



Partnership for Coastal Watersheds Action Plan

Partnership for Coastal Watersheds Steering Committee
South Slough NERR
Coos Watershed Association
Charleston, Oregon November 2012





Figure 1. Partnership for Coastal Watersheds Project Area

Introduction

This Action Plan is intended to provide a roadmap for the Partnership for Coastal Watersheds to implement projects in Coos Bay's South Slough and Coastal Frontal watersheds (see Figure 1 on facing page) to achieve the community's vision for its future. Through a series of facilitated meetings convened in 2011 and 2012, the Partnership for Coastal Watersheds Steering Committee, which embodies a diverse array of community perspectives, developed a Mission Statement, created a Community Vision for desired conditions in the project area in the next 20-25 years, and with the use of project area status information in the State of the Watersheds assessment (see below), generated and prioritized a suite of potential actions intended to assist in achieving that vision. The recommendations outlined in this Action Plan, also accessible online (www.partnershipforcoastalwatersheds.org) were summarized by the project facilitators, staff at the South Slough National Estuarine Research Reserve and Coos Watershed Association, and will be reviewed at the next Partnership Steering Committee in December 2012 and adopted at the pleasure of the Partnership Steering Committee.

The Partnership Steering Committee based its work on the "triple-bottom line" philosophy of sustainability that explicitly considers community, economy, and environment effects in determining how to proceed with future planning and developments, an approach embodied in Partnership for Coastal Watersheds' mission and vision. The triple-bottom line philosophy is also evident in the broad array of projects that are considered as priorities for implementation.

This document is a companion to the Partnership for Coastal Watersheds State of the Watersheds assessment (also accessible from the Partnership for Coastal Watersheds web site) which is a summarization of newly collected and existing data which describe the environmental and socioeconomic conditions in the South Slough and Coastal Frontal watersheds. The State of the Watersheds assessment is intended to be a dynamic resource with which to track the health of our community and watersheds over time.

Additional information about this Action Plan, the State of the Watersheds assessment and the Partnership for Coastal Watersheds is available on the Partnership for Coastal Watersheds web site (www.partnershipforcoastalwatersheds.org) and from Craig Cornu at the South Slough Reserve (craig.cornu@state.or.us) or Jon Souder at the Coos Watershed Association (jsouder@cooswatershed.org).

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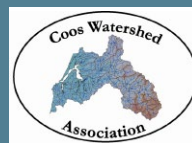


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November 2012

Table of Contents

Background.....	7
Process for Action Planning.....	7
Community Vision	8
Actions to Achieve the Community Vision	9
Prioritization of Actions.....	9
Resulting Implementation Plan	12
Development of the Community Vision and Actions.....	16
Appendix 1: All Actions Ranked	18
Appendix 2: Scoring Criteria.....	27
Appendix 3: Vision Statements and Attributes..	28



Partnership for Coastal Watersheds: Action Plan



Background

The Partnership for Coastal Watersheds (Partnership or PCW), was launched in 2010 by a community stakeholder group, the Partnership Steering Committee, facilitated by staff at the South Slough National Estuarine Research Reserve (SSNERR) and the Coos Watershed Association (CoosWA). Through a series of collaborative meetings in 2011-2012, the Partnership Steering Committee produced a number of community planning documents including a Community Vision, a State of the Watersheds assessment and this Action Plan. This Action Plan identifies 37 priority actions that are intended to improve conditions in the project area (Figure 1) and describes the process the Partnership Steering Committee and project facilitators used to identify the actions. The first part of the Plan describes the PCW goals, the Community Vision and the State of the Watersheds assessment, followed by descriptions of the Priority Actions and the process used to arrive at the Priority Actions. Additional data in three appendices are provided to show the complete results of the planning process.

The Partnership for Coastal Watersheds project premises and associated guiding questions are:

Premise 1: The local effects of climate change and changes in land use have the potential to affect our community's quality of life and long-term economic viability.

How can our community plan ahead to address these potential changes?

Premise 2: Our Community does not have an effective way to collaborate or make decisions about the opportunities and issues we need to address now and in the future.

How can our community effectively address opportunities and issues?

Process for Action Planning

The Partnership Steering Committee used a four step process (Figure 2) in a series of meetings and committee work sessions, in 2011-12 to develop this Action Plan. The first task was for the group to develop a Mission for the Partnership, and specifically the Partnership Steering Committee, to guide deliberations. Part of the development of this mission statement involved thinking within the

Figure 2. Steps in the action planning process.



broader context of sustainability, and what it means in the Partnership project area.

The Steering Committee decided to use an approach to sustainability called the “triple-bottom line” as a way to conceptualize and organize their discussions. There are three pillars—or legs—that need to be taken into consideration in this approach: community, economy, and environment (Figure 3). Taking this approach, the Steering Committee, at its May, 2011 meeting, defined sustainability for use in its action planning as:

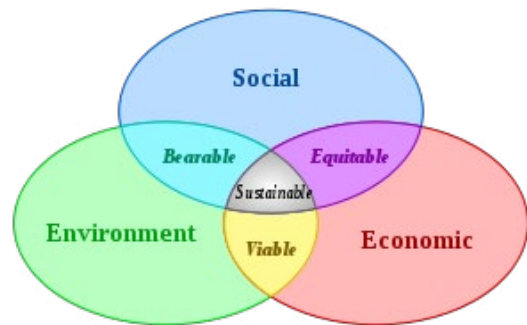


Figure 3. The three pillars of sustainability are not mutually exclusive and can be mutually reinforcing.

Sustainability is the social, economic and environmental practices that protect and enhance the human and natural ecosystems and resources needed by future generations to enjoy a quality of life equal to or greater than our own.

With this idea of sustainability in mind, the Steering Committee stated its purpose in the following mission statement:

The Partnership for Coastal Watersheds collaborates to understand watershed conditions and address their capacity and resiliency to serve ecological, economic, and social needs for present and future generations.

This mission addresses a broad range of concerns for the project area now and into the future. Elements of the Partnership mission clearly coincide with the basic principles of sustainability illustrated in Figure 3.

Community Vision

The Partnership’s Community Vision was developed over a series of meetings during 2011. The Vision describes conditions desired by the committee for the project area 20-25 years in the future. The following principles guided the creation of the Vision:

A community vision is:

- *an expression of possibility - an ideal future state the community hopes to attain;*
- *provides the basis from which the community determines priorities and performance targets; and,*
- *serves as a foundation of goals, plans, and policies directing future action by various sectors.*¹

¹ Okubo, Derek, 2000, *The Community Visioning and Strategic Planning Handbook*, National Civic League Press, Denver, CO.

