



WEST COAST ECOSYSTEM-BASED MANAGEMENT NETWORK

Strategic Business Plan for the West Coast Ecosystem-Based Management Network

APRIL 2012



Executive Summary

The West Coast Ecosystem-based Management Network's (West Coast EBM Network or Network) three-year Strategic Business Plan will guide the Network's program from July 2012- July 2015. In addition, the West Coast EBM Network Strategic Business Plan is intended to be a "living" document that is updated and adapted annually to best achieve the Network's goals in the West Coast region and beyond.

The Problem, Need, and Opportunity

The West Coast region boasts a diverse coastal and ocean ecosystem and has high economic, recreational, and aesthetic value.ⁱ Although this region is species rich, complex, and provides a host of ecosystem services, it faces several key threats including climate change and cumulative impacts.ⁱⁱ In response, numerous policies and commissions have identified and prioritized addressing these same threats with a suite of tools such as increasing monitoring to inform management decisions, strengthening linkages and coordination of management decisions at local, state, regional, and federal scales, improving ocean and coastal capacity and awareness, and including ecosystem-based management approaches. Despite the considerable recognition of these coastal and ocean management threats, few, if any, organizations and entities are focusing on linking efforts to address climate change and cumulative impacts both at the community-level and across management scales.

The West Coast EBM Network recognizes that in order to foster comprehensive management there is a need to work at the community scale and specifically engage local community stakeholders in comprehensive coastal and ocean management, build capacity for stronger management through technical skills training, strengthen communication across scales of management, and incorporate monitoring data into decision-making. The Network is uniquely positioned to respond to these needs because of its:

- *Existing community engagement;*
- *Ability to convene partners and members from across the region;*
- *Connections to multiple scales of management (local, state, regional, and federal);*
- *Ability to incubate and test concepts and ideas; and*
- *Breadth of its members' expertise.*

The Network coordination unit's current and future activities are aimed at building upon members' knowledge, information, and lessons learned in order to bolster the capacity of other members, community stakeholders, and partners; to strengthen community stakeholder involvement in management; and, provide an avenue for the inclusion of local perspectives in state, regional, and federal management contexts.

West Coast Ecosystem-Based Management Network's Core Values

- Develop Community-driven Programs
- Efficient Use of Resources
- Use and Foster Comprehensive Coastal and Ocean Management Approaches
- Support Innovative Solutions

Vision, Mission, Core Values, and Goals

The Twenty-Year Vision: *A coalition of resilient coastal communities with capacity to be active and engaged stewards of coastal resources, who are improving coastal, watershed, and marine ecosystem health along the West Coast and beyond.*

The Network's mission is to *advance local stewardship and comprehensive coastal and ocean planning based on sound science and community engagement along the West Coast and beyond.*

To meet its vision and achieve its mission, the West Coast EBM Network has three main goals:

- **GOAL 1:** *Build West Coast community capacity and stewardship for climate adaptation planning.*
- **GOAL 2:** *Along the West Coast, institutionalize a common suite of ecosystem indicators across scales and sectors to monitor and address cumulative impacts that can directly inform local resource management and land-use decisions impacting coastal communities, and illuminate status and changes to regional ecosystem health.*
- **GOAL 3:** *Advance common objectives of the West Coast EBM Network members and increase local, state, and regional collaboration and information sharing to foster sustainable coastal and ocean resource management and thriving coastal communities that support the efforts of regional partners.*

Core Competencies and Value Proposition

The West Coast EBM Network possesses five exceptional core competencies that render it uniquely capable to carry out its mission and goals. The Network's core competencies are its ability to:

- **Engage and Focus on Community**
- **Coordinate and Convene**
- **Inform, Share Lessons, and Build Capacity**
- **Link Science and Information at Multiple Scales**
- **Member Expertise and Diversity**

Building upon its core competencies and strengths, the Network's value proposition is an entity, led by its coordination unit, with the skills to effectively coordinate and build the capacity of its members, community stakeholders, and decision-makers on topics including climate adaptation planning, cumulative impacts assessments, and community engagement, as well as convene and promote dialogue between its members, partners, community stakeholders, and decision-makers on coastal and ocean management issues that are informed by sound science.

Theory of Change and Logic Model

The Network's Theory of Change demonstrates how the Network's goals and three associated strategies will create change that leads to the creation of a coalition of resilient coastal communities with capacity

to be active and engaged stewards of coastal resources, who are improving coastal, watershed, and marine ecosystem health along the West Coast and beyond. The Logic Model describes Network goals, strategies used to achieve goals, measurable outcomes, and key measures of success. The EBM Network will report on indicators annually and assess progress toward achieving goals, outcomes and ultimately its mission. The EBM Network will revisit the Logic Model every year and refine its approach, if needed.

