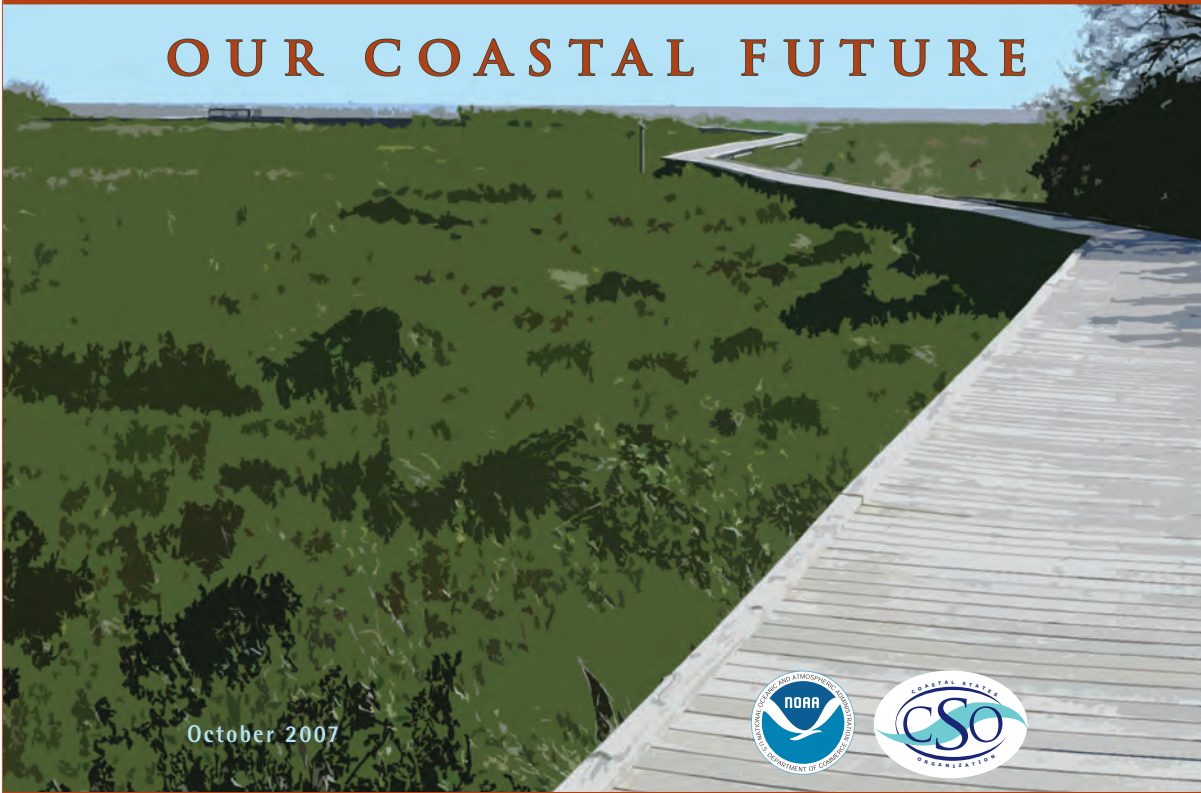


en **VISIONING**



OUR COASTAL FUTURE



October 2007



noaa NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION
csO COASTAL STATES ORGANIZATION

FOREWORD

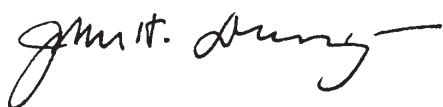
In July 2006, the National Oceanic and Atmospheric Administration (NOAA) and the Coastal States Organization (CSO) embarked on an effort to envision the future of coastal and ocean management. The response and engagement from across the country was encouraging as hundreds of people shared ideas about how we as a nation can become better stewards of our coasts. It's clear that there is much enthusiasm about the need for new and innovative ways to protect and manage our coastal and ocean resources; it's also clear this will be a challenging task.

We are pleased to provide the primary outcome of this effort: a set of core principles and options which NOAA and CSO will consider in drafting our respective legislative proposals for reauthorizing the Coastal Zone Management Act (CZMA). These core principles and options reflect the culmination of a year-long process that sought input from stakeholders, coastal managers, experts from multiple disciplines, and NOAA and other federal staff. NOAA and CSO have identified four cornerstones and thirteen core principles that are intended to reflect both what we heard as well as important concepts that both organizations agree should be the basis for a new integrated coastal and ocean statute.

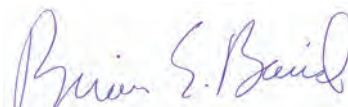
The report also includes a sample of implementation options discussed and proposed during the visioning meetings. NOAA and CSO have included these options solely to illustrate what we believe are some reasonable alternatives for implementation. Neither NOAA nor CSO necessarily advocate for any of the options, but rather believe it is important to highlight some of the many ideas received through the process.

