closely with local government partners to identify trail gaps.

ESTIMATED CONSERVANCY COST: \$ 2,000,000

FUNDING SOURCES

Propositions 40 and 84

OBJECTIVE 11 E

Construct approximately 30 miles of the San Francisco Bay Trail.

STRATEGIES

1. Continue assistance and collaboration in trail construction with the Bay Trail Project of the Association of Bay Area Governments.
2. Using the gap analysis developed for the Bay Trail, and working with local partners, construct priority trail links.
3. Work with partner organizations to obtain matching funds.

OUTCOME MEASURES

1. Numerical goals for constructing Bay Trail miles are met on time.

GOAL 11 OBJECTIVE 11 E BASIS

Completion of 30 miles of Bay Trail is based on the San Francisco Bay Trail Plan and the gap analysis completed in 2005 and updated in 2007. The analysis involved a GIS-based mapping system to identify the trail gaps and detailed cost estimates for the specific improvements likely to be needed. Bay Trail staff worked closely with local government partners to identify trail gaps.

ESTIMATED CONSERVANCY COST: \$ 6,000,000

FUNDING SOURCES

Proposition 84

OBJECTIVE 11 F

Plan approximately 50 miles of the Bay Area Ridge Trail.

STRATEGIES

1. Continue assistance and collaboration in trail planning with the Bay Area Ridge Trail Council.
2. Using data developed by the Bay Area Ridge Trail Council, and working with local partners, identify priority areas for additional trail links, and initiate trail planning.
3. Work with partner organizations to obtain matching funds.
4. Work with partner organizations to identify organizations to manage land and public use.

OUTCOME MEASURES

1. Numerical goals for planning Ridge Trail miles are met on time.

GOAL 11 OBJECTIVE 11 F BASIS

Plans for 50 miles of Ridge Trail is based on consultations with the Bay Area Ridge Trail Council staff and the draft document "400-Miles and Beyond: Completing the Bay Area Ridge Trail".

ESTIMATED CONSERVANCY COST: \$3,500,000

FUNDING SOURCES

Propositions 40 and 84

OBJECTIVE 11 G

Construct approximately 30 miles of the Bay Area Ridge Trail.

STRATEGIES

1. Continue assistance and collaboration in trail construction with the Bay Area Ridge Trail Council.
2. Using data developed by the Bay Area Ridge Trail Council, and working with local partners, construct priority trail segments.
3. Work with partner organizations to obtain matching funds.

OUTCOME MEASURES

1. Numerical goals for constructing Ridge Trail miles are met on time.

GOAL 11 OBJECTIVE 11 G BASIS

Plans for construction of 30 miles of Ridge Trail is based on consultations with the Bay Area Ridge Trail Council staff and the draft document "400-Miles and Beyond: Completing the Bay Area Ridge Trail".

ESTIMATED CONSERVANCY COST: \$2,000,000

FUNDING SOURCES

Propositions 40 and 84

OBJECTIVE 11 H

Develop 5 plans of regionally significant public access trails and community connectors, including links between the Bay Trail, Ridge Trail, and Coastal Trail and links between regional trails and urban communities.

STRATEGIES

1. Continue assistance and collaboration in trail planning with the Bay Trail Project and the Bay Area Ridge Trail Council.
2. Continue assistance and collaboration in planning significant connector trails that provide important links, working with partner agencies and organizations.
3. Using the data developed by partner organizations, as available, and working with local partners, identify priority areas for additional trail links, and initiate trail planning.
4. Work with partner organizations to obtain matching funds.
5. Work with partner organizations to identify organizations to manage land and public use.

OUTCOME MEASURES

1. Numerical goals for planning trail miles are met on time.

GOAL 11 OBJECTIVE 11 H BASIS

5 plans for regionally significant trails is based on projected population growth, needs identified by partner organizations, and needs identified in County and Special District plans.

ESTIMATED CONSERVANCY COST: \$500,000

FUNDING SOURCES

Propositions 12, 40, and 84

OBJECTIVE 11 I

Construct approximately 50 miles of regionally significant public access trails and community connectors, including links between the Bay Trail, Ridge Trail, and Coastal Trail and links between regional trails and urban communities.