The Network will employ the following three strategies to achieve its goals:

- **STRATEGY 1:** *Leverage partnerships and funds to support the efforts of all West Coast EBM Network members.*
- **STRATEGY 2:** *Lead a multi-disciplinary collaborative network to share lessons, data and information, and enhance technical skills and approaches, formally and informally with members, other coastal communities, and partner organizations.*
- **STRATEGY 3:** *Advocate and educate key decision-makers, elected officials, and partner organizations about West Coast EBM Network Member objectives, project needs, management successes, and community-level perspectives on policy and management.*

The West Coast Ecosystem-based Management Network Strategic Business Plan

The West Coast Ecosystem-based Management Network (West Coast EBM Network or Network) is a partnership of seven members, each of whom is a community-based initiative that works to foster solutions to coastal and ocean conservation and management through implementation of ecosystem-based management approaches. The Network's strength relies on its unique, diverse membership, as well as its coordination unit, which ensures that members have regular access to each other through formal and informal meeting forums. Regular interactions with each other results in increased opportunities to learn from, collaborate with, and develop solutions to complex coastal and ocean policy and management issues with community stakeholders, partners, and decision-makers. In addition, the coordination unit also provides a unified voice for members and their communities to convey ideas and information to decision-makers and managers across scales (local, state, regional, and federal).

The Network was formally established in 2008 with six founding members; however, one founding member's project ended in 2009. In early 2012, the Network added two new members in California and continues membership discussions with four additional projects. Members are based in the three West Coast states of the U.S., and engage community stakeholders in a variety of ways to garner greater coastal and ocean stewardship, foster stronger understanding of coastal and ocean ecosystem health, and strengthen management practices applied to a local level.

This three-year Strategic Business Plan will guide the Network's coordination unit's program from July 2012- July 2015. The West Coast EBM Network Strategic Business Plan is intended to be a "living" document that is updated and adapted annually to best achieve the Network's goals in the West Coast region and beyond.

The Problem, Need, and Opportunity

The West Coast region boasts a diverse coastal and ocean ecosystem and has high economic, recreational, and aesthetic value.ⁱⁱⁱ This region is strongly influenced by the California Current, which stretches from southern British Columbia to Baja California.^{iv} The California Current supports high species diversity and "is the feeding ground of the northern Pacific Ocean for millions of marine birds, mammals, and fish, including many far-ranging, highly-migratory species from the southern hemisphere."^v Although this region is species rich, complex, and provides a host of ecosystem services, it faces several key threats.

The most predominant threats include climate change (Sea Surface Temperature (SST), UV penetration, and ocean acidification), fishing (aquaculture, recreational fishing, commercial), and land-based pollution (nutrient input, inorganic pollution, atmospheric deposition of pollutants, coastal development, etc.).^{vi} Numerous policies and commissions have identified and prioritized addressing these same threats with a suite of tools such as increasing monitoring to inform management decisions, strengthening linkages and coordination of management decisions at local, state, regional, and federal scales, improving ocean and coastal capacity and awareness, and including ecosystem-based management approaches.^{vii}

The Problem

Even with considerable recognition of these coastal and ocean management threats, and numerous groups representing different sectors including academia, NGOs, government, and non-profits, working along the West Coast to address them, few, if any, of these organizations and entities are focusing on linking efforts to address climate change and cumulative impacts both at the community-level and across management scales. Moreover, there are capacity gaps in the ability of these groups to effectively produce and link relevant science to management action and the needs of local communities, foster stewardship of coastal and ocean resources, and encourage the application of a comprehensive coastal and ocean management approach.^{viii} This continuing problem is demonstrated by the fact that these priorities remain important facets of coastal and ocean management and planning along the West Coast, and are highlighted in such West Coast guiding management documents as the California Ocean Protection Council's Strategic Plan revisions in 2011, the Oregon Nearshore Strategy, and *State of the Washington Coast: Ecology, Management, and Research Priorities*.^{ix} These documents show strong alignment with one another and outline the direction that key state management agencies are taking in order to address their state needs and priorities.

Several reasons contribute to why the region is not being comprehensively managed. Namely, key aspects for comprehensive management are not being met:

- *Limited Funding:* There is limited funding to support comprehensive planning measures that produce tangible results across scales, especially local;
- *Large Region:* The West Coast region is extremely large, especially compared to other regions of the U.S.;
- *Multiple Jurisdictions:* The region is governed by multiple jurisdictions at the state, regional and federal levels;
- *Limited Management Coordination:* Actors are often working independently of each other to gather science, translate information, and implement management strategies; and
- *Lack of Effective Participatory Processes:* Coastal communities and local stakeholders are not effectively being engaged in order to maintain their involvement and support for management decisions.^x

In addition, regional efforts, such as the West Coast Governors Alliance on Ocean Health (WCGA) and new Coastal and Marine Spatial Planning (CMSP) efforts proposed by the National Ocean Policy are working at larger scales, and at this point have not piloted efforts that incorporate small-scale variations needed for local management and community-level implementation.^{xi}

The Need

In order to effectively address the problems and gaps identified above, several policies and commissions have highlighted the need to increase monitoring to inform management decisions, to make stronger linkages and coordinate management decisions at local, state, regional, and federal scales, to improve ocean and coastal management capacity and awareness, and to include ecosystem-based management approaches.^{xii} When these needs are met, decision-makers can more effectively develop and implement policy and manage coastal and ocean ecosystems and human uses of these resources. In 2011, the

National Ocean Council Implementation Plan put forth nine priorities for addressing coastal and ocean threats, including implementing ecosystem-based management, improving coordination and integration of management decisions, strengthening community resilience and adaptation to climate change and ocean acidification, improving water quality, and implementing sustainable land-use practices.^{xiii} Eight of the U.S. Joint Ocean Commission's ten recommendations shared in its 2011 report, *America's Ocean Future: Ensuring Healthy Oceans to Support a Vibrant Economy*, recommended actions to address similar priorities, including improving coordination among decision-makers and managers at multiple scales, recognition of stakeholder and public input, connecting new and existing science and monitoring information with decision-making and management processes, and gathering and incorporating locally-relevant climate change information.^{xiv}