Our thanks go to all who helped NOAA and CSO run and support these meetings, and especially to those who took the time to participate and engage in this national dialogue. While a long road still lies ahead to an improved Coastal Zone Management Act, we have taken an important first step with this process. By working together, we can move the management of coastal and ocean resources forward, so please stay engaged as the legislative process begins. NOAA and CSO look forward to working with all interested parties to advance this important piece of legislation.

Best Regards,



John H. Dunnigan
Assistant Administrator, NOAA's Ocean Service



Brian Baird
Chair, Coastal States Organization

EXECUTIVE SUMMARY

In 2006, NOAA's National Ocean Service, with leadership from the Office of Ocean and Coastal Resource Management, and the Coastal States Organization embarked on a project to gather innovative ideas for improving coastal management in the United States entitled **Envisioning the Future of Coastal Management**. The project engaged coastal managers and stakeholders to identify priority coastal issues and innovative ideas that will be considered in the design of legislation for a reauthorized Coastal Zone Management Act and improvements to the National Coastal Management Program.

Envisioning our Coastal Future: Principles for Advancing the Coastal Zone Management Act presents an overview of the process, summary of information gathered in the third and last project phase, and a set of cornerstones, core principles, and options for an improved and reauthorized CZMA. We encourage readers to review the full report, as it provides important context and detail for the following cornerstones and principles:

Cornerstones of an Improved Coastal Zone Management Act:

- I | *The CZMA should ensure the long term sustainability of coastal resources and communities.*
- II | *The CZMA should be goal-driven and results-oriented.*
- III | *The CZMA should coordinate and align federal, state, and local governments to address issues of national importance.*
- IV | *The National Coastal Management Program should remain a voluntary partnership between federal government and the states in which each bears responsibilities for achieving program goals.*

Core Principles for Better Coastal Management:

- 1 | *Establish national goals and priorities to sustain healthy ecosystems and coastal economies.*
- 2 | *Establish a standard methodology for determining landward and seaward geographic boundaries of the coastal zone so that programs under the CZMA better align with ecosystem functions.*
- 3 | *Retain states' rights through federal consistency.*
- 4 | *Improve use of public processes to increase the engagement of local communities, tribes, and others to inform planning and decision-making by NOAA, states, and the national estuarine research reserves.*
- 5 | *Require NOAA, states, and the national estuarine research reserves to establish measurable goals based on national priorities.*
- 6 | *Empower NOAA to integrate and leverage governmental and other technical assistance, funding, applied science, capacity building, and outreach to advance national and state goals.*

- 7 | *Ensure that CZMA funding is strategic and tied to results, and that NOAA and the states are accountable for progress.*
- 8 | *Promote special area planning and management for resources of particular concern.*
- 9 | *Establish protected areas for resource protection, management, research, and/or education.*
- 10 | *Support partnerships to address regional issues.*
- 11 | *Improve coordination across and among all levels of government.*
- 12 | *Strengthen mechanisms to engage local governments.*
- 13 | *Increase use of partnerships with non-governmental organizations, academia, the private sector, and others to promote stewardship.*

INTRODUCTION

The release of landmark recommendations for improving ocean and coastal management by the U.S. Commission on Ocean Policy and Pew Oceans Commission have prompted discussion within the coastal management community on ways to improve the National Coastal Management Program. In response, the National Ocean Service of the National Oceanic and Atmospheric Administration (NOAA), with leadership from the Office of Ocean and Coastal Resource Management, and the Coastal States Organization (CSO) embarked on a project to gather innovative ideas for improving coastal management in the United States entitled *Envisioning the Future of Coastal Management*. The project engaged coastal managers and stakeholders to identify priority coastal issues and innovative ideas that will be considered in the design of legislation for a reauthorized Coastal Zone Management Act (CZMA) and improvements to the National Coastal Management Program. This final project report presents an overview of the process, summary of information gathered in the last of three project phases, and a set of cornerstones, core principles, and options for an improved and reauthorized CZMA.

The Process

The *Envisioning the Future of Coastal Management* project was executed in three distinct phases. In Phase I, NOAA and CSO prepared an initial discussion paper that identified issues, constraints, and opportunities under the current coastal management system. The document, completed in September 2006, identifies topics and questions to be examined in subsequent phases.