The Partnership's Community Vision (see next page) serves as a "goal post" with which to compare current and desired conditions. The Action Plan is then designed to identify steps needed to make progress toward attaining those desired conditions.

Focusing on the idea of sustainability, the first three vision statements highlight the social quality of life in the project area; the central four vision statements stress economic vitality; while the final three are oriented towards maintaining and improving environmental integrity and land uses.

Actions to Achieve the Community Vision

Actions—organized efforts to change conditions—are intended to improve current conditions in the project area toward those described in the Partnership's Community Vision. The Community Vision provided the starting point, but then a five-step process was used to generate specific candidate actions:

1. Identify key phrases in vision statement.
2. Define attributes of the key phrases.
3. Identify performance measures for attributes.
4. Evaluate current conditions of the attributes.
5. Identify potential actions to address conditions needing improvement.

Anywhere from two to nine attributes were derived from key phrases in each of the eleven Community Vision statements (see Appendix 1 for a complete list). Performance measures were tied to each of these attributes in order to evaluate current conditions as well as to determine additional improvement needed to meet the vision. Many of the performance measures that we used came from a study that a University of Vermont graduate student, Autumn Foushee, conducted for the Partnership in the summer, 2010.

The State of the Watersheds assessment data provided current condition information. If current conditions did not meet those anticipated in the vision, potential actions needed to create acceptable conditions were identified through "brainstorming" sessions by the Steering Committee and Partnership staff during the first half of 2012. An ad hoc subcommittee met in July, 2012 to edit the long list of potential actions. At the end of this process, 159 potential actions were identified.

Prioritization of Actions for Implementation

The 159 potential actions covered a broad range of possible activities. While each of these actions had a proponent at some stage in the development process, there was also clearly a need to prioritize the most feasible actions to consider implementing during the next five years as the basis for an Action Plan. The prioritization process ultimately chosen used multi-attribute

Partnership for Coastal Watersheds Community Vision

Our community vision describes the desired future conditions we want to see in 20 years in our quality of life, environment and economy. We will work toward attaining the community vision because we are proud of where we live and are protective of the high quality of life we enjoy and maintain here for ourselves and for future generations.

- 1. Our community has a rural, small town feel with a high quality of life.*
- 2. We have strong and culturally-diverse social networks and proven methods for resolving disputes.*
- 3. We have a variety of transportation options.*
- 4. We encourage the retention and development of stable enterprises engaging in a wide variety of sustainable economic activities.*
- 5. Our products, many of which showcase the unique character of the area, its people and culture, are competitive in regional, national and global markets.*
- 6. Our urban waterfront continues to be a defining economic, recreational and social center for us.*
- 7. We continue to find innovative ways to generate much of our energy locally and to consume our energy efficiently.*
- 8. We have a strong understanding of the cultural history of the area and the natural environment that our social and economic systems depend upon.*
- 9. Our watersheds meet or exceed environmental standards.*
- 10. Our watersheds are resilient to chronic and catastrophic change.*
- 11. Our watersheds include a diversity of land uses that allow for working landscapes, fully functioning natural processes and critical habitat for people, plants and wild animals.*

Vision Statements 1-3 pertain to social quality of life; statements 4-8 pertain to economic vitality; and, statements 9-11 pertain to environmental integrity and land uses.

scoring criteria adapted from a similar process CoosWA developed to identify potential watershed restoration actions. The adaptation occurred through an iterative process: criteria were proposed by staff and then further refined by an *ad hoc* subcommittee of the Steering Committee.

Final prioritization criteria are:

1. Is there a sense of urgency within the PCW?
2. Is the need already being addressed by others?
3. Does the community have the capability to address the action?
4. Are there adequate human and financial resources available?
5. Does this action need to be done before others, or vice-versa?

A scoring rubric was developed to improve consistency among the evaluators (Appendix 2). Associated with each of these criteria were five possible positions or scores, with descriptions of a condition associated with a given score for each of the five criteria. Each of the 159 potential actions was scored by members of the Partnership Steering Committee in fall 2012, through an on-line survey administered via SurveyMonkey.com. Seventeen Steering Committee members participated in the survey, with 11 members completing the entire survey of 800 questions (159 potential actions x 5 criteria).

To rank the actions, the average response score for each of the five criteria for each action was entered into an Excel spreadsheet. These five average criteria scores were then summed to give a single overall score associated with each action. These overall scores could range from a low of zero to a high of 20. Actions were then ranked in descending order according to their overall scores. Figure

4 shows the distribution of overall scores for the potential actions.

The top quartile of these 159 actions were considered to be “priorities” for implementation within the next five years. Based on breakpoints in the distribution of overall scores (Figure 4), an action was considered to be a “priority” if it received a score of 13 or greater. The distribution of these priority

Figure 4. Total Scores of All Actions

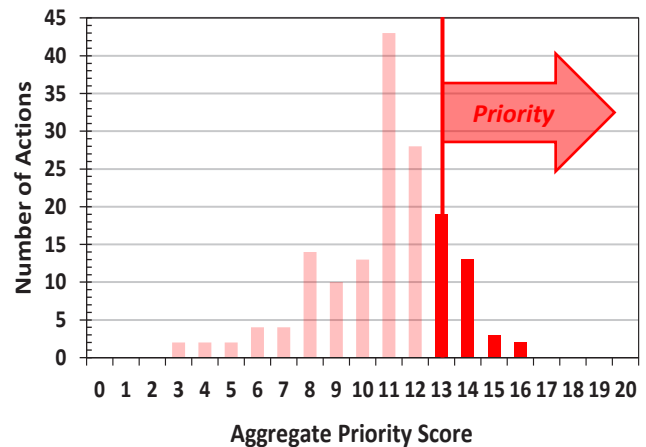
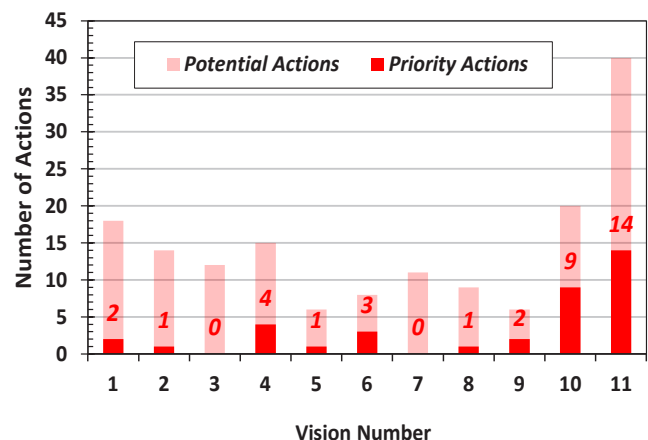


Figure 5. Number of Actions per Vision



actions varies by Community Vision statement (Figure 5). Two visions, number 3 dealing with Transportation and number 7 dealing with Energy, had no priority actions; the other nine visions had at least one priority action, with visions 10 and 11 dealing with environmental concerns receiving both the largest number of priority actions as well as the highest percentage of priority actions.

