

OLYMPIC COAST NATIONAL MARINE SANCTUARY

Navigating the Future

Management Plan Review



COLLABORATIVE AND COORDINATED MANAGEMENT
REVISED STRATEGIES AND ACTIVITIES
WITH SUMMARY OF AC COMMENTS
*Submitted to the OCNMS Advisory Council on
November 20, 2009*

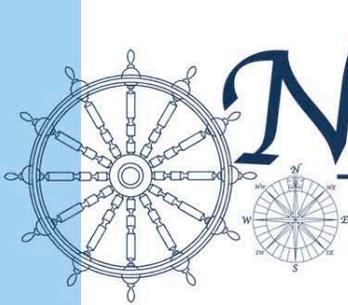
I. INTRODUCTION

Collaboration and coordination are essential to achieving effective sanctuary management. Since designation in 1994, Olympic Coast National Marine Sanctuary (OCNMS) has fostered relationships with various government agencies, coastal treaty tribes (Makah, Quileute and Hoh tribes and Quinault Nation), academic and educational institutions, local communities and groups involved in research, educational programming and resource protection efforts. These efforts have varied along a continuum from the simple sharing of information, to coordinating independent actions aimed at achieving a common goal, to developing close and durable partnerships. These efforts have enabled OCNMS and its partners to accomplish far more than would have been possible in their absence.

At the May 15, 2009 Olympic Coast National Marine Sanctuary Advisory Council (AC) meeting, the AC recommended:

- Establishing a working group to identify strategies for the management plan that would strengthen dialogue with agency/government stakeholders, as well as local and community stakeholders. The AC has not yet appointed a working group chair; thus group has not been formed.
- This group might also explore how improved coordination between agencies, governments and organizations could support ecosystem-based management efforts.

OCNMS staff have drafted this set of strategies and activities related to collaborative and coordinated management in consultation with a number of key partners. AC members reviewed a first draft of these strategies and activities in October 2009, and their comments were subsequently incorporated into the document. A summary of these comments is included in this document following the revised strategies. The IPC is still reviewing the draft and staff anticipates incorporating IPC comments at a later date. **OCNMS recommends that in lieu of creating a working group that the AC take action as a body and provide OCNMS recommendations on these strategies at its November 20, 2009 meeting.**



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As a result of the AC's comments, we have revised and restructured the document. It has been reorganized to address three different types of collaborative relationships:

- those between OCNMS and its two councils, the Olympic Coast Intergovernmental Policy Council (IPC) and the OCNMS Advisory Council (AC)
- those between OCNMS and governmental/proprietary entities (Coastal Treaty Tribes, federal and state agencies etc., including internal NOAA relationships)
- those between OCNMS and non-governmental and/or non-proprietary entities (e.g., Outer Coast Marine Resource Committees, NGOs such as Surfrider).

Additionally, we have added a strategy at the beginning of the document that does not relate to any one collaborative relationship, but rather directs OCNMS to assess the effectiveness of its efforts at collaborative and coordinated management.

Note: *Strategies and activities included in a Collaborative & Coordinated Management Action Plan should be general in nature and not project specific. As an example, we envision that a strategy to coordinate with the North Pacific Coast Marine Resources Committee on field trips for local area students would be identified in an ocean literacy action plan, but that OCNMS participation on the MRC board would be in a collaborative & coordinated management action plan. Likewise, partnering with local groups on the annual beach clean-up might show up under a Living Resources Conservation action plan, but our ongoing membership in the Washington Clean Coast Alliance might fall under Collaborative & Coordinated Management.*

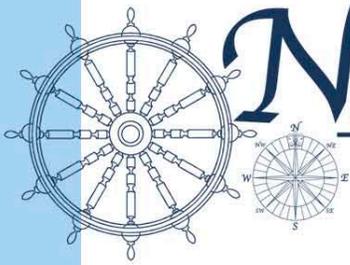
II. RECOMMENDED STRATEGIES & ACTIVITIES

EXTERNAL EVALUATION ON MANAGEMENT EFFECTIVENESS

STRATEGY #CCM1: Evaluate the effectiveness of OCNMS's institutional relationships in facilitating the collaborative and coordinated management of resources within OCNMS.

WHAT IS THE DESIRED OUTCOME OF THIS STRATEGY?

- *Improve OCNMS's ability to coordinate and collaborate on management activities.*
- *Improve OCNMS's relationships with its partners and build trust, particularly with the Coastal Treaty Tribes.*



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ACTIVITIES NECESSARY TO ACHIEVE STRATEGY:

ACTIVITY A: Conduct an external evaluation by an independent organization in order to obtain fresh insights, and to assess and support programmatic improvements in the collaborative and coordinated management of sanctuary resources.

ACTIVITY B: Until funding for an independent evaluation can be acquired, work internally to review successful relationships/collaborations in existing OCNMS programs and transfer the lessons learned to other programs.

ACTIVITY C: Report to the IPC and AC on these lessons learned.

PARTNERS: an independent reviewer such as the National Academy of Public Administration or the University of Washington Evans School of Public Affairs, and organizations listed in Collaborative and Coordinated Management Strategies

RESOURCES: Funds to conduct external evaluation, staff time

COLLABORATION AND COORDINATION WITH IPC AND AC

STRATEGY #CCM2: Enhance OCNMS's partnership with the Olympic Coast Intergovernmental Policy Council (IPC).