In Phase II, NOAA and CSO interviewed state coastal program managers, estuarine research reserve managers, and other state-level officials to better understand their perspectives about current and emerging coastal management priorities and to gather recommendations for how coastal management might be improved. The Phase II report, *Key Findings from Manager Interviews*, and the Phase I discussion paper are available on the project website:

www.coastalmanagement.noaa.gov/czm/czma_vision.html

In Phase III, NOAA and CSO convened stakeholder workshops at locations around the nation to gather ideas about priority challenges for coastal management and suggestions for improving the CZMA and the National Coastal Management Program. To assist with process design and meeting facilitation of the Phase III meetings and workshops, NOAA and CSO worked with a consulting firm that specializes in stakeholder involvement.¹

In preparation for the stakeholder workshops, NOAA and CSO convened a small group of representatives of various interests. The meeting was held in Washington, DC in April of 2007 and included representatives of the private sector, public sector, and non-governmental organizations.

¹ The Consensus Building Institute, a non-profit facilitation and mediation firm.

The purpose of the meeting was to introduce key interest groups to the project, to seek their help in mobilizing their constituencies to attend stakeholder workshops, and to conduct an initial scoping of the issues and potential range of ideas that would be presented at stakeholder meetings.

Full-day national stakeholder workshops were held during May and June of 2007 in Waltham, MA, Chicago, IL, Atlanta, GA, Honolulu, HI, and San Francisco, CA. They were open to anyone wishing to attend and attracted over 400 participants in total. In preparation for the workshops, participants received a brief description of the Envisioning project, the Phase I discussion paper, the Phase II report, and a description of the CZMA as currently written. Each workshop began with presentations from project leaders about the purposes of the project and the framework established under the current CZMA. The majority of time was spent in small break-out groups focused on specific coastal management topics that were selected by participants.² Discussions focused on sharing success stories, best management practices, and innovative solutions for improving coastal management. In addition to these national stakeholder workshops, CSO assisted several states and territories in facilitating their own workshops to gather input for the Envisioning project.³

After completion of the stakeholder workshops, a two-day meeting of experts was held to hone the ideas gathered during the stakeholder process. This small group, representing a range of interests, backgrounds, and disciplines, convened in Washington, DC in July of 2007. In advance of the meeting, NOAA and CSO developed a series of short concept papers, based on stakeholder input, which were used as the foundation for discussions. The experts presented their individual opinions on a variety of options for: (a) the structure and goals of a reauthorized CZMA, (b) influencing land use management under the CZMA, and (c) providing improved technical assistance to state and local governments.

In addition, NOAA held separate discussions with many federal agencies whose activities influence the nation's coastal zone. These conversations focused on improving inter-agency coordination, lessons learned, and working toward shared objectives under separate and sometimes conflicting mandates.

Summary of Stakeholder Input

Participants in Phase III expressed a variety of viewpoints on a broad scope of coastal management topics. These were discussed in breakout groups at the stakeholder meetings and with expert groups, federal agencies, and others. Several key issues consistently emerged: land use and growth management, coastal habitat, coastal water quality, climate change, and coastal hazards. Stakeholders and others frequently expressed support for a variety of ecosystem-based approaches to address these issues. Other themes or recommendations that emerged during the stakeholder process are described on the following pages. More detailed summaries of discussions by topic area can be found at the project website.⁴

² The topics addressed were land use/growth management, habitat, water quality, energy, climate change, hazards, waterfront revitalization, public access, marine commerce, and intergovernmental coordination.

³ States or territories hosting meetings were: American Samoa, Florida, Minnesota/Wisconsin, New Jersey, Texas, and Washington.

⁴ http://coastalmanagement.noaa.gov/czm/czma_vision.html.

LONG-TERM VIEW – NOAA and CSO were urged to think boldly and take a long-term view of the problems and challenges of coastal management. Participants supported the establishment of policies and management techniques that could be resilient to electoral cycles and budgetary fluctuations.

SUSTAINABILITY – The current Act does not provide a level playing field between the often competing forces of development and conservation because development interests have a natural advantage in economic decisions. Participants urged that the CZMA become more of an advocate for protection in order to achieve the balance to which it strives. Some suggested a new paradigm to promote sustainability in development and resource use. Participants supported the use of smart growth and low-impact development techniques.

ADAPTIVE MANAGEMENT – The current framework does not provide for adequate assessment and monitoring of coastal conditions or evaluation of the rate of success of management tools and strategies. Participants encouraged NOAA and CSO to consider the importance of information gathering and program evaluation that supports iterative improvements to coastal management programs over time.

COMPREHENSIVE APPROACH – The CZMA should continue to promote a comprehensive approach to coastal management, but should also highlight key focus areas that are tied to the national public interest. A broad set of tools should be used, including incentives, disincentives, technical assistance, land acquisition, management techniques, and science. These should be aligned along appropriate local, state, and federal roles.