STRATEGIES

1. Continue assistance and collaboration in trail construction with the Bay Trail Project and the Ridge Trail Council.
2. Continue assistance and collaboration in constructing significant connector trails that provide important links, working with partner agencies and organizations.
3. Work with partner organizations to obtain matching funds.
4. Work with partner organizations to identify organizations to manage land and public use.

OUTCOME MEASURES

1. Numerical goals for constructing trail miles are met on time.

GOAL 11 OBJECTIVE 11 I BASIS

Construction of 50 miles of regionally significant trails is based on projected population growth, needs identified by partner organizations, and needs identified in County and Special District plans.

ESTIMATED CONSERVANCY COST: \$2,500,000

FUNDING SOURCES

Propositions 40 and 84

OBJECTIVE 11 J

Plan approximately 10 launch sites for the San Francisco Bay Area Water Trail.

STRATEGIES

1. Continue assistance and collaboration in trail planning with the San Francisco Bay Conservation and Development Commission (BCDC), Bay Trail Project, California Department of Boating and Waterways, Bay Access, and other partners.
2. Using the San Francisco Bay Area Water Trail Plan, finalized in early 2008, identify priority areas for building or improving launch sites, and initiate detailed planning, including the selection of sites that meet trail head designation criteria.
3. Work with partner organizations to obtain matching funds.
4. Work with partner organizations to identify organizations to manage public use.
5. Work with partners to conduct outreach to Water Trail users on safety, navigation, and wildlife issues.
6. Take scientific knowledge of sea level rise into consideration in siting and designs for water trail infrastructure.

OUTCOME MEASURES

1. Numerical goals for planning of launch sites are met on time.
2. Increased usage of the Bay by non-motorized boats from estimated current use.

GOAL 11 OBJECTIVE 11 J BASIS

Plans for 10 Water Trail launch sites is based on the San Francisco Bay Area Water Trail Plan, which will be finalized in early 2008.

ESTIMATED CONSERVANCY COST: \$1,000,000

FUNDING SOURCES

Propositions 40 and 84

OBJECTIVE 11 K

Construct or enhance approximately 35 launch sites for the San Francisco Bay Area Water Trail.

STRATEGIES

1. Continue assistance and collaboration in trail planning with the San Francisco Bay Conservation and Development Commission (BCDC), Bay Trail Project, California Department of Boating and Waterways, Bay Access, San Francisco Bay Joint Venture, and other partners.
2. Using the San Francisco Bay Area Water Trail Plan, which will be finalized in early 2008, identify priority areas for building or improving launch sites, and initiate construction.
3. Develop a logo for Water Trail informational media (such as web site, newsletter, brochures, signs), and a template for Water Trail sign design, construction, and implementation.

4. Install Water Trail signs to clearly identify designated Water Trail sites, to promote Water Trail education and stewardship, and to increase public awareness of the Water Trail program.
5. Work with partner organizations to obtain matching funds.
6. Work with partner organizations to identify organizations to manage public use.
7. Work with partners to conduct outreach to Water Trail users on safety, navigation, and wildlife issues.

OUTCOME MEASURES

1. Numerical goals for construction of launch sites are met on time.

GOAL 11 OBJECTIVE 11 K BASIS

Construction or enhancement of 35 Water Trail launch sites is based on the San Francisco Bay Area Water Trail Plan, which will be finalized in early 2008.

ESTIMATED CONSERVANCY COST: \$3,100,000

FUNDING SOURCES

Propositions 12, 40, and 84

OBJECTIVE 11 L

Implement approximately 25 projects under the objectives that include wheelchair-accessible or other ADA-compliant elements.

STRATEGIES

1. Working with local partners, staff will review all proposals for planning or implementation of recreational features to identify opportunities to include wheelchair-accessible elements or other ADA-compliant elements.
2. Staff may request modification of proposals by partners to include improved access and other ADA-compliant elements when appropriate and feasible.

OUTCOME MEASURES

1. At least 25 projects implemented with Conservancy funding will include ADA-compliant elements.

GOAL 11 / OBJECTIVE 11 L BASIS

Development of 25 projects is based on discussions with Bay Trail Project, Bay Area Ridge Trail Council, city, county, and Special District staff regarding opportunities and plans for developing public access and recreational facilities that are ADA-compliant.