Resulting Implementation Plan

Table 1 shows an implementation strategy for the 37 priority actions. Related actions are synthesized into logical topics, with the individual actions referenced by action number. This table divides these topics by sustainability “pillar,” and further splits them into near-term (1-2 years) versus mid-term (3-5 years) for when we expect implementation to begin. Priority actions are intended to be implemented by the project facilitators and Steering Committee members, and their associated organizations, as resources and capacity (i.e., grant funds and collaborations) become available to support such efforts. Many of the Near-Term actions are planned for the second phase of the Partnership for Coastal Watersheds that will begin in 2013, and that will address conditions in the wider Coos watershed as well as the phase one project area.

The list of 37 priority actions is shown in Table 2 and illustrated with their individual criteria scores by a system of symbols inspired by those used by Consumers Reports. The symbols represent a summary of the most common score for each of the five prioritization criteria preceded by the sum total of the five scores. The vision statement associated with the action is represented by its statement number and the associated attribute text is provided. While lead partners are suggested in the far right column; additional partners will be needed for full implementation. The tables in Appendix 1, list all the potential actions and their scores.

Table 1. Strategies to implement priority actions (ID numbers of the individual action items from Table 2 are indicated in parentheses).

Near-Term (1 – 5 Years)	Mid-Term (3 – 5 years)
Community	
<p><u>Outreach and Education:</u></p> <ul style="list-style-type: none"> • Provide a forum for local planning, and dispute resolution (1, 20). • Work with the schools to incorporate more cultural history into curriculum (24). • Improve awareness and preparation for natural hazards (10). 	
Economy	
<p><u>Outreach and Education:</u></p> <ul style="list-style-type: none"> • Advise County on Comprehensive Land use Plan (2). <p><u>Assessment and Monitoring:</u></p> <ul style="list-style-type: none"> • Assess the attractiveness of the PCW area, particularly the waterfront, and work with strategic planning and development of the shipyard (9, 19, 21). 	<p><u>Outreach and Education:</u></p> <ul style="list-style-type: none"> • Work with Oregon Sea Grant to expand certification programs for seafood products, and to better understand the role processors play in the sustainability of the fishing fleet (6, 22). • Work with the Charleston community to promote small businesses (23). • Create long-term partnerships to assist in retaining large employers (8). • Work with the Charleston community to increase opportunities for ecotourism (7).
Environment	
<p><u>Outreach and Education:</u></p> <ul style="list-style-type: none"> • Educate community of impacts to the watershed, particularly how to mitigate effects of climate change (16, 17). • Provide training in Early Detection-Rapid Response for outbreaks of invasive species (37) <p><u>Restoration:</u></p> <ul style="list-style-type: none"> • Work with landowners and managers to address stream habitat needs identified in AHI and road surveys, incorporating potential climate change effects (26, 33). • Continue restoration of native oysters, while recognizing potential climate change effects (29, 33). <p><u>Assessment and Monitoring:</u></p> <ul style="list-style-type: none"> • Address “gaps” in freshwater quality data needed for TMDL development (12). • Continue operating stream gauges at Big, Winchester, and 3 Mile Creeks (18). • Research and track effects of climate change on watershed/land use (especially hydrology) by developing scenarios, assessing certainty and vulnerability, and coming to a consensus on risks (5,13, 31, 34). 	<p><u>Outreach and Education:</u></p> <ul style="list-style-type: none"> • Work to reduce feral cat populations (28). • Address spread of forest disease and invasive species through city and county ordinances (27, 35). <p><u>Restoration:</u></p> <ul style="list-style-type: none"> • Eliminate salmon passage barriers, reduce sedimentation, stabilize streambanks and restore riparian areas in anticipation of climate effects (3, 4, 14, 36). <p><u>Assessment and Monitoring:</u></p> <ul style="list-style-type: none"> • Target wetland restoration to accommodate sea level rise, flooding, and storm surges (15). • Investigate the frequency of harmful algal blooms (26). • Identify bacteria and nutrients hotspots to target for remediation (11).

Table 2. Priority Action Ranking

ID	Action	TOTAL SCORE	Attribute Derived from Vision					Lead Partner		
			Urgency Exists	Need Identified by PCW or Others	Local Expertise Exists	Local Resources Exist	Pre-requisite to Other Actions			
1	Keep active a future planning and issue discussion forum like the PCW Steering Committee to cooperate on projects and focus on common ground.	16						2	Improve dispute resolution	PCW Steering Committee
2	Advise county on Comprehensive Plan with regards to shoreline infrastructure, estuary (CBEMP) and wetlands management.	16						10	Sea Level Rise (SLR)	DLCD
3	Improve riparian vegetative cover for: 1. Erosion control, 2. Shade / water quality, 3. Habitat	15						11	Streams	CoosWA
4	Continue improvement of salmon habitat passage barriers.	15						11	Fish	CoosWA
5	Develop climate change scenarios, level of certainty and vulnerability assessments.	15						10	Climate Change	OSU
6	Work with fisherman and seafood processors to expand certification programs for seafood products.	14						4	Encourage small & medium sized businesses	Oregon Sea Grant
7	Work with the Charleston community to increase opportunities for ecotourism.	14						4	Encourage small & medium sized businesses	Charleston Merchants/Or. Tourism Comm.
8	Encourage long-term partnerships with large entities such as fish processors, OIMB and ODFW in the long term to keep them located in Charleston.	14						6	The waterfront is an economic center for the community	Port/Armie Roblan
9	Examine ways to make the waterfront more appealing to new businesses, investors and tourists.	14						6	The waterfront is an economic center for the community	Port, Coos County
10	Join efforts to improve local awareness and preparations for environmental hazards (earthquakes and tsunami).	14						6	The waterfront is safe for businesses, visitors, and residents re. climate change and natural hazards	DOGAMI
11	Identify bacteria and nutrient hotspots and develop remediation program.	14						9	Estuary	DEQ/ODA
12	Address "gaps" in freshwater quality data for TMDLs.	14						9	Streams	CoosWA
13	Research effects of climate change on timber industry, forest ecology and fire regime, fish and wildlife habitat and life cycles, wetland function, hydrology, coastal infrastructure, eco-tourism, invasive species etc.	14						10	Climate Change	PCW Steering Committee/OCCRI
14	Incorporate climate change effects into habitat restoration and management plans.	14						10	Climate Change	CoosWA
15	Emphasize tidal wetland restoration over the long term to offset the effects of sea level rise, flooding and storm surge.	14						10	Climate Change	CoosWA
16	Educate and engage them community about human impacts on the watershed with emphasis on the estuary.	14						11	Collaborate with Community and Landowners	SSNERR
17	Educate and engage the community on methods for mitigating and adapting to effects of climate change.	14						11	Collaborate with Community and Landowners	SSNERR's CTP
18	Continue operating stream gauges.	14						11	Management of Working Landscapes	CoosWA