LOCAL GOVERNMENT – Local governments are important because of their key role in making land use decisions. Federal and state programs should increase engagement with local governments to help them build capacity for improved decision-making. Participants generally favored increasing support to local governments through technical assistance.

COORDINATION – There is a need for increased coordination among and within various levels of government and across jurisdictions. Coordination efforts should develop best practices and coordinated policies, but should also continue to allow flexibility for states and regions to address their unique circumstances.

EDUCATION – The general public needs to become better educated about coastal matters. Stakeholders generally supported the idea of education as the underpinning of effective coastal management and as the key to fostering a stewardship ethic, building political will for change, and informing individual and community decisions.

SCIENCE AND DATA – In order to effectively address most coastal management issues, good science and data are needed. Currently, many important coastal issues are not sufficiently understood by decision-makers, either because necessary research has not been done, or if it has, the methods of translating and conveying it to decision-makers are insufficient. Related needs include increased resources for data collection and management, science translation, and greater coordination of standards, methodologies, and protocols.

FOCUS ON RESULTS – An integrated system that includes state and local governments should be developed and aimed at achieving clear, measurable goals for the coastal zone. States should develop coastal management plans that guide state coastal programs toward success.

CZMA CORNERSTONES AND CORE PRINCIPLES

The Coastal Zone Management Act (CZMA) is the principal act governing the management of our nation's coastal resources. Since its passage in 1972, the CZMA has provided an important foundation for federal, state, and local partnerships for improved planning and management in the U.S. coastal zone. Efforts supported under the CZMA have produced a wide variety of successful institutional relationships and results that have proven difficult to capture in any one story or summary. At the same time, there is growing pressure to better calculate the impacts of the CZMA, realign the priorities of state and federal programs, define specific management targets, clarify program activities and jurisdictions, and strengthen the federal-state partnership.

The pending reauthorization of the CZMA by the U.S. Congress prompted the National Oceanic and Atmospheric Administration (NOAA) and the Coastal States Organization (CSO) to engage in a process to envision the next generation of coastal management. After receiving input from a broad range of stakeholders and government representatives, NOAA and CSO identified the following set of cornerstones and core principles for moving coastal management forward in the U.S. NOAA and CSO endorse these cornerstones and principles and will use them to guide their respective development of legislation to reauthorize and improve the CZMA.

Cornerstones of an Improved Coastal Zone Management Act

The following four cornerstones of a future CZMA are critical overarching ideas that serve as a foundation for the thirteen core principles for better coastal management presented in the next section. These cornerstones are important in that, taken as a whole, they describe a shift in some of the key philosophical underpinnings of the current Act.

I | ***The CZMA should ensure the long term sustainability of coastal resources and communities.***

The overarching aim of the CZMA should be the long term protection of coastal and ocean resources and coastal communities. This is consistent with NOAA's strategic goal to "protect, restore, and manage the use of coastal and ocean resources through an ecosystem approach to management."

II | ***The CZMA should be goal-driven and results-oriented.***

The CZMA, and the federal, state, and local programs implemented under the Act, should be based on clear goals and measurable objectives that allow for demonstration and evaluation of progress. A set of national goals should also be a driver for federal investment in activities that affect the U.S. coasts, oceans, and coastal communities.

III | ***The CZMA should coordinate and align federal, state, and local governments to address issues of national importance.***

The CZMA should mandate improved coordination and better alignment of goals among federal agencies whose activities impact ocean and coastal resources. It should also establish incentives for better coordination in addressing issues of national importance among all levels of government.

IV | *The National Coastal Management Program should remain a voluntary partnership between the federal government and the states in which each bears responsibilities for achieving program goals.*

Voluntary participation by states has been one of the foundational strengths of the National Coastal Management Program. An improved CZMA should maintain the basic nature of this partnership. This cornerstone also acknowledges that both the federal government and states have a responsibility to dedicate resources, capacity, technical assistance, science, and other tools and be accountable to achieving the program goals.

Core Principles for Better Coastal Management

NOAA and CSO have identified the following thirteen principles as critical for improving the way this nation manages its oceans and coasts. They are organized into three categories: Principles for Better Governance, Principles for Strategic Approaches, and Principles for Improved Coordination and Engagement.

Principles for Better Governance

The following principles for better governance are intended to make coastal management more efficient and effective. Their implementation should result in accountability for progress toward goals, streamlined and logical management boundaries, and acknowledgement of the importance of maintaining federal consistency authority for partner states and of ensuring meaningful public participation in coastal management at all levels.