ESTIMATED CONSERVANCY COST: \$2,500,000

FUNDING SOURCES

Proposition 40, 50, and 84

OBJECTIVE 11 M

Implement approximately 25 projects that create, expand, or improve educational or interpretive programs that are tied to on-the-ground restoration projects or trail construction or enhancement and which are available to the urban population of the Bay Area.

STRATEGIES

1. Continue assistance and collaboration in planning and implementation of these projects with local partners.
2. Conduct at least two mini-grant rounds to solicit proposals from partner for projects in this category.
3. Work with the Bay Area Open Space Council, San Francisco Bay Joint Venture, and others to identify successful programs that are currently operating in the region and encourage partners to use these programs as models in other areas.
4. Seek to combine educational programs with other recreational or access projects that the Bay Program is conducting in urban areas.

OUTCOME MEASURES

1. 25 projects are completed within the five-year target period.

GOAL 11 / OBJECTIVE 11 M BASIS

Objective derived from discussions with local partners regarding the need and capacity for environmental education in the San Francisco Bay Area. These projects are a high priority for the Bay Program because they involve on-the-ground restoration in urban areas where restoration projects can be difficult to rank as high priority based on resource benefits alone.

ESTIMATED CONSERVANCY COST: \$3,000,000

FUNDING SOURCES

Propositions 40 and 84

**San Francisco Bay Area
Conservancy Program**

GOAL 12

Protect farmlands, including rangeland, from urban encroachment.

OBJECTIVE 12A

Protect approximately 500 acres of farmland in the nine Bay Area counties.

STRATEGIES

1. Independently, or working with local partners, identify willing sellers of fee title or easements, as appropriate, on farmland properties identified as priorities for acquisition or protection.
2. Identify prime, important, or unique farmland at risk of conversion to other uses.
3. Negotiate and complete acquisition or protection of these properties.
4. Working with partner organizations, develop and implement restoration and enhancement projects in areas identified as priorities.
5. Seek matching funds for projects and support partner organizations to obtain additional funds.

OUTCOME MEASURES

1. The numerical goals for acquisition are met on time and are accomplished in a cooperative manner with other agencies and organizations.

GOAL 12 / OBJECTIVE 12 A BASIS

Protection of 500 acres is an objective derived by evaluating projected loss of farmlands, identifying the kinds of farmland, level of threat from urban or suburban encroachment, capacity of land trusts or other organizations to assist in acquisition or land ownership, and available public or private funds. Reports used in analysis include: 2004-2006 California Farmland Conversion Tables, 2005 County Crop Reports, Acquisition Plan: A Blueprint for Agriculture and Open Space Preservation (Sonoma County Agriculture and Open Space District), South Livermore Valley Area Plan, and Final Agricultural Conservation Easement Plan for Solano Land Trust.

ESTIMATED CONSERVANCY COST: \$2,500,000

FUNDING SOURCES

Proposition 40 and 84

OBJECTIVE 12 B

Protect approximately 5,000 acres of rangeland in the nine Bay Area counties.

STRATEGIES

1. Independently, or working with local partners, identify willing sellers of fee title or easements, as appropriate, on rangeland properties identified as priorities for acquisition or protection.
2. Identify rangeland at risk of conversion to other uses.
3. Negotiate and complete acquisition or protection of these properties.
4. Working with partner organizations, develop and implement restoration and enhancement projects in areas identified as priorities.
5. Seek matching funds for projects and support partner organizations to obtain additional funds.

OUTCOME MEASURES

1. The numerical goals for protection are met on time and are accomplished in a cooperative manner with other agencies and organizations.

GOAL 12 / OBJECTIVE 12 B BASIS

Protection of 5,000 acres is an objective derived by evaluating projected loss of farmlands, identifying the kinds of farmland, level of threat from urban or suburban encroachment, capacity of land trusts or other organizations to assist in acquisition or land ownership, and available public or private funds. Reports used in analysis include: 2004-2006 California Farmland Conversion Tables, County Crop Reports, 2005, Acquisition Plan: A Blueprint for Agriculture and Open Space Preservation (Sonoma County Agriculture and Open Space District), South Livermore Valley Area Plan, and Final Agricultural Conservation Easement Plan for Solano Land Trust.

