



# Memo

Date: February 3, 2022

To: Members of the State Coastal Conservancy

From: Amy Hutzal, Executive Officer  
Mary Small, Deputy Executive Officer

CC: Oversight Members

RE: Coastal Conservancy 2023-2027 Strategic Planning Process

## **Coastal Conservancy Strategic Plan**

The Coastal Conservancy has been guided by a five year Strategic Plan for the past twenty years. The current plan was adopted in November 2017 and set goals and objectives for 2018-2022. Thus, it is time for the Conservancy to begin a process to develop a new Strategic Plan for the five year period of 2023-2027. The purpose of the Strategic Plan is to provide an overall vision for our agency and quantified objectives to measure the effectiveness of our work. The Strategic Plan articulates our view of the future of the California coast and its watersheds over the next five years—including the opportunities to improve resilience to climate change and to promote environmental equity and justice.

The Strategic Plan update is an opportunity for the Conservancy Board to provide input on the overall vision, priorities, and specific objectives for our future work. The Plan will build off many existing statewide plans and documents to articulate how the Conservancy's work advances the administration's priorities through on-the-ground actions. And importantly, the Strategic Plan update creates an opportunity for the Conservancy to hear from our partners – nonprofit organizations, tribes, local governments, community groups, state and federal agencies, private landowners, conservation organizations, other conservation funders, and the public about their vision and priorities for our work.

Staff proposes hiring an engagement and facilitation consultant to help develop and implement an engagement strategy to obtain meaningful input from a broad set of stakeholders and the

public input in the development of the Draft and Final Strategic Plan. The consultant will work closely with Conservancy staff throughout the process.

**Key Assumptions**

The timing for this Strategic Plan update is fortuitous because the administration and legislature have approved and proposed major investments from the general fund for the Coastal Conservancy’s budget. The FY 2022-23 Governor’s Budget appropriates \$350 million for coastal resilience projects and \$10 million for wildfire resilience projects. Budget Trailer Bill SB 155 proposed an additional \$150 million be appropriated in FY 2023-24 for coastal resilience. The FY 2021-22 Budget included significant general fund appropriations for Explore the Coast, the Santa Ana River, West Coyote Hills, and the Great Redwood Trail. The 2023-2027 Strategic Plan will assume that the Conservancy has \$500 million for coastal resilience projects and significant appropriations in all these other program areas.

The Conservancy’s [Justice, Equity, Diversity and Inclusion Guidelines](#) call for the Conservancy to improve its policies, programs, and practices to advance equitable access to the environmental, social, and economic benefits of California’s coast and coastal watersheds. Through its work, the Conservancy will strive to promote equitable outcomes for all Californians, especially underserved BIPOC (Black, Indigenous, and People of Color). This update is an opportunity to center those values in the new Strategic Plan, including developing new goals and measurable objectives related to equity and environmental justice. This work will support the administration’s priorities of outdoor access for all and improved tribal engagement.

California continues to experience the impacts of climate change, including sea level rise, wildfire, extreme heat, floods, and drought. The Strategic Plan will articulate a vision of coastal resilience in the face of these impacts and related objectives. The Strategic Plan will build on current state guidance related to climate adaptation, including the Pathways to 30 x 30 Plan, the Ocean Protection Council’s Strategic Plan, the Sea Level Rise leadership principles, the California Wildfire Action Plan, the 2030 Natural and Working Lands Climate Change Implementation Plan, the Climate Adaptation Strategy, and others.

**Proposed Process and Timeline**

When	What	Who
February 3	Discussion with Board about proposed Strategic Plan Update	SCC Board
February	Review of foundational plans and documents Draft definition of Coastal Resilience Draft Engagement Strategy	SCC staff and consultant
March - April	Implement Engagement Strategy: focus groups, workshops, interviews, surveys, and other input opportunities	stakeholders

March 24	Update Conservancy Board on Strategic Plan, possible workshop with the Board	SCC Board
May 5	Update on Engagement Process and discussion of Strategic Plan content	SCC Board
May - June	Engagement Report and Communications Materials	SCC staff and consultant
July	Draft Strategic Plan	SCC staff
July – Sept	Public Comment Period	Stakeholders
September 24	Discussion of Draft Strategic Plan & Comments	SCC Board
October - November	Revision of Strategic Plan	SCC staff
December 1	Consideration and possible adoption of Strategic Plan	SCC Board