Table 2 (cont.) Priority Action Ranking

ID	Action	TOTAL SCORE	Need Identified by PCW or Others					Pre-requisite to Other Actions	Vision Statement #	Attribute Derived from Vision	Lead Partner
			Urgency Exists	Local Expertise Exists	Local Resources Exist	Pre-requisite to Other Actions	Vision Statement #				
19	Assess attractiveness of PCW area to visitors and potential businesses through surveys, focus groups, interviews, etc.	13						1	Community assessment to gauge 'quality of life'	RDI's Hometown Competitiveness Program	
20	Provide a forum for resolution of local concerns through an information exchange, discussion forums, and educational opportunities.	13						1	Community assessment to gauge 'quality of life'	PCW Steering Committee	
21	Participate in strategic planning and development for the Charleston Shipyard.	13						4	Encourage small & medium sized businesses	Port	
22	Gain a better understanding of the role of fish processors in the sustainability of the fishing fleet.	13						4	Encourage sustainable economic activities	Oregon Sea Grant	
23	Promote small businesses.	13						5	Innovative new products continue to find markets	SCDC	
24	Incorporate more cultural history into school enrichment program curricula and outreach.	13						8	Increase historical awareness and understanding	Coos Historical and Maritime Museum/Tribes	
25	Investigate the frequency and cause of algal blooms.	13						11	Estuary	SSNERR	
26	Address stream habitat issues identified in the AHL: 1. Pool frequency, depth; 2. Unstable banks; 3. Large wood abundance, volume, frequency; and 4. Gravel abundance, sediment quality.	13						11	Streams	SSNERR/CoosWA	
27	Address spread of forest disease and invasive species.	13						10	Forest	OSU Extension	
28	Reduce feral cat population; educate cat owners.	13						11	Birds	Cape Arago Audubon Society	
29	Continue restoration of native oysters.	13						11	Shellfish	ODFW	
30	Investigate the potential for the shipping channel deepening and widening to affect shellfish.	13						11	Shellfish	Port	
31	Identify consensus on acceptable "level of risk" for use in planning. E.g., stream damage, sea level rise, upland changes, changes in forest fire regime.	13						10	Climate Change	Undetermined	
32	Incorporate SLR and other climate change scenarios into salmonid habitat restoration design and planning.	13						10	Sea Level Rise (SLR)	CoosWA	
33	Encourage best management practices and seek watershed restoration projects with landowners and managers.	13						11	Collaborate with Community and Landowners	CoosWA	
34	Understand and track land use effects on hydrology.	13						11	Management of Working Landscapes	CoosWA	
35	Encourage invasive species control through city and county ordinances.	13						11	Management of Working Landscapes	Coos County Weed Board	
36	Implement riparian erosion control plantings and bio-engineering.	13						11	Sediment	CoosWA	
37	Provide training in Early Detection Rapid Response monitoring and identify/ report invasive species.	13						10	Invasive Species	OSU Sea Grant	

Development of the Community Vision and Actions
































































































The process used to develop the Community Vision, generate potential actions needed to achieve the Vision, and then filtering and prioritizing these into an Action Plan goes beyond how watershed assessments are usually conducted. The collaborative nature and the role of the Partnership Steering Committee provided opportunities throughout the process to obtain feedback and test assumptions. This process required intensive involvement by a diverse group of stakeholders, many of whom had not cooperated previously.





























































































While not an exhaustive chronology of meetings, it is useful to reflect on the process used by the Partnership to develop its Community Vision:






















































































- May, 2011: Steering Committee members completed the Values and Vision for the Future Questionnaire. The questionnaire was intended to identify common values and desires related to the mission. The same set of questions was applied to each of the three sustainability sectors.
Sectors:
 - ✓ Social, family and personal quality of life
 - ✓ Local economic conditions and economic drivers
 - ✓ Environment / watershed condition and function*Questions:*
 - ✓ Why do you live or work here?
 - ✓ What do you value the most about this area?
 - ✓ What would you like to see happening here in 20 years?
- June, 2011: Steering Committee members each verbally shared their own (or their organization's) visions for the future in a roundtable session. Using the results from the May questionnaire, members then used "World Café"-style groups to identify missing elements, contradictions, and challenges, and to begin drafting vision statements.
- September, 2011: A Steering Committee *ad hoc subcommittee* met to review and edit a draft set of statements developed from previous committee input. This work resulted in a set of 18 vision statements, which was later edited down a final 12 statements comprising the *Community Vision*. The vision to monitor natural and social systems and take action to address undesirable changes seemed more a self-evident operational principle rather than a vision so it was dropped from the list.
- September, 2011: The ad hoc subcommittee approved a process to develop action items from the 11 vision statements.






- Jan. – June 2012: Sets of key phrases or attributes were developed for each vision statement (see Appendix 3). Performance measures and data sources were identified, evaluation of current conditions associated with attributes began, where feasible, and potential actions to address conditions needing improvement were drafted. These developments were reviewed and discussed by the Steering Committee over a period spanning two committee meetings, and necessary adjustments were made by Partnership staff (SSNERR and CoosWA).
- July, 2012: An *ad hoc subcommittee* met to edit the long list of potential actions, and review proposed methods of prioritizing the actions. Prioritization criteria were discussed and refined, and methods of delivering the prioritization survey tool were agreed upon. At the end of this process, 159 potential actions had been identified for which to apply the prioritization process.






















































