ESTIMATED CONSERVANCY COST: \$9,000,000

FUNDING SOURCES

Proposition 40 and 84

OBJECTIVE 12 C

Develop or implement approximately 3 plans or projects that promote conservation technologies and assist farmers and ranchers in complying with best management practices.

STRATEGIES

1. Using the areas identified as Conservancy priorities for agricultural conservation, work with local partners to identify mutual priority projects that are ready for planning and follow-up projects.
2. Initiate and participate in planning and implementation efforts for these identified areas collaboratively with partners.
3. Seek matching funds and assist partner organizations to obtain matching funds, or grants, as appropriate, which will leverage Conservancy project funds.

OUTCOME MEASURES

1. Completion of plans and projects.

GOAL 12 / OBJECTIVE 12 C BASIS

Objective based on discussions with staff of Resource Conservation Districts and local partners about agricultural landowners' interests in participating in planning and implementing projects that support continued agricultural operations and, where possible, improve environmental conditions.

ESTIMATED CONSERVANCY COST: \$1,000,000

FUNDING SOURCES

Propositions 40 and 84

OCEAN PROGRAM/OCEAN PROTECTION COUNCIL

Statutory Authority

(Reference: PRC Sections 321220, 35625 and 35650)

The California Ocean Protection Act (COPA, Public Resources Code Section 35500 *et seq.*) names the executive officer of the Coastal Conservancy as secretary to the Ocean Protection Council (OPC). The executive officer is required to administer the OPC, including providing it with the staff services it needs to carry out its mandates under COPA. The executive officer is required to administer grants and other expenditures authorized by the OPC, and to arrange meetings, agendas, and other administrative functions. As the Conservancy's appointee it is incumbent on the executive officer to keep the Conservancy informed of staff actions in support of the OPC. It is also necessary to ensure that these duties do not conflict with, and are complementary to the Conservancy's activities and mandates.

The OPC is mandated to promote a number of guiding principles that California state agencies must follow. These principles are the foundation for all OPC and Ocean Program initiatives. These principles include:

- Recognizing the interconnectedness of the land and the sea, supporting sustainable uses of the coast, and ensuring the health of ecosystems
- Improving the protection, conservation, restoration, and management of coastal and ocean ecosystems through enhanced scientific understanding, including monitoring and data gathering
- Recognizing the "precautionary principle": where the possibility of serious harm exists, lack of scientific certainty should not preclude action to prevent the harm
- Identifying the most effective and efficient use of public funds by identifying funding gaps and creating new and innovative processes for achieving success
- Making aesthetic, educational, and recreational uses of the coast and ocean a priority
- Involving the public in all aspects of OPC process through public meetings, workshops, public conferences, and other symposia

Issues and Priorities

The OPC has a strategic plan that is attached as an appendix. In staffing the OPC, the Ocean Program will focus on the following areas during the next five years:

Governance

COPA states that California “needs to coordinate governance and stewardship of the State’s ocean to identify priorities, bridge existing gaps, and ensure effective and scientifically sound approaches to protecting and conserving the most important ocean resources.” A patchwork of state and federal statutes and accompanying regulations governs the management of California’s ocean and coastal resources. The Ocean Program will implement the direction of COPA to “improve coordination and management of state efforts to protect and conserve the ocean” and to “identify changes in federal law and policy” necessary to protect ocean resources better.

Research and Monitoring

Solving complex ocean resource problems will require a better scientific understanding of the underlying functioning of ocean and coastal ecosystems. COPA requires OPC to “establish policies to coordinate the collection and sharing of scientific data related to coast and ocean resources between agencies.” The Ocean Program strives to ensure that the State has sufficient scientific understanding of biological, physical, and socioeconomic processes to implement ecosystem-based management statewide. In addition, Ocean Program efforts aim to ensure that consistent monitoring data is accessible to resource managers and the public.

Ocean and Coastal Water Quality

California’s ocean and coastal ecosystems extend from the top of watersheds, down rivers and into bays, estuaries, and lagoons, into the nearshore ocean, and ultimately to deep waters off the coast. The ocean is usually the end point of land-based pollutants that flow from coastal watersheds. Nearshore impairment of water quality can result from municipal sewage discharges, industrial waste discharges, dredge spoils, and agricultural and urban runoff. Impaired water quality undermines the ability of coastal ecosystems to support healthy fisheries, recreational opportunities, and other beneficial uses. Ocean Program efforts aim to improve water quality such that the number of beach closures is decreased and debris along the coastline and in coastal waters is eliminated.