As many of these recommendations highlight, there is a significant opportunity to enhance research and monitoring for addressing management priorities, to engage community stakeholders in managing their coastal and ocean resources at multiple scales, to foster stewardship for coastal and ocean resources, to increase capacity for comprehensive management, and to promote management that increases resilience of coastal and ocean habitats and communities. Of these needs, along the West Coast there is an opportunity to address the following key needs:

Produce Relevant Coastal and Ocean Science and Information to Address Local to Regional Coastal and Ocean Management Issues: There is a strong need to fill gaps in data to address specific local and regional management issues and priorities including climate change and cumulative impacts (such as effects of development on water quality). The WCGA Coordination Team Action Plans and goals have identified these same needs for the West Coast.^{xv}

Stronger Connection Among Communities, Science, and Management: In addition to filling gaps in science and information, there is a strong need to coordinate and foster uptake of this information across management scales and to ensure climate adaptation planning, cumulative impacts planning, and CMSP include spatial and temporal considerations, as identified by National Ocean Policy, Joint Oceans Commission Initiative, the U.S. Commission on Ocean Policy, and the Pew Oceans Commission, among others.^{xvi}

Build Capacity of Community Stakeholders and Network Members to Address Local, State, and Regional Coastal and Ocean Management Issues: Capacity in the region to implement comprehensive coastal and ocean management is highly variable across sectors and scales. For example, numerous academic institutions are currently conducting research that could address management issues; however, their ability to integrate and communicate this information into decision-making and management limits the information's uptake in management decisions. In addition, funding constraints limit the region's ability to maintain sufficient technical and human capacity to respond to management needs. Finally, in the region, the use of comprehensive, ecosystem-based management is limited and a need exists to foster its implementation by providing both technical assistance and training.

The Opportunity

The West Coast EBM Network recognizes the need to engage local community stakeholders in comprehensive coastal and ocean management, build capacity for stronger management through technical skills training, strengthen communication across scales of management, and incorporate monitoring data into decision-making. The Network is uniquely positioned to respond to these needs because of its:

- **Existing community engagement;**
- **Ability to convene partners and members from across the region;**
- **Connections to multiple scales of management (local, state, regional, and federal);**
- **Ability to incubate and test concepts and ideas; and**
- **Breadth of its members' expertise.**

The Network coordination unit is *currently* helping link managers and decision-makers with relevant member research and management activities, filling gaps in knowledge and addressing local project needs, coordinating the Network's Annual Meeting, and providing a unified voice for members and their communities on coastal and ocean management issues. In addition, members are engaging their local stakeholders in addressing a range of key ecosystem-based management needs, including fisheries, socio-economic science, climate change, and cumulative impacts, among other topics. In the *coming years*, the Network coordination unit and Network members will continue to build upon members' knowledge, information, and lessons learned in order to bolster the capacity of members, community stakeholders, and partners; to strengthen community involvement in management; and, provide an avenue for the inclusion of local perspectives in state, regional, and federal management contexts.

Vision, Mission, Core Values, and Goals

In the following section, the West Coast EBM Network's long-term vision, mission, and 3-year goals are outlined.

Vision

The Twenty-Year Vision: *A coalition of resilient coastal communities with capacity to be active and engaged stewards of coastal resources, who are improving coastal, watershed, and marine ecosystem health along the West Coast and beyond.*

The Network's vision expresses the overarching need to engage coastal communities and specifically community stakeholders in active stewardship of coastal resources in a way that improves coastal, watershed, and marine ecosystem health along the West Coast and beyond. Implicit in this vision is the need to ensure communities are informed about the state of coastal, watershed, and marine ecosystem health, through distillation and translation of sound science, and are able to apply this knowledge in a meaningful way and be actively engaged in planning and management of resources.

Mission

The Network's mission is to *advance local stewardship and comprehensive coastal and ocean planning based on sound science and community engagement along the West Coast and beyond.*

The Network's mission addresses the need to connect sound science to coastal and ocean planning, along with the need to engage communities and local stakeholders in stewardship and planning. By focusing on this mission, the Network will support the development of science that addresses coastal and ocean planning needs at the local level, as well as build a network of members and community stakeholders with the capacity to address issues such as climate change adaptation and cumulative impacts throughout the West Coast region.