The Coastal Zone Management Act should:

- 1 | *Establish national goals and priorities to sustain healthy ecosystems and coastal economies.***

The national and state coastal programs should strive toward a common purpose that is clearly articulated in the Act. Broad national goals and priorities should provide a statutory backbone for efforts to ensure that our nation enjoys healthy coasts and estuaries and vibrant coastal communities and economies into the future.
- 2 | *Establish a standard methodology for determining landward and seaward geographic boundaries of the coastal zone so that programs under the CZMA better align with ecosystem functions.***

The current array of widely divergent methods for determining state coastal zone boundaries is an obstacle to development of a consistent national coastal management system. Problems that can result from this lack of consistency include failure to address critical coastal issues that fall outside the boundaries of some state programs, inability to manage on an ecosystem or watershed basis, and diminishment of the power of federal consistency authority when federal agencies and ocean users are unclear about how and where it applies. Reconsidered boundaries may also facilitate better regional coordination among federal, state, and local governments.
- 3 | *Retain states' rights through federal consistency.***

Federal consistency is a logical and effective delegation of authority provided to states in exchange for state protection of the national interest in the coast. It is also the strongest incentive for state participation in the National Coastal Management Program. For these reasons, the provisions regarding federal consistency authority should be retained.

- 4 | ***Improve use of public processes to increase the engagement of local communities, tribes, and others to inform planning and decision-making by NOAA, states, and the national estuarine research reserves.***

The CZMA already requires public participation, but over the years this has diminished. A reauthorized CZMA should revive the use of public participation to inform planning, priority-setting, and decision-making

Principles for Strategic Approaches

The following principles encourage inclusion in a reauthorized CZMA of strategic approaches that will lead to demonstrated success in the coastal zone. They highlight the importance of (a) setting measurable goals and of holding agencies accountable for progress toward them, (b) of providing coordinated assistance to state and local governments that is targeted toward helping them achieve their goals, and (c) of special area and protected area management as critical tools for successful coastal management.

- 5 | ***Require NOAA, states, and the national estuarine research reserves to establish measurable goals based on national priorities.***

Setting measurable goals would allow the national and state coastal programs and national estuarine research reserves to understand and demonstrate their progress toward goals. While the states, reserves, and NOAA should be required to show progress on national priorities, states and reserves should also have the flexibility to address identified state priorities for coastal management.

- 6 | ***Empower NOAA to integrate and leverage governmental and other technical assistance, funding, applied science, capacity building, and outreach to advance national and state goals.***

Technical assistance, funding, science, capacity building, and outreach related to coastal management are often conducted in a piecemeal way by different federal agencies. A coordinated and integrated effort would be more effective and make more efficient use of federal resources.

- 7 | ***Ensure that CZMA funding is strategic and tied to results, and that NOAA and the states are accountable for progress.***

The overarching goal of the Act should be good coastal management, not simply the existence of coastal programs. In addition, efficient use of taxpayer money and effective solutions to critical coastal issues are too important for federal funds to be spent without accountability for results. Such accountability would require development of a system for consistent collection, analysis, and reporting on progress toward goals.

- 8 | ***Promote special area planning and management for resources of particular concern.***

Special planning and management efforts are warranted for geographic areas that contain threatened features of particular value. Examples of such areas include important and rare habitats, natural features that provide protection from coastal hazards, and economically or culturally valuable areas, such as working waterfronts. Planning and management designed or adjusted to the special qualities of these areas is critical for achieving broader coastal goals. Such area-based efforts are most effective when coordinated among federal, state, and local governments and with nongovernmental stakeholders.

9 | *Establish protected areas for resource protection, management, research, and/or education.*

Places of the highest environmental and social value often deserve outright protection and stringent management. Setting aside such protected areas for conservation, education, and science is important for effective coastal management and can be accomplished both through land acquisition and “less than fee simple” restrictive easements.

Principles for Improved Coordination and Engagement

The current CZMA articulates the importance of public participation and intergovernmental and interagency coordination in coastal management. However, neither participation nor coordination are implemented as effectively as they could be under a strengthened CZMA. The following principles address the need for stronger partnerships, improved governmental coordination, mechanisms to engage local governments, and involvement of both traditional and nontraditional groups in coastal management.

10 | *Support partnerships to address regional issues.*

Partnerships are essential for effectively addressing problems that cross jurisdictional boundaries, as many in coastal management do. Partnerships can occur at varying scales, from the local to the multi-state, and involve entities from a wide range of sectors and governmental levels. An improved CZMA should support and encourage such innovative multi-jurisdiction and multi-sector partnerships. The framework should be flexible to support partnerships at whatever scale is most appropriate for addressing problems.