Physical Processes and Habitat Structure

California’s ocean and coastal ecosystems reflect a diverse array of physical habitats, including coastal rivers and wetlands, sandy and rocky beaches, nearshore and offshore rocky reefs and plains, and submarine canyons. These habitats are affected by natural and human-caused factors, including sea level rise, complex oceanographic processes, dredging, river impoundments and diversions, and certain types of fishing gear. Habitats must be maintained and restored to support fisheries, the diversity of California’s coastal wildlife, and recreational and commercial opportunities. Ocean Program initiatives will result in measurable and significant improvements in the quantity and quality of the State’s ocean and coastal habitat types.

Ocean and Coastal Ecosystems

California's ocean and coastal ecosystems have supported human use for many centuries. Although management of activities that exploit or affect California's wildlife and plants has improved, unsustainable uses have reduced the capacity of ecosystems to provide goods and services that range from the enjoyment of viewing wild creatures to the production of food and industrial materials. California can benefit from several laws that provide tools that support human use of wild plants and wildlife consistent with long-term economic and ecological values, including the Marine Life Management Act (MLMA) and the Marine Life Protection Act (MLPA). Meeting the challenges of the future will require understanding both the potential and the limits of our ocean resources.

Education and Outreach

A strong link exists between the public's understanding of the natural environment and its willingness to protect and preserve natural resources. Statewide, a lack of public knowledge exists about the ocean and its problems. However, recent surveys indicate that Californians support efforts to protect the oceans and are interested in learning more about them. Ocean stewardship could be dramatically improved through statewide outreach programs. The Ocean Program works to ensure that most Californians are aware of their individual impact on the coast and ocean, and encourage the practice of conservation principles.

GOAL 13

Ensure that the Conservancy staff is effective, efficient, accountable, and coordinates well with other organizations in administering the affairs of the OPC while continuing to meet its responsibilities to the Conservancy.

Objective 13 A

Continue to build organizational capacity to carry out the Ocean Program initiatives.

STRATEGIES

1. Develop an Ocean Program working group and recruit and maintain competent, highly trained, and motivated staff.
2. Provide regular reports to the Conservancy concerning administration of OPC affairs.
3. Maintain adequate independent funding for the Ocean Program through development of budget change proposals.
4. From line item appropriations for the Ocean Program provide funding to the Resources Agency to maintain an Executive Policy officer and related support.
5. Develop interagency relationships and coordination among departments, boards and commissions whose missions impact coastal and ocean resources, including providing funding to these organizations from OPC line item support appropriations as required for specific functions related to administration of the OPC.

OUTCOME MEASURES

1. A fully functioning staff and budget.
2. The Coastal Conservancy is fully informed about its staff's OPC related activities.
3. There is effective and efficient coordination among organizations concerned with the coast and ocean.

MONITORING AND TRACKING

1. The budget will include line items for OPC administration and programs, from funding sources that are not exclusive to the Conservancy.
2. The EO will report regularly to the Conservancy concerning staff activities related to the OPC.
3. Staff will participate in an OPC steering committee comprised of top level managers from various state organizations concerned with ocean and coastal resources and will seek feedback from this committee concerning its administration of OPC affairs.

Objective 13 B

Continue to develop science services program to ensure that Ocean Program initiatives are based on best available science.

STRATEGIES

1. Provide resources to the Ocean Science Trust to provide science services and a science advisor to the OPC.
2. Develop an OPC science advisory team(s).
3. Consistent with the Ocean Protection Council's "Information, Research and Outreach Strategy", assist in the coordination and sharing of coastal and marine scientific information among public agencies, academic institutions and NGO's.

OUTCOME MEASURES

1. Maintenance of a science advisor and development of a Science Advisory Team(s).
2. Demonstrable improvement in the use of science in decision-making.