Appendix 1. All Actions Ranked



























































































ID	Symbol Key:  Strong Agreement  Mild Agreement  Neutral  Mild Disagreement  Strong Disagreement	TOTAL SCORE	Urgency Exists	Need Identified by PCW or Others	Local Expertise Exists	Local Resources Exist	Pre-requisite to Other Actions	Vision Statement #	Vision Attribute
		1	Keep active a future planning and issue discussion forum like the PCW Steering Committee to cooperate on projects and focus on common ground.	16					
2	Advise county on Comprehensive Plan with regards to shoreline infrastructure, estuary (CBEMP) and wetlands management.	16						10	Sea Level Rise (SLR)
3	Improve riparian vegetative cover for: 1. Erosion control, 2. Shade / water quality, 3. Habitat	15						11	Streams
4	Continue improvement of salmon habitat passage barriers.	15						11	Fish
5	Develop climate change scenarios, level of certainty and vulnerability assessments.	15						10	Climate Change
6	Work with fisherman and seafood processors to expand certification programs for seafood products.	14						4	Encourage small & medium sized businesses
7	Work with the Charleston community to increase opportunities for ecotourism.	14						4	Encourage small & medium sized businesses
8	Encourage long-term partnerships with large entities such as fish processors, OIMB and ODFW in the long term to keep them located in Charleston.	14						6	The waterfront is an economic center for the community
9	Examine ways to make the waterfront more appealing to new businesses, investors and tourists.	14						6	The waterfront is an economic center for the community
10	Join efforts to improve local awareness and preparations for environmental hazards (earthquakes and tsunami).	14						6	The waterfront is safe for businesses, visitors, and residents re. climate change and natural hazards
11	Identify bacteria and nutrient hotspots and develop remediation program.	14						9	Estuary
12	Address "gaps" in freshwater quality data for TMDLs.	14						9	Streams
13	Research effects of climate change on timber industry, forest ecology and fire regime, fish and wildlife habitat and life cycles, wetland function, hydrology, coastal infrastructure, eco-tourism, invasive species etc.	14						10	Climate Change
14	Incorporate climate change effects into habitat restoration and management plans.	14						10	Climate Change
15	Emphasize tidal wetland restoration over the long term to offset the effects of sea level rise, flooding and storm surge.	14						10	Climate Change
16	Educate and engage them community about human impacts on the watershed with emphasis on the estuary.	14						11	Collaborate with Community and Landowners
17	Educate and engage the community on methods for mitigating and adapting to effects of climate change.	14						11	Collaborate with Community and Landowners
18	Continue operating stream gauges.	14						11	Management of Working Landscapes
































































































ID	Symbol Key:  Strong Agreement  Mild Agreement  Neutral  Mild Disagreement  Strong Disagreement	TOTAL SCORE	Urgency Exists	Need Identified by PCW or Others	Local Expertise Exists	Local Resources Exist	Pre-requisite to Other Actions	Vision Statement #	Vision Attribute
19	Assess attractiveness of PCW area to visitors and potential businesses through surveys, focus groups, interviews, etc.	13						1	Community assessment to gauge 'quality of life'
20	Provide a forum for resolution of local concerns through an information exchange, discussion forums, and educational opportunities.	13						1	Community assessment to gauge 'quality of life'
21	Participate in strategic planning and development for the Charleston Shipyard.	13						4	Encourage small & medium sized businesses
22	Gain a better understanding of the role of fish processors in the sustainability of the fishing fleet.	13						4	Encourage sustainable economic activities
23	Promote small businesses.	13						5	Innovative new products continue to find markets
24	Incorporate more cultural history into school enrichment program curricula and outreach.	13						8	Increase historical awareness and understanding
25	Investigate the frequency and cause of algal blooms.	13						11	Estuary
26	Address stream habitat issues identified in the AHI: 1. Pool frequency, depth; 2. Unstable banks; 3. Large wood abundance, volume, frequency; and 4. Gravel abundance, sediment quality.	13						11	Streams
27	Address spread of forest disease and invasive species.	13						10	Forest
28	Reduce feral cat population; educate cat owners.	13						11	Birds
29	Continue restoration of native oysters.	13						11	Shellfish
30	Investigate the potential for the shipping channel deepening and widening to affect shellfish.	13						11	Shellfish
31	Identify consensus on acceptable "level of risk" for use in planning. E.g., stream damage, sea level rise, upland changes, changes in forest fire regime.	13						10	Climate Change
32	Incorporate SLR and other climate change scenarios into salmonid habitat restoration design and planning.	13						10	Sea Level Rise (SLR)
33	Encourage best management practices and seek watershed restoration projects with landowners and managers.	13						11	Collaborate with Community and Landowners
34	Understand and track land use effects on hydrology.	13						11	Management of Working Landscapes
35	Encourage invasive species control through city and county ordinances.	13						11	Management of Working Landscapes
36	Implement riparian erosion control plantings and bio-engineering.	13						11	Sediment






ID	Symbol Key:  Strong Agreement  Mild Agreement  Neutral  Mild Disagreement  Strong Disagreement	TOTAL SCORE	Urgency Exists	Need Identified by	PCW or Others	Local Expertise	Local Resources	Exist	Pre-requisite to	Other Actions	Vision Statement #	Vision Attribute
37	Provide training in Early Detection Rapid Response monitoring and identify/ report invasive species.	13									10	Invasive Species
38	Research what other communities do to engage youth (possibly through the Ford Institute).	12									2	Increase community involvement, especially with youth
39	Investigate other communities' strategies for providing assistance with dispute resolution.	12									2	Improve dispute resolution
40	Ensure that there are public transit links between affordable housing and jobs (i.e., Charleston to Bandon).	12									3	Improve public transportation
41	Recognize sustainability certifications (e.g., for crab and shrimp) and encourage the use of sustainability certifications for forestry, agriculture and other fisheries.	12									4	Encourage sustainable economic activities[3]
42	Provide eco-forestry and sustainable wood products education programs	12									4	Encourage sustainable economic activities[3]
43	Increase availability of 'living wage' jobs[4]	12									4	We have a diverse and dynamic workforce
44	Provide options and information for energy conservation to those who want it.	12									7	Improve energy conservation and use
45	Provide options and information for those interested in producing energy locally.	12									7	Generate more energy locally[6]
46	Incorporate local cultural tradition and history into planning, designing and promoting habitat restoration projects.	12									8	Increase historical awareness and understanding (European
47	Engage those who value and have existing cultural history knowledgeable to educate others.	12									8	Increase historical awareness and understanding (European
48	Encourage/support the Friends of South Slough's efforts to construct and maintain a float house in the style traditionally used in Coos Bay.	12									8	Increase availability of cultural history programs
49	Inquire of the Coos, Lower Umpqua And Siuslaw Indians their plans for development at Coos Head and request any available planning documents.	12									8	Increase availability of cultural history programs
50	Support more lamprey summit meetings and other events that celebrate/raise awareness of the cultural history/ natural history connections for natural resource managers.	12									8	Increase availability of cultural history programs
51	Continue tidal wetland vegetation monitoring associated with NERRS Sentinel Sites program.	12									11	Estuary
52	Monitor nutrient levels.	12									11	Streams



























































