11 | *Improve coordination across and among all levels of government.*

Lack of coordination among government agencies sometimes leads to fragmented and ineffective coastal management. Unless governmental entities at all levels work together to overcome real and perceived differences in their interests, achieving major coastal goals will be difficult, if not impossible.

12 | *Strengthen mechanisms to engage local governments.*

Good land use decisions are at the heart of effective coastal management. These decisions are typically made at the local level. Unfortunately, local governments often lack the technical and staff capacity for effective land use decision-making. For this reason, they could benefit greatly from increased technical assistance, training, capacity building, and data availability. By providing local governments with assistance, they can become key partners in achieving coastal goals.

13 | *Increase use of partnerships with non-governmental organizations, academia, the private sector, and others to promote stewardship.*

Many of our nation’s valuable assets that should be brought to bear on the management of our oceans and coasts are held outside of government. Partnerships between coastal management agencies and non-profits, private industries, universities, and others are the key to tapping into these resources for a broad range of activities, such as scientific research, land conservation, and information dissemination.

OPTIONS FOR IMPLEMENTATION

The options below represent a sample of the ideas generated through stakeholder meetings and discussions with experts during the visioning process. The list is not exhaustive, but instead represents those options that NOAA and CSO believe are a reasonable set of alternatives for implementing the core principles and cornerstones articulated in the previous chapter. In some cases, options were copied directly from the stakeholder meeting notes. In other cases, NOAA and CSO drew from several stakeholder ideas or from other visioning meetings, including those held within NOAA. **NOAA and CSO present these options for consideration as possibilities and to stimulate thought. They do not advocate for any particular option at this point.**

1 | ***Establish national goals and priorities to sustain healthy ecosystems and coastal economies.***

Possible Options:

- ***Identify 3-5 priorities and goals, such as:***
 - Increase community resiliency to natural hazards (e.g., defined by Subcommittee on Disaster Reduction), including adaptation to anticipated impacts from climate change.
 - Maintain or enhance critical coastal habitats and strive for eco-regional, state, or local targets for protection.
 - Avoid, minimize, or mitigate direct, indirect, and cumulative impacts on coastal and ocean resources from coastal development.
 - Streamline and improve marine commerce and transportation through better planning and coordination, redevelopment of brownfields, and protection of water-dependent uses.
 - Other topics may include: water quality, ocean management, stewardship, offshore energy, public access, working waterfronts, and cultural resources.
- ***Establish a process for development of priorities and goals.***
- ***Establish a central vision which maintains the “balance” between protection and development, but clearly articulates a certain quality of development that should be encouraged.***

2 | ***Establish a standard methodology for determining landward and seaward geographic boundaries of the coastal zone so that programs under the CZMA better align with ecosystem functions.***

Possible Options:

- ***Include all coastal watersheds.***
- ***Include all coastal counties.***
- ***Include any county that touches a coastal watershed.***

- *Include counties with deep water ports, in addition.*
- *Include critical resource areas that are shared among two or more states.*
- *Extend the seaward boundary to the extent of the territorial sea for planning purposes.*
- *Allow states to apply for funding for activities in areas outside of their delineate coastal zone that help them to achieve their coastal management goals, regardless of the coastal zone boundaries.*

3 | Retain states' rights through federal consistency.

Possible Options:

- *Retain federal consistency provisions as currently written, without changes.*
- *Require that a standard suite of federal activities be reviewed by the states.*
- *Require peer review of state use of federal consistency. This would occur independently of program evaluation processes, but results would be reviewed in evaluations. Also, create professional exchange and information sharing on this topic.*
- *Establish mechanisms to increase states' use of consistency as a tool to implement programs.*
- *Require states to develop a consistency program for state agencies, using enforceable policies to review state-level permits.*

4 | Improve use of public processes to increase the engagement of local communities, tribes, and others to inform planning and decision-making by NOAA, states, and the national estuarine research reserves.

Possible Options:

- *Require NOAA to periodically conduct a public process to evaluate national progress towards goals and priorities.*
- *Establish an Integrated Coastal Management federal advisory committee for NOAA.*
- *Require establishment and consultation with advisory councils for states and national estuarine research reserves that feature broad representation, including from the academic and private sectors, federally recognized tribes, indigenous peoples, nongovernmental organizations, and the general public, among others.*

5 | Require NOAA, states, and the national estuarine research reserves to establish measurable goals based on national priorities.

Possible Options:

- **Conduct assessments:**
 - NOAA leads federal agencies, in partnership with the states, in conducting assessments of each state's natural, cultural, historical, social, and economic resources in the coastal zone.