MONITORING AND TRACKING

1. The science advisor will regularly report to the OPC and make occasional reports to the Conservancy concerning improvements in the use of science in decision-making.
2. Seek occasional critiques from both scientists and resource managers to determine the effectiveness of integrating science in policy and management decisions.

GOAL 14

Ensure that California maintains healthy, resilient, and productive ocean and coastal ecosystems for the benefit of current and future generations and support compatible economic activities.

Objective 14 A

Maximize the effectiveness of state agency efforts to protect and conserve ocean and coastal resources and pursue regional governance approaches to improve coordination of ocean management along the west coast.

STRATEGIES

1. Inventory laws and identify gaps or overlaps between jurisdictions affecting priority ocean and coastal issues.
2. Work with all relevant state agencies to develop necessary regulations, legislation, or other tools to improve ocean governance.
3. Provide staff to lead or participate in working groups comprised of public agencies and NGOs to determine coordinated approaches to complex coastal problems.
4. Support the implementation of the tri-state agreement between California, Oregon, and Washington that focuses on initiatives by all three states to improve ocean and coastal management.

OUTCOME MEASURES

1. Completed legal inventory
2. Occasional development of proposed additions or changes to laws and rules governing coastal and ocean management.
3. Improvements in coordination among public agencies and NGOs as evidenced by solutions to long standing or previously intractable problems.

MONITORING AND TRACKING

1. Regular reports to the Conservancy and the OPC concerning laws, rules and regional ocean governance.
2. Regular reports to the Conservancy and OPC concerning efforts to coordinate with other organizations on coastal issues and problems.
3. Regular discussions within the OPC steering committee regarding progress in changes to laws and rules.

Objective 14 B

Implement programs, projects, and initiatives that implement the OPC's strategic plan "A Vision for Our Ocean and Coast" (the Plan),

STRATEGIES

1. With funds not exclusive to the Conservancy, appropriated for the purposes of the OPC, provide funds through contracts, grants, interagency agreements, and other means to implement projects and programs that implement the plan
2. Seek matching funds from other organizations to undertake projects that implement the OPC strategic plan.

3. When consistent with the Conservancy strategic plan, use funds appropriated to the Conservancy to directly match funding provided for OPC purposes and seek authorizations from the OPC to match.
4. Develop grant solicitations or directly develop projects for all of the above.

OUTCOME MEASURES

1. Completed plans, studies and projects that implement projects related to improved governance, science, monitoring, and physical improvements to ocean and coastal resources, undertaken directly by the OPC, or in support of other organizations.

MONITORING AND TRACKING

1. Provide a yearly update to the OPC and the Conservancy on progress toward meeting OPC strategic plan goals.

Organizational/ Operational Issues Workforce and Administration

Issues and Priorities

Since the passage of four bond measures between 2000 and 2006, the Coastal Conservancy's capital budgets have greatly increased. Staffing levels have not kept pace, nor are they expected to in the next five years. It will be necessary to ensure that current staff is motivated, highly trained, structurally efficient, and provided with efficient and effective procedures that minimize process without sacrificing accountability. To this end, the Conservancy will continue to maximize staff responsibility at all levels and minimize layers of decision-making, maintain a culture in which there is strong communication and responsiveness among program, administrative, legal, and management staff, and continue to retain consultants that can respond to project requirements on a short-term, "as required" basis.

The Conservancy will seek to maintain and adjust, as needed, an organizational structure and administrative procedures to meeting fluctuating funding levels, policy directives, programmatic and legal mandates, and to improve management of funds to ensure accountability and proper authorization for all Conservancy expenditures.

INFORMATION TECHNOLOGY

Increased capital budgets have focused attention on the Conservancy and will continue to do so in the future. The Legislature, administration and the public require a greater degree of accountability and coordination of project and program expenditures. Information technology is a key to ensure that the Conservancy's program and project expenditures are coordinated with other agencies and are accountable to control agencies and the Legislature.

Information technology is also an essential tool for increasing staff efficiency and effectiveness.

The Conservancy will continue to increase its use of information technology to track its program and project expenditures in order to provide a wide range of up-to-date reports to the administration, the Legislature, project partners, and the general public. It will also improve efficiency and reduce waste by continuing to standardize, computerize, simplify and enhance access to contracts, forms and reports.