ID	Symbol Key:      Strong Agreement Mild Agreement Neutral Mild Disagreement Strong Disagreement	TOTAL SCORE	Urgency Exists	Need Identified by PCW or Others	Local Expertise Exists	Local Resources Exist	Pre-requisite to Other Actions	Vision Statement #	Vision Attribute
		53	Evaluate AHI (Aquatic Habitat Inventory) streams for shade.	12					
54	Assist private property owners with the use of forest assessment and enhancement techniques.	12						11	Forest
55	Evaluate status of non-salmonid anadromous species such as lamprey.	12						11	Fish
56	Coordinate volunteer bird surveys with training program.	12						11	Birds
57	Implement a dark skies initiative.	12						11	Birds
58	Stabilize or improve populations of little neck clams and cockles.	12						11	Shellfish
59	Periodically adapt management plans as knowledge is gained.	12						10	Climate Change
60	Continue water level monitoring associated with NERRS Sentinel Sites program.	12						10	Sea Level Rise (SLR)
61	Educate and assist landowners with leaky septic systems.	12						11	Collaborate with Community and Landowners
62	investigate the attractiveness of specific bird species or popular birding observation points to eco-tourism developers.	12						11	Management of Working Landscapes
63	Address at-risk culverts and road drainage features.	12						11	Sediment
64	Help develop storm water and riparian ordinances with city and county.	12						11	Sediment
65	Promote and use DEQ's toxics pick-up day for residents.	12						9	Contaminants
66	Encourage OIMB to revitalize its undergraduate program.	11						1	Quality schools in community
67	Encourage volunteer participation in enrichment programs.	11						1	Quality schools in community
68	Assess local community concerns through a survey that can be periodically (=5 years) administered to track trends.	11						1	Community assessment to gauge 'quality of life'
69	Encourage more young adult (18-23) involvement by developing internship programs and opportunities.	11						2	Increase community involvement, especially with youth

ID	Symbol Key:      Strong Agreement Mild Agreement Neutral Mild Disagreement Strong Disagreement	TOTAL SCORE						Vision Attribute	
		Urgency Exists	Need Identified by PCW or Others	Local Expertise Exists	Local Resources Exist	Pre-requisite to Other Actions	Vision Statement #		
70	Provide opportunities for community involvement and service projects through existing groups.	11						2	Increase community involvement, especially with youth
71	Develop marketing plan to increase community involvement (potentially in conjunction with survey).	11						2	Increase community involvement, especially with youth
72	Establish, identify and publicize neighborhood gathering spots such as parks, meeting venues, community center, etc.	11						2	Strengthen social networks
73	Encourage and facilitate community projects such as parks, bike paths, community centers.	11						2	Strengthen social networks
74	Develop appropriate access to commercial loading docks and facilities.	11						3	Improve commercial transportation
75	Raise awareness among businesses on the marketing advantages of local markets and products .	11						4	Encourage small & medium sized businesses
76	Investigate the status of the Charleston fishing fleet and the long term outcomes of current trends. (i.e., are smaller boats being replaced with fewer larger Boats?)	11						4	Encourage sustainable economic activities
77	Engage SWOCC in applied research, i.e., business applications, ecotourism.	11						4	Support new and innovative businesses
78	Investigate the feasibility of the SWOCC's Culinary Institute cooperating with local seafood processors to develop new seafood products that add value beyond what is provided through minimal processing.	11						5	Traditional products (timber, fish, mining products) continue to find markets
79	Coos Head facility coordination and discussion of potential community uses.	11						5	Tribal contributions to the local economy
80	Consider how factors beyond the control of the PCW may influence local events or provide new opportunities that were not previously accessible (for example, unexpected impacts resulting from global economic development or climate change).	11						5	Future Opportunities
81	Improve access to the Charleston Shipyard.	11						6	The waterfront is an economic center for the community
82	Promote community partnerships to get grants for improvements in order to keep businesses viable and visually attractive.	11						6	The waterfront is an economic center for the community
83	Encourage owners of rental units to install energy conservation upgrades if they haven't already.	11						7	Improve energy conservation and use
84	Work with the fish processors to increase energy efficiency at their facilities.	11						7	Improve energy conservation and use
85	Encourage owners of rental units to install alternative energy devices if they haven't already.	11						7	Generate more energy locally[6]

ID	Symbol Key:  Strong Agreement  Mild Agreement  Neutral  Mild Disagreement  Strong Disagreement	TOTAL SCORE	Urgency Exists	Need Identified by PCW or Others	Local Expertise Exists	Local Resources Exist	Pre-requisite to Other Actions	Vision Statement #	Vision Attribute
86	Enhance cultural history programs with the findings of new or recently acquired science.	11						8	Increase historical awareness and understanding (European and pre-contact)
87	Provide local cultural history programs that target younger people and recent arrivals to the area.	11						8	Increase availability of cultural history programs
88	Encourage participation in the existing Boat Building School in Empire.	11						8	Increase availability of cultural history programs
89	Understand the rising pH trend and potential links.	11						10	Estuary
90	Continue monitoring eelgrass beds at multiple sites to establish multi-year trends.	11						11	Estuary
91	Restore remaining degraded/historically converted tidal wetlands.	11						11	Estuary
92	Restore lost scrub-shrub and Sitka spruce swamp habitat.	11						11	Estuary
93	Evaluate AHI streams for macroinvertebrates.	11						11	Streams
94	Evaluate status of various surf perch species.	11						11	Fish
95	Understand marine survival of coho and Chinook salmon.	11						11	Fish
96	Investigate utility of hatcheries in maintaining robust salmon populations.	11						10	Fish
97	Reintroduce salmon and lamprey runs where appropriate.	11						11	Fish
98	Advise the update of the County Comprehensive Plan with regards to climate change issues, shoreline infrastructure, update of environmental information, avoid timberland conversion, and special attention to the Coos Bay Estuary Management Plan.	11						10	Climate Change
99	Work with public agencies and private property owners to plan for impacts to existing infrastructure, including wharves and piers, buildings, utilities, etc.	11						10	Sea Level Rise (SLR)
100	Educate and engage community in monitoring, prevention and eradication of invasive species (aquatic and terrestrial).	11						11	Collaborate with Community and Landowners
101	Investigate (and manage for) the relationship between working landscapes, fish and wildlife habitat, and landownership fragmentation.	11						11	Management of Working Landscapes
102	Encourage development of non-timber forest products industries, and specialized wood products from small wood lots.	11						11	Management of Working Landscapes
103	Manage storm water runoff (i.e., bio-swales, pervious surfaces etc.).	11						11	Management of Working Landscapes