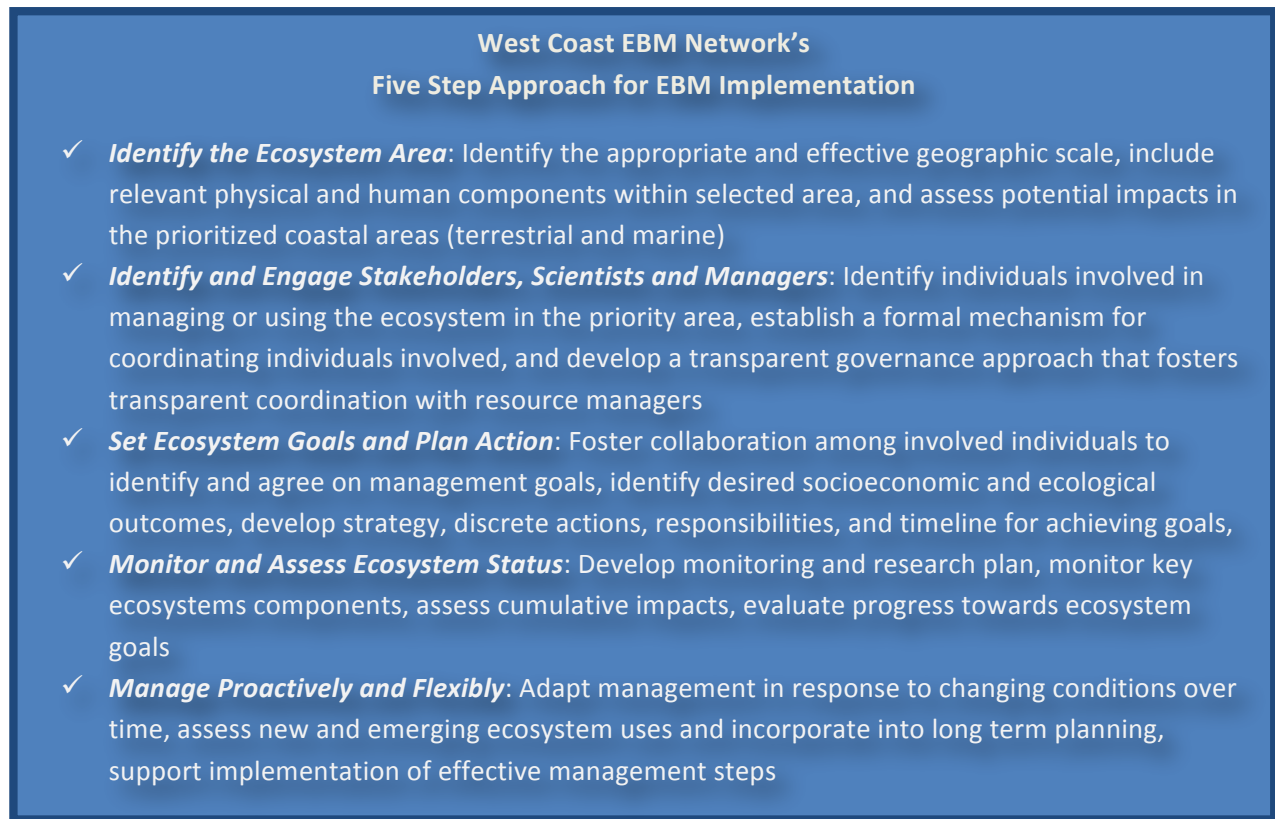
Core Values

In carrying out its mission, the Network and its coordination unit are committed to adhering to four core values.

The Networks' overarching core values are:

- **Develop Community-driven Programs:** We strive to serve the needs of local communities grounded in the Network's Five Step Approach (see Figure 2 below) for EBM Implementation and engage communities in coastal and ocean management and stewardship.
- **Efficient Use of Resources:** We are committed to efficiently leveraging the expertise and resources (human and financial) of the Network, its partners, and its funders to improve community stewardship and effective coastal and ocean management.
- **Use and Foster Comprehensive Coastal and Ocean Management Approaches:** We strive to align and foster use of comprehensive coastal and ocean management including the uptake of the Network's Five Step Approach for EBM Implementation throughout the West Coast.
- **Support Innovative Solutions:** We seek to address management issues by providing an innovative and forward thinking space to pilot innovative solutions to management questions.

Figure 1: West Coast EBM Network's Five Steps Towards Implementing Ecosystem-based Management^{xvii}



Goals

To meet its vision and achieve its mission, the West Coast EBM Network has three main goals:

- **GOAL 1:** *Build West Coast community capacity and stewardship for climate adaptation planning.*
- **GOAL 2:** *Along the West Coast, institutionalize a common suite of ecosystem indicators across scales and sectors to monitor and address cumulative impacts that can directly inform local resource management and land-use decisions impacting coastal communities, and illuminate status and changes to regional ecosystem health.*
- **GOAL 3:** *Advance common objectives of the West Coast EBM Network members and increase local, state, and regional collaboration and information sharing to foster sustainable coastal and ocean resource management and thriving coastal communities that support the efforts of regional partners.*

Core Competencies and Niche

The West Coast EBM Network possesses exceptional core competencies that render it uniquely capable to carry out its mission and goals. These core competencies lend themselves to the Network filling a niche that no other entity is as adeptly prepared to address along the West Coast.