COMMUNICATIONS

Over the next five years, the Conservancy will participate in hundreds of significant coastal, ocean and San Francisco Bay area projects that will have lasting effects on the California environment and economy. The Conservancy will maintain an active communications program to ensure that the Conservancy's role in projects is recognized and to reinforce the values of its programs to core audiences. The Conservancy will continue to increase the effectiveness of its public information program and expand positive recognition of the Conservancy's name. The administration, Legislature, academia, interest groups, and the general public to be informed of programmatic, strategic and project planning and development, upcoming opportunities for participation, and of the outcomes of these projects and other decisions. The Legislature and administration also need sufficient information to make public policy decisions concerning funding for the Coastal Conservancy and changes to its mandate. The Conservancy will also maintain procedures to ensure prompt responses to inquiries from outside the Conservancy and full compliance with the California Public Records Act.

Organizational/Operational Issues

GOAL 15

Be increasingly efficient and effective in carrying out programmatic responsibilities.

STATEWIDE STRATEGY

Maintain budgetary and staffing efficiencies while continuing to meet programmatic expectations.

OBJECTIVE 15 A

Recruit and maintain a competent, highly trained, and motivated staff.

STRATEGIES

1. Upgrade job classifications to reflect increasing responsibilities, or downgrade as necessary for recruitment and training purposes.
2. Manage employee workloads to ensure the continued high performance of all staff.

3. Provide training programs and support staff attendance to workshops and conferences to ensure that each employee has the skills and knowledge needed to perform at the highest level of productivity.
4. Provide work space and equipment that meets state standards, and is designed to maximize comfort, health, productivity, and efficiency and to reduce work stress and related injuries.
5. Cultivate and develop recruitment strategies that will result in a workforce reflecting the cultural diversity of the State of California within all classifications.
6. Continue to offer challenging assignments and responsibilities to staff at all levels that stretch their abilities, and provide professional development and career advancement opportunities.
7. Continue to offer flexible work schedules to staff, consistent with Governor's Executive Orders as well as teleworking, carpooling, etc. in order to reduce the number of days that staff are required to commute, thereby reducing employee stress and the Conservancy's carbon footprint.

OUTCOME MEASURES

1. New job classifications, as necessary.
2. Greater level of similarity of workload for all employees of the same classification.
3. All employees have an opportunity to take annual training that assists in meeting their individual development plans.
4. Periodic ergonomic evaluations of work stations to ensure that each employee has appropriate work space and equipment.
5. There is cultural diversity in the workplace throughout all classifications.
6. Classifications are down-graded on an as needed basis to facilitate recruitment and training, use of Training and Development Assignments, assistance for education where feasible, and mentoring of staff to assist in career advancement.
7. Staff having completed their probationary periods and performing adequately may work alternate work schedules or partial telework.

MONITORING AND TRACKING

1. Annual individual evaluations and development plans for each employee.
2. Annual review by management to determine success in meeting objectives.

Objective 15 B

Implement practices that minimize Conservancy's contribution to environmental degradation and consumption of natural resources.

STRATEGIES

1. Work with the Climate Action Team to identify methodology for calculating the Conservancy's carbon foot print, and work to reduce overall foot print.
2. Continue to offer alternative work schedules to staff, consistent with Governor's Executive Orders as well as teleworking, carpooling, etc. in order to

reduce the number of days that staff commute days+, thereby reducing harmful pollutants and emissions into the environment.

3. Select meeting spaces that are energy-efficient and promote low-carbon transportation options where feasible.
4. Continue to reduce energy use and purchase machines that are energy-efficient and equipped with energy-management settings where possible.
5. Use low-carbon transportation options for work-related purposes where feasible. This includes carpooling, public transit and bicycling, and renting low-carbon vehicles where possible (i.e. hybrids are available as rentals at many airports.)
6. Continue to hold phone conferences whenever feasible and appropriate in place of traveling to meeting locations in order to reduce travel costs, reduce employee stress, time away from the office and further contributing to emissions into the environment.
7. Take advantage of other useful operational practices as technological advances increase the quality, fiscal feasibility and availability of them as they increase staff effectiveness, efficiency and are environmentally sound.
7. Minimize the use of paper.