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		104	Promote forest management that considers the needs of elk and deer while producing sustainable forest products.	11						
105	Understand the status of identified contaminant "hot spots" in the estuary.	11							9	Contaminants
106	Remove and prevent spread of invasive species.	11							10	Invasive Species
107	Determine: 1. Additional inventory needs; 2. The local effects of climate change with respect to climate vulnerability; 3. The status of invasive species controls; 4. Gaps in invasive species controls; 5. Funding sources to augment invasive species inventory and control measures and sources and model climate change effects.	11							10	Invasive Species
108	Install a boat-washing station to prevent spread of invasive species.	11							10	Invasive Species
109	Provide incentives to attract and retain high quality teachers.	10							1	Quality schools in community
110	Work to complete the Oregon Coast Trail from Hallering Point to Cape Arago.	10							3	Improve pedestrian walkways
111	Extend dedicated bike lane along Cape Arago highway and Seven Devils road and remove stop signs erected for bicycles at side-street crossings.	10							3	Improve bikeways
112	Engage in local strategic planning for the use of existing or new facilities in Charleston to support offshore energy generation projects.	10							4	Encourage sustainable economic activities[3]
113	Research the potential use of waste products from fisheries and forestry for fertilizers and compost-derived products, ethanol, or other locally-produced, value-added products.	10							5	Innovative new products continue to find markets
114	Construct covered bus stops.	10							6	Improve community infrastructure
115	Research ways that residents who don't own their own home can conserve energy.	10							7	Improve energy conservation and use
116	Work with the fishing fleet to increase vessel fuel efficiency.	10							7	Improve energy conservation and use
117	Offer incentives and assistance to people who want to install alternative energy production devices in their homes.	10							7	Generate more energy locally[6]
118	Determine how the rate of local SL is expected to accelerate between now and 2100.	10							10	Sea Level Rise (SLR)
119	Move water treatment plant outflows away from sensitive areas of estuary.	10							11	Management of Working Landscapes
120	Research the short and long term effects of low-level contaminants chronically introduced estuary (e.g., oil and other hydrocarbons herbicides, surfactants, pesticides).	10							9	Contaminants
121	Research the history of the Joe Ney landfill and its possible long term effects.	10							9	Contaminants

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		122	Improve public area lighting and sidewalks.	9					
123	Continue and expand assistance to schools to deliver enrichment programs.	9						1	Quality schools in community
124	Encourage partnerships between businesses and educational institutions (internships, directed training, mentoring).	9						1	Quality schools in community
125	Offer information and outreach about dispute resolution assistance available for a variety of needs (e.g., family, community, land use, etc.)	9						2	Improve dispute resolution
126	Consider designation of commercial truck routes / streets.	9						3	Improve commercial transportation
127	Designate appropriate commercial truck parking areas.	9						3	Improve commercial transportation
128	Work to improve walkways and crossings along Cape Arago Highway in Charleston.	9						3	Improve pedestrian walkways
129	Encourage establishment of absent businesses and services such as grocery stores and health clinics.	9						4	Encourage variety of economic activities and opportunities
130	Investigate and promote natural gas availability in Charleston.	9						7	Improve energy conservation and use
131	Identify indicators of climate change (and or land use changes) to track wildlife trends. E.g., populations of cavity nesters.	9						10	Climate Change
132	Establish and publicize Neighborhood Watch Committees.	8						1	Improve safety
133	Provide outreach about women's resources for help with domestic violence.	8						1	Improve safety
134	Support and improve awareness of local Head Start and day care programs.	8						1	Quality schools in community
135	Match retirees with local volunteer opportunities.	8						2	Strengthen social networks
136	Increase awareness of options for public transportation by establishing covered bus stops with signs and schedules.	8						3	Improve public transportation
137	Synchronize bus schedules with fish plant and Bandon Dunes worker shifts.	8						3	Improve public transportation
138	Consider commercial truck turning radiuses in street design and improvements.	8						3	Improve commercial transportation
139	Promote and celebrate the completion of public improvement projects.	8						3	Improve pedestrian walkways
140	Raise awareness of business support programs.	8						4	Encourage small & medium sized businesses
141	Examine ways to leverage the trans-Pacific fiber optic cable to develop local opportunities.	8						4	Encourage small & medium sized businesses
142	Encourage SWOCC to develop a welding training course in association with the Charleston Shipyard.	8						4	We have a diverse and dynamic workforce

ID	Symbol Key:     	TOTAL SCORE	Urgency Exists	Need Identified by PCW or Others	Local Expertise Exists	Local Resources Exist	Pre-requisite to Other Actions	Vision Statement #	Vision Attribute
143	Coordinate with sovereign tribal nations in the Coos Bay area to assess their interests in, and need for, economic development.	8						5	Tribal contributions to the local economy
144	Construct centrally-located public bathrooms.	8						6	Improve community infrastructure
145	Encourage/support efforts to develop offshore wind and wave energy and on-shore solar, wind, biomass, and coal bed methane generation consistent with environmental and fisheries protections.	8						7	Generate more energy locally[6]
146	Explore possibility of water taxi between North Spit and Charleston/Empire for Oregon Coast Trail.	7						3	Improve pedestrian walkways
147	Seek low-interest loans for businesses to make infrastructure improvements.	7						6	The waterfront is an economic center for the community
148	Improve electrical service so that it is more efficient and reliable.	7						7	Improve energy conservation and use
149	Investigate potential effect of energy generating windmills on birds.	7						11	Birds
150	Encourage Tribes to be more active in the Charleston community (i.e., community meeting space at Coos Head facility).	6						2	Increase community involvement, especially with youth
151	Consider the Charleston School as potential for housing, charter school, community center etc.	6						2	Strengthen social networks
152	Encourage provision of training in dispute resolution (e.g. "Neighbor-to-Neighbor").	6						2	Improve dispute resolution
153	Investigate how to make legal representation available if needed to resolve disputes.	6						2	Improve dispute resolution
154	Cooperate with Habitat for Humanity to build their 5 lots in Charleston and encourage additional sites.	5						1	Affordable housing
155	Encourage CBSD#9 or others to create a Technology Outreach Hub in Charleston with computers and high-speed Internet for distance learning.	5						1	Quality schools in community
156	Investigate whether the CTCLUSI intend to provide affordable housing at Coos Head.	4						1	Affordable housing
157	Investigate potential support to establish a charter school in Charleston	4						1	Quality schools in community
158	Investigate whether ORCCA/Coos-Curry Housing Authority would establish \$8 housing units.	3						1	Affordable housing
159	Establish deputy law enforcement stationed in Charleston.	3						1	Improve safety