- **Engage and Focus on Community:** The West Coast EBM Network is composed of a variety of community-focused entities that are effectively engaging local community stakeholders in coastal and ocean management and fostering their ocean and coastal stewardship. In addition, the Network is one of few entities effectively achieving community engagement across the region that can provide a voice for communities and local stakeholders at state, regional, and federal management scales that is immediately relevant to the most current management and policy issues.
- **Coordinate and Convene:** The Network and its coordination unit are well suited for convening and connecting a wide variety of actors (government, academic, NGO, foundation, and community stakeholders) from across the region. This has been exhibited by the growing number and diversity of participants at the Network's Annual Meetings. The Network's Annual Meeting is a unique platform for coordinating and convening a wide array of actors from across the region and nation and developing strong partnerships for more effective coastal and ocean management along the West Coast.
- **Inform, Share Lessons, and Build Capacity:** Since the Network's inception, the Network coordination unit has encouraged and fostered monthly information and lessons sharing opportunities with its members. The Network coordination unit has also shared this information and lessons learned with a wider audience including community stakeholders, managers, decision-makers, NGO representatives, and foundation staff. In addition, the annual meeting has offered members, non-members, decision-makers, managers, and community stakeholders an opportunity to learn about issues facing coastal communities and management topics at multiple scales (local, state, regional, and federal). In conjunction with the Network's ability to coordinate and connect multiple actors, it is uniquely positioned to support building technical capacity at multiple scales of management and strengthen community stewardship.
- **Link Science and Information at Multiple Scales:** The coordination unit has a history of connecting science and management at multiple scales, and will continue to build upon this core competency in the future by fostering stronger connections between member science and information gathering and managers and decision-makers at multiple scales (local, state, regional, and federal).
- **Member Expertise and Diversity:** The Network's members bring a variety of expertise and approaches for supporting a community-driven and ecosystem-based approach to the generation of science, integration of information into management decisions, and engagement of actors at multiple scales. Members apply the Five Step Approach in myriad ways, such as an academic research institution focused on applying science to management problems, a local non-profit focused on building collaboration and integrating citizen science, or a foundation focused on actor engagement in watershed management. In addition to sharing multiple mechanisms for applying community-focused ecosystem-based management, the diversity of

the Network's members provides a unique opportunity for pilot testing and incubating a wide range of innovative approaches to management across scales and regions.