- NOAA conducts assessments to guide coastal research, monitoring, training, and education activities.
 - States conduct coast-wide assessments and determine needs and threats.
 - States or regions conduct periodic assessments of coastal conditions relative to established national goals, and narrow the set of goals to be addressed based on priority needs.
 - Assessments address only the specific national goals covered in the Act.
 - Assessments are conducted and targeted toward critical-need areas within the state.
 - NOAA, other federal agencies, and the states align existing resources to assemble the best available information.
 - Assessments enabled to be phased in over time.
 - National estuarine research reserves conduct research and monitoring, and education and training assessments at the regional and local levels in conjunction with partners, every five years.
- ***Establish Management Plans.***
 - State coastal management plans and national estuarine research reserve plans identify ways to address national and state priorities and set measurable targets as articulated in NOAA guidance.
 - State plans are developed in a public process.
 - Plans are comprehensive and strategic and describe measurable objectives, evaluations, and relationships to ecosystem parameters.
 - States select issues of state or regional importance to be addressed through their coastal programs.
 - State-established goals are based on assessments, updated regularly, and include a public process.
 - Plans include an implementation strategy.

6 | *Empower NOAA to integrate and leverage governmental and other technical assistance, funding, applied science, capacity building, and outreach to advance national and state goals.*

Possible Options:

- *Integrate and coordinate NOAA research, monitoring, education, training, and stewardship capabilities.*
- *Improve federal coordination of technical assistance and funding opportunities within NOAA and among all federal agencies by requiring other federal agencies to assist in the implementation of the CZMA.*
- *Authorize the Coastal Services Center and the Cooperative Institute for Coastal and Estuarine Environmental Technology (CICEET) to provide research, monitoring, training and capacity building, and technical assistance to assist in development of assessments and plans, decision support, technology transfer, and program implementation.*
- *Design technical assistance to be driven by national and state goals, ecosystem-based parameters, and identified needs.*
- *Require states to develop plans for integrated technical assistance and training that identifies contributions from National Estuarine Research Reserve System Coastal Training Programs, Coastal Services Center, and CICEET, and is coordinated with Sea Grant.*

- *Provide technical assistance at state and regional levels (multi-jurisdictional) to address regional issues and/or plans.*
- *Continue support of international cooperative efforts.*
- *Pursue federal partnerships to address national priorities in coordination with states.*

7 | *Ensure that CZMA funding is strategic and tied to results, and that NOAA and the states are accountable for progress.*

Possible Options:

- *Target a core amount of funding to CZMA national goals, with additional funds provided on a competitive basis to address state and regional issues.*
- *Channel a portion of funding to multi-state/regional collaborations and targeted for a specific time to multi-state/regional issues.*
- *Establish multi-year, rather than annual, grant cycles.*
- *Combine the grant programs of sections 306, 309, and 6217 under the current Act into one.*
- *Develop incentives for progress towards national goals.*
- *Base evaluations on progress toward achieving established goals.*
- *Subject state coastal programs to periodic re-approval based on progress toward goals.*
- *Review and approve national estuarine research reserve management plans with consideration for measurable goals.*
- *Reflect state progress toward national goals, within the context of environmental and societal change, in annual reporting requirements.*
- *Have failure to achieve results on a high national priority result in mandatory redirection of federal funds towards addressing that priority and/or increased technical assistance to address that priority.*
- *Retain match at current levels.*
- *Establish match at a minimum of 1:1 state/federal.*
- *Require state match to be met through dedicated funding sources, such as user and license fees, instead of in-kind resources.*
- *Allocate eligibility for future funding competitively, based on prior performance.*
- *Initiate an increased match requirement for programs that are not showing progress toward goals.*

8 | *Promote special area planning and management for resources of particular concern.*

Possible Options:

- *Authorize the Coastal and Estuarine Land Conservation Program (CELCP) as part of the CZMA.*
- *Increase use and support of Special Area Management Plans (SAMPs) and geographic areas of particular concern to address the objectives of critical area management*
- *Support and apply the SAMP approach to waterfronts, portfields, and brownfields and to address multiple objectives including community resilience.*

9 | *Establish protected areas for resource protection, management, research, and/or education.*

Possible Options:

- *National Estuarine Research Reserve System.*
 - Empower national estuarine research reserves to coordinate with a network of protected area programs within and across jurisdictions (e.g., Seamless Network).
 - Use national estuarine research reserves to coordinate science, education, and technical assistance across regions for coastal resource managers.
 - Establish a minimum of one national estuarine research reserve per state.
 - Empower the national estuarine research reserves to extend research and monitoring, education and training, and stewardship capabilities to the marine and coastal conservation network of protected areas.
- *Multi-Program Protected Areas Coordination.*
 - Authorize the National Marine Protected Areas Center to coordinate a national system of marine protected areas to conserve key natural and cultural resources.
 - Establish a marine and coastal conservation network of protected areas.
 - Authorize a seamless network of federal agencies working on coastal and ocean conservation.
 - Use NOAA assets (such as National Estuarine Research Reserve System, Marine Protected Areas Center, Cooperative Institute for Coastal and Estuarine Environmental Technology, and Coastal Services Center) to provide and coordinate science, education, training, and technical assistance to the seamless network.