Appendix 2. Multi-attribute Action Prioritization Scoring Criteria

Attribute	Score of the attribute if the following condition exists				
	0	1	2	3	4
There is a sense of urgency within the Partnership for Coastal Watersheds (PCW).	I completely disagree.	I disagree somewhat.	I neither agree nor disagree.	I agree somewhat.	I completely agree.
Does the action address a need already being addressed by others?	Others are adequately addressing this. The PCW should move on to something else.	The need has not been identified or addressed by anyone else.	Others are addressing this need but the PCW can play an important role, too.	This action fully addresses at least one need of the PCW's.	Others have identified this need. No one else is addressing it. The PCW should.
Does our community have the strengths, expertise and problem-solving capacity to address this action?	The community has no capacity to address this action.	The community cannot address this action without significant assistance.	The community has some capacity to address this action with assistance or training.	The community is able to address this action without assistance.	The community's capability to address this action will leverage new ideas and concepts for resolving other issues.
People and financial resources are available to address this action.	I completely disagree.	I disagree somewhat.	I neither agree nor disagree.	I agree somewhat.	I completely agree.
Performing this action is required before addressing other actions.	No. The action will have no effect on other tasks.	No. Other tasks must be done before this action is addressed.	Yes, but better timing and coordination will make subsequent tasks easier.	Yes. Performing the action now will make a few other tasks easier.	Yes. Performing the action now will make subsequent tasks easier.

Table 1. Multi-attribute Action Prioritization Scoring Criteria

Appendix 3. Vision Statements and Attributes

#	Social Well-being and Quality of Life
1	<p>Our community has a rural, small town feel with a high quality of life.</p> <p>A. Affordable housing <i>There is a lack of quality low-cost rental housing in the project area, especially multi-unit buildings.</i></p> <p>B. Improve safety <i>Safety from crime is of great concern to many Charleston residents.</i></p> <p>C. Quality schools in community <i>Coos Bay School District (#9) does not meet many academic standards and there is a lack of schools in the PCW area.</i></p> <p>D. Community assessment to gauge 'quality of life' <i>Assessing concerns and providing a forum for discussions is needed to maintain community vitality</i></p>
2	<p>We have strong and culturally-diverse social networks and proven methods for resolving disputes.</p> <p>A. Increase community involvement, especially with youth <i>Increase access to and appeal of community activities.</i></p> <p>B. Strengthen social networks <i>Establish a process to welcome people who have recently moved to the area, and who do not traditionally participate in community events, and remove obstacles to holding community events.</i></p> <p>C. Improve dispute resolution <i>Knowing how to, and where to, obtain assistance, in resolving disputes will strengthen social networks.</i></p>
3	<p>We have a variety of transportation options.</p> <p>A. Improve public transportation <i>Available, easily used, and affordable public transit benefits all, particularly lower income/wage residents and workers</i></p> <p>B. Improve commercial transportation <i>Freight truck traffic should not conflict with other traffic.</i></p> <p>C. Improve pedestrian walkways <i>Safe and convenient walking improves health and reduces energy use and attracts people to the area.</i></p> <p>D. Improve bikeways <i>The Oregon Coast Bike Trail extends through the PCW area but is narrow and dangerous to riders.</i></p>

Vision Statements and Attributes (continued)

Community Economics	
4	<p>We encourage retention and development of stable enterprises in a wide variety of sustainable economic activities.</p> <p>A. Encourage small & medium sized businesses <i>Facilitate the retention, expansion and establishment of small and medium sized businesses in the PCW area.</i></p> <p>B. Encourage sustainable economic activities[1] [1] “Sustainable enterprise” is defined as having no negative impact on the global or local environment, community, society, or economy—an organization that strives to meet the triple bottom line in which decisions are made thinking of people, planet and profit in equal measure.</p> <p>C. Encourage a variety of economic activities and opportunities</p>
5	<p>Our products, many of which showcase the unique character of the area, its people and culture, are competitive in regional, national and global markets.</p> <p>A. Traditional products (timber, fish, mining products) continue to find markets</p> <p>B. Innovative new products continue to find markets</p> <p>C. Tribal contributions to the local economy</p> <p>D. Future Opportunities</p>
6	<p>Our urban waterfront[2] continues to be a defining economic, recreational and social center. [2] <u>Charleston waterfront</u>: Includes the small and large boat basin, boat ramp, restaurants and shops in and around the basin parking lots, and stores and restaurants along Boat Basin Road, and Cape Arago Highway on both sides of the South Slough Bridge, including the distant water fleet dock and boat yard south of the bridge.</p> <p>A. The waterfront is an economic center for the community</p> <p>B. The waterfront is a safe location for businesses, visitors, and residents in regards to climate change and natural hazards</p> <p>C. Improve community infrastructure</p>
7	<p>We continue to find innovative ways to generate much of our energy locally and to consume our energy efficiently.</p> <p>A. Improve energy conservation and use</p> <p>B. Generate more energy locally[3] [3] Local energy production: Includes both de-centralized and centralized energy produced accessible to homes, businesses and boats in the project area.</p>
8	<p>We have a strong understanding of the cultural history of the area and the natural environment that our social and economic systems depend upon.</p> <p>A. Increase historical awareness and understanding (European and pre-contact)</p> <p>B. Increase availability of cultural history programs</p>

Vision Statements and Attributes (continued)

Watershed Health and Sustainability

Note: Environmental vision statements have attributes that span multiple statements.

9 Our watersheds meet or exceed environmental standards.

- A. Estuary
- B. Streams
- C. Contaminants

10 Our watersheds are resilient to chronic and catastrophic change.

- A. Sea Level Rise (SLR)
- B. Climate Change
- C. Forest
- D. Invasive Species
- E. Estuary
- F. Fish

11 Our watersheds include a diversity of land uses that allow for working landscapes, fully functioning natural processes and critical habitat for people, plants and wild animals.

- A. Birds
- B. Fish
- C. Shellfish
- D. Streams
- E. Estuary
- F. Forest
- G. Sediment
- H. Collaborate with Community and Landowners
- I. Management of Working Landscapes