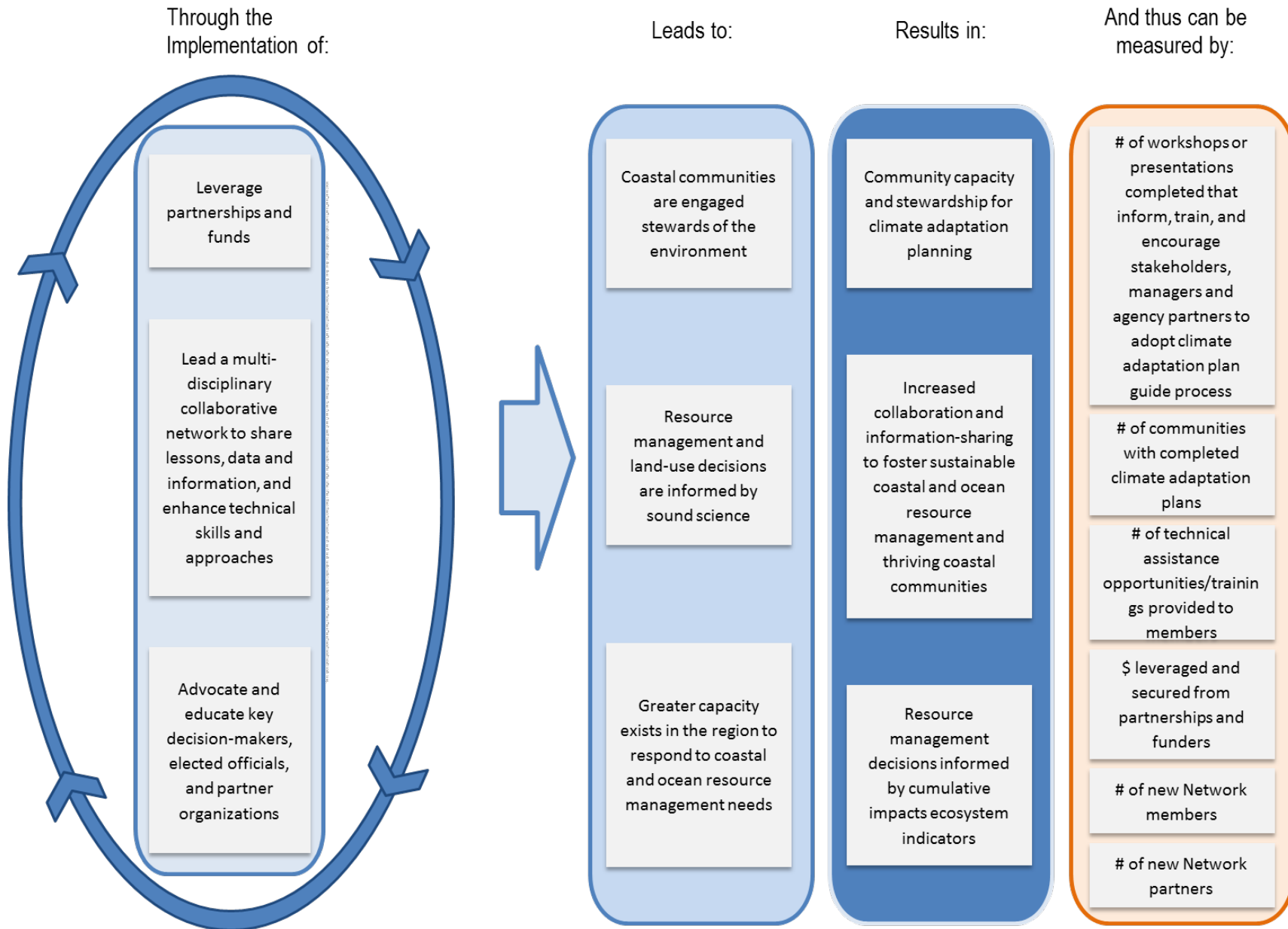
Value Proposition

Given the Network's core competencies and sector, the West Coast EBM Network is uniquely positioned to play a capacity-building and convening role in linking community stakeholders to coastal and ocean management processes at a variety of scales, and fostering stewardship for coastal and ocean resources that builds upon its Five Step Approach. The Network members are diverse and bring a broad range of expertise that can be shared; together, with the support of the Network coordination unit, the Network as a whole can address climate change and cumulative impact needs in a variety of ways not otherwise possible. For example, the Network can identify and support the most critical research and science, pilot test innovative approaches, and enhance technical capacity at the local scale that is directly linked to state, regional, and federal activities. In addition, its members have deep connections to the communities in which they work, providing the unique ability to leverage existing relationships with local partners and stakeholders, which will result in greater uptake of project outcomes and more efficient use of project resources.

Building upon these strengths, the Network has developed a yearly meeting, organized and produced by the Network's coordination unit, which has grown in scope and in attendance. In the future, this venue could serve as a backdrop for sharing lessons and information, building technical capacity, and engaging community stakeholders, partners, resource managers, and decision-makers at a larger scale than it has to date.

In summary, the Network's value proposition is an entity, led by its coordination unit, with the skills to effectively coordinate and build the capacity of its members, communities, and decision-makers on topics including climate adaptation planning, cumulative impacts assessments, and community stakeholder engagement, as well as convene and promote dialogue between its members, partners, community stakeholders, and decision-makers on coastal and ocean management issues that are informed by sound science.

Figure 2: West Coast Ecosystem-based Management Network Theory of Change

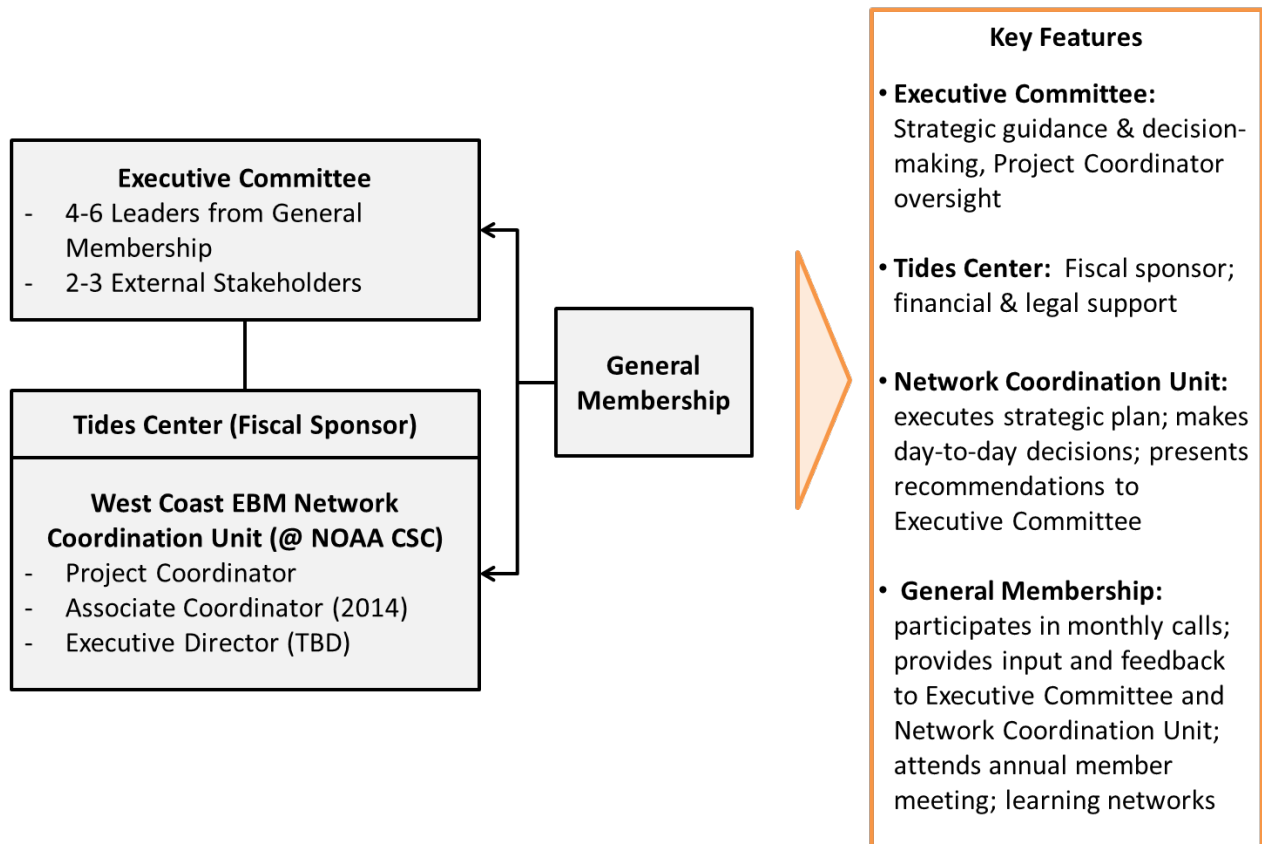


Governance Structure

Given the Network’s partnership structure and focus on connecting and building the capacity of its members, it makes sense for member entities to play a key role in strategic direction and oversight. The Network coordination unit is responsible for recommending and executing the Network’s strategic plan and will rely on an Executive Committee composed of members and non-members to provide oversight.