OUTCOME MEASURES

1. Staff reduces the number of days they commute by private automobile.
2. Meetings are held in energy efficient spaces and in locations that are accessible by public transportation whenever feasible.
3. Office machines are energy efficient, having energy management settings.
4. Conservancy participates in all efforts to provide staff with means to utilize public transportation including subsidies, promotions, modified schedules to accommodate carpools, etc.
5. The Conservancy has a measurable reduction in carbon emissions.
5. The Conservancy has conference rooms and quiet rooms set up with conferencing phones for the purpose of holding phone conferences.
6. IT staff monitor the availability, quality and cost of technological advances in the area of various operational office technology and recommend use for Conservancy as appropriate.

MONITORING AND TRACKING

1. Annual review by management to determine success in meeting objectives.
2. Measure our carbon footprint.

Organizational/Operational Issues

GOAL 16

Improve strategic planning, staff productivity, decision making, coordination with other organizations, and accountability by introducing appropriate technologies.

STATEWIDE STRATEGY

Improve the ability to prepare, utilize, and widely disseminate up-to-date reports and data on Conservancy activities. Deploy necessary technology and

procedures to maximize ease of use, efficiency and productivity of remote staff.

OBJECTIVE 16 A

Maintain and consistently upgrade a project database of Conservancy project information to assist in agency strategic planning, project planning, financial planning, management reporting, and accountability to the Legislature, Resources Agency, control agencies, and the public.

STRATEGIES

1. Update current database with new functions for capturing essential or relevant project information.
2. Project managers input descriptive and quantitative information into project database prior to Board consideration and update annually.
3. Enter historic project information into database as time and budget allow.
4. Employ appropriate technologies

OUTCOME MEASURES

1. A fully functioning secure information system that can provide a wide range of reports and data.

MONITORING AND TRACKING

1. Periodically meet with a range of parties to ensure that the system can provide the types of reports that may be required.

OBJECTIVE 16 B

Develop capability to utilize geographically referenced database technologies (GIS) and other information technology (IT) as tools for project planning, decision making, and reporting.

STRATEGIES

1. Cooperate with and secure technical assistance from other departments/agencies, and private contractors for IT services needed to support staff with project and planning needs.
2. Provide semi-annual reports to the Conservancy's management team on current IT use, potential IT applications, staff training needs, and system requirements.
3. Maintain an in-house information technology committee to annually review and evaluate systems, and to recommend priorities and a budget for purchase of new updated technology.
5. Encourage the sharing of expertise among staff as well as formal training to fully utilize IT.
6. Provide basic mapping capabilities on user desktops for use in meetings and for providing information to management, board members and legislature.

OUTCOME MEASURES

1. Annual recommendations for IT utilization and budget for new purchases.

2. The integration of an appropriate level of IT into the operations of the department.
3. Annual improvements in IT capabilities and staff training.

MONITORING AND TRACKING

1. Prepare an annual report on accomplishments and unmet objectives.

Organizational/Operational Issues

GOAL 17

Ensure that there is an active and effective communications program to inform public policy makers and the general public of the Conservancy's purposes, actions, and accomplishments, and to respond to interested parties ideas and concerns.

STATEWIDE STRATEGY

Maintain and upgrade all aspects of the Conservancy's communications program.

OBJECTIVE 17 A

Reinforce the Conservancy's value to core audiences (Legislature, administration, partners, and the public).

STRATEGIES

1. Inform media of Conservancy actions.
2. Prepare and place feature stories, opinion pieces, editorials, and letters-to-editor about Conservancy actions, partnerships, and needs.
3. Join partners in media and public relations.
4. Coordinate public relations and legislative advocacy efforts.
5. Provide legislators and their staff with tours of project sites.
6. Prepare annual reports on Conservancy accomplishments.
7. Upgrade and maintain Conservancy website.
8. Support publication of Coast and Ocean and other print and web materials.

OUTCOME MEASURES

1. Preparation and distribution of news releases, articles, media communications, annual reports, and materials for the legislature.
2. News releases and other communications undertaken with project partners.
3. Participation in events related to programs and projects.
4. Updated website with links to projects.
5. Publication of Coast and Ocean and other print and web materials.

MONITORING AND TRACKING

1. Communications Director and Legislative Coordinator will monitor and track this objective.