10 | *Support partnerships to address regional issues.*

Possible Options:

- *Create a mechanism to help states identify regional issues and plan how they will work together to address the issues.*
- *Support results-oriented regional partnerships with competitively allocated funds.*
- *Identify and competitively fund specific issues that should be addressed regionally, such as climate change, energy facility siting, sediment management, water quality, habitat protection, ocean management, recreation, and public access.*

- *Permit states to apply for funds to assist in implementation of gubernatorial-established regional approaches (e.g., Gulf of Mexico Alliance) to address national CZMA priorities and work through these organizations to implement regional priorities.*
- *Work with a variety of federal agencies to improve coastal and ocean science and its application to addressing regional needs.*
- *Competitively establish regional collaborative centers to deliver science and provide assistance in addressing regional needs.*
- *Work to develop a consensus on regional ecological goals at the federal level and use these shared goals as the basis for coordinating multiple agency priorities and actions.*
- *Support regionally-based assessments that include economic valuation.*
- *Establish regional task forces to resolve competing federal interests and to pool federal funds to address regional needs.*
- *Develop regional multi-agency metrics for coastal management as a way to overcome the complications caused by conflicting agency missions.*
- *Offer competitive funding for states to address measurable regional goals and targets.*
- *Enable the national estuarine research reserves to assist in development and implementation of a regional-scale approach to coastal and estuarine management.*

11 | *Improve coordination across and among all levels of government.*

Possible Options:

- *Establish national and/or regional policies and metrics for federal agencies that integrate coastal management and harmonize goals and mandates.*
- *Establish issue-specific interagency work groups (e.g., National Dredging Team, Marine Protected Areas Federal Interagency Working Group).*
- *Strengthen existing interagency coordination entities or establish a National Coastal and Ocean Council at an appropriate level.*
- *Establish cross-federal liaison positions for work on specific projects/to achieve specific results, and/or fund other agencies' work on specific projects/efforts that support national goals.*

12 | *Strengthen mechanisms to engage local governments.*

Possible Options:

- *Require states to spend a specific percentage of their federal CZMA funding on local priorities/needs that are linked to state and national goals.*

- *Establish a competitive challenge grant program that directly funds local communities, includes states as a partner, and ensures that the local efforts support state/federal goals (e.g., Brownfield Showcase Community grant). In funded communities, states could also receive funding to increase local capacity and share lessons learned.*
- *Increase the use of pilot and demonstration projects and transfer of best management practices. Fund such projects through the states, coastal and research reserve programs, Coastal Services Center, and CICEET.*
- *In coordination with states and local communities, develop a plan for integrated technical assistance and training that identifies contributions of National Estuarine Research Reserve System Coastal Training Program, Coastal Services Center, CICEET, and Sea Grant.*
- *Require the establishment of local government advisory councils to state programs.*
- *Require federal funds provided by NOAA to local governments be reviewed and approved by state coastal zone programs.*
- *Increase science-based decision-making at local levels through the National Estuarine Research Reserve System's Coastal Training Program.*

13 | *Increase use of partnerships with non-governmental organizations, academia, the private sector, and others to promote stewardship.*

Possible Options:

- *Provide competitive coastal management funding for federally recognized tribes to carry out activities that support the goals of the CZMA.*
- *Leverage funding with non-governmental organizations and the private sector to address common goals.*
- *Encourage partnerships (Memoranda of Understanding, Executive Orders, etc.) to achieve goals.*
- *Pursue partnerships with national organizations (e.g., American Society of Floodplain Managers, U.S. Chambers of Commerce) to address common goals or projects, perhaps through technical assistance and training.*

NEXT STEPS

The CZMA cornerstones, core principles, and options presented in this report will be used by NOAA and CSO to guide the development of legislation for reauthorization of the Coastal Zone Management Act. They are also intended to encourage federal and state agencies, non-governmental organizations, private sector groups, and other stakeholders with concern for the coastal zone to participate in a national dialogue about these ideas for improving coastal management. NOAA and CSO hope that this dialogue will lead to a reauthorized Act and a series of federal and state-level policy changes that sets our nation on a course toward sustainable management of our ocean and coastal resources and vibrant and resilient coastal communities and economies.