Figure 3: Governance Structure for the West Coast EBM Network

Governance Structure for West Coast EBM Network



ENDNOTES

ⁱ Lester, Sarah E., Karen L. McLeod, Heather Tallis, Mary Ruckelshaus, Benjamin S. Halpern, Phillip S. Levin, Francisco P. Chavez, Caroline Pomeroy, Bonnie J. McCay, Christopher Costello, Steven D. Gaines, Amber J. Mace, John A. Barth, David L. Fluharty, and Julia K. Parrish. "Science in Support of Ecosystem-based Management for the US West Coast and beyond." *Biological Conservation* 143 (2010): 576-87. Web. 5 Mar. 2012.

http://pdn.sciencedirect.com/science?_ob=MiamicImageURL&_cid=271811&_user=145269&_pii=S0006320709004868&_check=y&_origin=article&_zone=toolbar&_coverDate=31-Mar-2010&view=c&originContentFamily=serial&wchp=dGLbVBA-zSkWb&md5=47f09bc8c3b9c5270c60cf4ecf74b6e/1-s2.0-S0006320709004868-main.pdf.

ⁱⁱ Halpern, Benjamin S., Carrie V. Kappel, Kimberly A. Selkoe, Fiorenza Micheli, Colin M. Ebert, Caitlin Kontgis, Caitlin M. Crain, Rebecca G. Martone, Christine Shearer, and Sarah J. Teck. "Mapping Cumulative Human Impacts to California Current Marine Ecosystems." *Conservation Letters* 2 (2009): 138-48. Print.

ⁱⁱⁱ Lester, Sarah E., Karen L. McLeod, Heather Tallis, Mary Ruckelshaus, Benjamin S. Halpern, Phillip S. Levin, Francisco P. Chavez, Caroline Pomeroy, Bonnie J. McCay, Christopher Costello, Steven D. Gaines, Amber J. Mace, John A. Barth, David L. Fluharty, and Julia K. Parrish. "Science in Support of Ecosystem-based Management for the US West Coast and beyond." *Biological Conservation* 143 (2010): 576-87. Web. 5 Mar. 2012.

http://pdn.sciencedirect.com/science?_ob=MiamicImageURL&_cid=271811&_user=145269&_pii=S0006320709004868&_check=y&_origin=article&_zone=toolbar&_coverDate=31-Mar-2010&view=c&originContentFamily=serial&wchp=dGLbVBA-zSkWb&md5=47f09bc8c3b9c5270c60cf4ecf74b6e/1-s2.0-S0006320709004868-main.pdf.

^{iv} 2009 Pacific Ocean Synthesis: Scientific Literature Review of Coastal and Ocean Threats, Impacts, and Solutions.

<http://centerforoceansolutions.org/PacificSynthesis.pdf>. Accessed 2/3/2012.

^v 2009 Pacific Ocean Synthesis: Scientific Literature Review of Coastal and Ocean Threats, Impacts, and Solutions.

<http://centerforoceansolutions.org/PacificSynthesis.pdf>. Accessed 2/3/2012.

^{vi} Halpern, Benjamin S., Carrie V. Kappel, Kimberly A. Selkoe, Fiorenza Micheli, Colin M. Ebert, Caitlin Kontgis, Caitlin M. Crain, Rebecca G. Martone, Christine Shearer, and Sarah J. Teck. "Mapping Cumulative Human Impacts to California Current Marine Ecosystems." *Conservation Letters* 2 (2009): 138-48. Print.

^{vii} For more information on each policy and commission's priorities and/or recommendations, please see the following links: U.S. National Ocean Policy (<http://www.whitehouse.gov/administration/eop/oceans/objectives>), the Joint Oceans Commission Initiative (http://www.jointoceancommission.org/resource-center/1-Reports/2011-06-07_IOC_Americas_Ocean_Future.pdf), the U.S. Commission on Ocean Policy (http://oceancommission.gov/documents/full_color_rpt/000_ocean_full_report.pdf), and the Pew Oceans Commission (http://www.pewtrusts.org/uploadedFiles/wwwpewtrustsorg/Reports/Protecting_ocean_life/env_pew_oceans_final_report.pdf), West Coast Governor's Alliance on Ocean Health (<http://www.westcoastoceans.org/index.cfm?content.display&pageID=68>), California Ocean Protection Council (<http://www.opc.ca.gov/2011/12/revised-draft-ocean-protection-council-strategic-action-plan-available-for-public-comment/>), Oregon Nearshore Strategy (<http://www.dfw.state.or.us/MRP/nearshore/document.asp>), and State of the Washington Coast: Ecology, Management, and Research Priorities (http://www.google.com/url?sa=t&rcrt=j&q=&esrc=s&source=web&cd=2&ct=1330632933109&ved=0CCwQFjAB&url=http%3A%2F%2Fwww.wa.gov%2Fpublication%2F01198%2F2Fdfw01198.pdf&ei=2thPT5WqEeitiQL0pN20Bg&usq=AFQjCNGNGNwV593ySaq3Hg06K_U1wr_4Zw).

^{viii} We define a comprehensive coastal and ocean management approach as one that is adequately funded to address identified priorities and needs, considers the ecosystem as a whole (e.g. upstream and downstream impacts), coordinates management of multiple jurisdictions and geographic scales, incorporates monitoring and science information in management decisions, and includes an effective participatory process. This definition is adapted from findings shared in: Ruttenberg, Benjamin I., and Elise F. Granek. "Bridging the Marine-terrestrial Disconnect to Improve Marine Coastal Zone Science and Management." *Marine Ecology Progress Series* 434 (2011): 203-12. Web. 28 July 2011. <http://www.int-res.com/articles/theme/m434p203.pdf>.

^{ix} To access each of these documents, please click on the following links: California Ocean Protection Council (<http://www.opc.ca.gov/2011/12/revised-draft-ocean-protection-council-strategic-action-plan-available-for-public-comment/>), Oregon Nearshore Strategy (<http://www.dfw.state.or.us/MRP/nearshore/document.asp>), and State of the Washington Coast: Ecology, Management, and Research Priorities (http://www.google.com/url?sa=t&rcrt=j&q=&esrc=s&source=web&cd=2&ct=1330632933109&ved=0CCwQFjAB&url=http%3A%2F%2Fwww.wa.gov%2Fpublication%2F01198%2F2Fdfw01198.pdf&ei=2thPT5WqEeitiQL0pN20Bg&usq=AFQjCNGNGNwV593ySaq3Hg06K_U1wr_4Zw).

^x Ruttenberg, Benjamin I., and Elise F. Granek. "Bridging the Marine-terrestrial Disconnect to Improve Marine Coastal Zone Science and Management." *Marine Ecology Progress Series* 434 (2011): 203-12. Web. 28 July 2011. <http://www.int-res.com/articles/theme/m434p203.pdf>.

^{xi} The accomplishments and completed tasks shared by the West Coast Governors Alliance on Ocean Health and the National Ocean Policy Coastal and Marine Spatial Planning pages show that few efforts have been implemented, which address local variations needed for fine-scale management, for more information please refer to the following two webpages: <http://www.westcoastoceans.org/index.cfm?content.display&pageID=118>, in addition and <http://www.whitehouse.gov/administration/eop/oceans/cmso>.

^{xii} For more information on each entities priorities and/or recommendations, please see the following links: U.S. National Ocean Policy (<http://www.whitehouse.gov/administration/eop/oceans/objectives>), the Joint Oceans Commission Initiative (http://www.jointoceancommission.org/resource-center/1-Reports/2011-06-07_IOC_Americas_Ocean_Future.pdf), the U.S. Commission on Ocean Policy (http://oceancommission.gov/documents/full_color_rpt/000_ocean_full_report.pdf), and the Pew Oceans Commission (http://www.pewtrusts.org/uploadedFiles/wwwpewtrustsorg/Reports/Protecting_ocean_life/env_pew_oceans_final_report.pdf), West Coast Governor's Alliance on Ocean Health (<http://www.westcoastoceans.org/index.cfm?content.display&pageID=68>).

^{xiii} "Priority Objectives." <http://www.whitehouse.gov>. The White House National Ocean Council. Web. 1 Mar. 2012. <http://www.whitehouse.gov/administration/eop/oceans/objectives>.

^{xiv} Joint Ocean Commission Initiative. *America's Ocean Future: Ensuring Healthy Oceans to Support a Vibrant Economy*. Rep. Joint Ocean Commission Initiative, June 2011. Web. 29 Feb. 2012. http://www.jointoceancommission.org/resource-center/1-Reports/2011-06-07_IOC_Americas_Ocean_Future.pdf.

^{xv} <http://www.westcoastoceans.org/index.cfm?content.display&pageID=68> and <http://www.westcoastoceans.org/index.cfm?content.display&pageID=71>. Accessed 2/21/2012.

^{xvi} For more information on each entities priorities and/or recommendations, please see the following links: U.S. National Ocean Policy (<http://www.whitehouse.gov/administration/eop/oceans/objectives>), the Joint Oceans Commission Initiative (http://www.jointoceancommission.org/resource-center/1-Reports/2011-06-07_IOC_Americas_Ocean_Future.pdf), the U.S. Commission on Ocean Policy (http://oceancommission.gov/documents/full_color_rpt/000_ocean_full_report.pdf), and the Pew Oceans Commission (http://www.pewtrusts.org/uploadedFiles/wwwpewtrustsorg/Reports/Protecting_ocean_life/env_pew_oceans_final_report.pdf), West Coast Governor's Alliance on Ocean Health (<http://www.westcoastoceans.org/index.cfm?content.display&pageID=68>).

^{xvii} For more information on the Network's 5 Steps of Implementing EBM, please see the *Community-Based Management of Coastal Ecosystems: Highlights and Lessons of Success from the West Coast EBM Network*. http://www.westcoastebm.org/WestCoastEBMNetwork_EBMGuide_June2010.pdf.