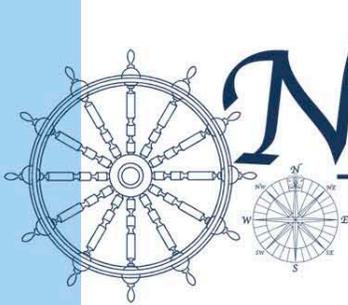
WHAT IS THE DESIRED OUTCOME OF THIS STRATEGY?

- *An effective and efficient forum for communication and exchange of information and policy recommendations regarding the management of the marine resources and activities within the boundaries of OCNMS.*
- *Improved management of marine resources within the boundaries of the sanctuary through integrated management activities and collaborative relationships.*

ACTIVITIES NECESSARY TO ACHIEVE STRATEGY:

ACTIVITY A: Support annual IPC meetings with the ONMS Director and OCNMS staff to review the progress made in the implementation of the ONMS-IPC MOA.

ACTIVITY B: OCNMS staff will regularly attend and support the IPC's quarterly meetings.



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ACTIVITY C: Facilitate annual briefings by the Sanctuary Superintendent to the IPC on the previous year's progress in implementing the OCNMS management plan.

ACTIVITY D: Annual briefings by Sanctuary Superintendent to the IPC on proposed annual operating plan activities for the coming year.

ACTIVITY E: In 2012, a review will be conducted by the respective parties to update the ONMS-IPC MOA with the intent to initiate another five year term.

PARTNERS: Hoh, Makah and Quileute tribes, Quinault Indian Nation, Washington state, and the Northwest Indian Fisheries Commission

RESOURCES: ONMS support for the operation of the IPC and the participation, including travel and associated technical support, of each of the Coastal Treaty Tribes to the extent funds and other resources are available; and Memorandum of Agreement between the Office of National Marine Sanctuaries and the Hoh Tribe, the Makah Tribe, the Quileute Tribe, and the Quinault Indian Nation, and the state of Washington (ONMS-IPC MOA); dated 30 January 2007.

Note: *It is entirely possible and would be appropriate for OCNMS to develop coordination strategies with the individual members of the IPC. At least one state of Washington representative on the AC has asked that a strategy be included related to the state of Washington (now included). We will wait to hear from the individual tribes as to whether they would also like to develop strategies related to their individual relationships with OCNMS.*

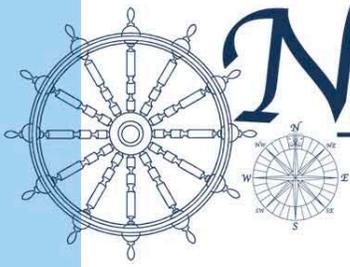
STRATEGY #CCM3: Involve sanctuary communities in sanctuary management issues through the Advisory Council process.

WHAT IS THE DESIRED OUTCOME OF THIS STRATEGY?

A constructive and inclusive forum within which OCNMS, its partners and the community are able to tackle the difficult and controversial ocean management issues facing us today and in the future.

ACTIVITIES NECESSARY TO ACHIEVE STRATEGY:

ACTIVITY A: Work to ensure that all Advisory Council seats (both voting and non-voting) are filled and improve AC member attendance, with the goal of having at least 18 of the 22 seats represented at each meeting.



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ACTIVITY B: Encourage more active public participation at Advisory Council meetings by working with Advisory Council members to increase outreach efforts

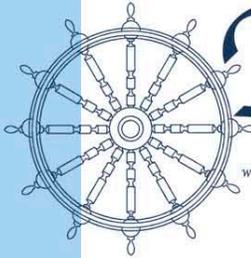
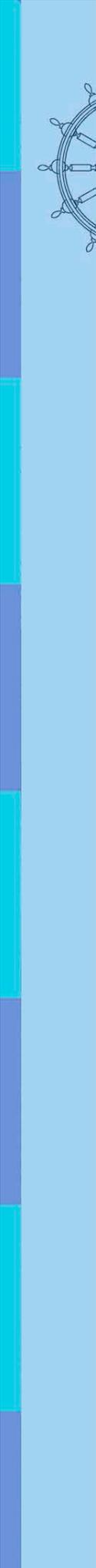
- Encourage every AC member to post a link to their organization's activities calendar on the OCNMS events calendar.
- Encourage every AC member to forward the AC meeting announcement to their organization's distribution list.
- Encourage AC members to include articles explaining the value of their involvement in the SAC in their organization's outreach publications.
- Work with AC members and the ONMS to host an annual open house on the Outer Coast (rotating location). This would be a social event focused on education, outreach and public engagement.

ACTIVITY C: Actively involve the Advisory Council in implementation of the management plan:

- Identify strategies in the management plan that particular AC members, due to their skills and interests, could help OCNMS implement. Put these AC members in contact with the staff in charge of these strategies.
- Solicit the AC's assistance in implementing management plan strategies through the establishment of standing subcommittees or working groups, as appropriate under the AC charter.
- Periodically report to the AC on management plan implementation, including status of performance measures and progress on reaching milestones.
- Encourage the AC to evaluate and provide advice at least annually on the success of management plan implementation efforts.

PARTNERS: Olympic Coast National Marine Sanctuary Advisory Council and its members

RESOURCES: Advisory Council Coordinator and other OCNMS staff support; Advisory Council Charter, dated 8 March 2006; travel support; funds to support an annual public event



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COLLABORATION AND COORDINATION WITH GOVERNMENTAL/PROPRIETARY ENTITIES

STRATEGY #CCM4: Continue work with the state of Washington Governor's Office, Department of Ecology, Department of Fish and Wildlife and Department of Natural Resources to support implementation of the Washington Ocean Action Plan (OAP), the West Coast Governor's Agreement, and other applicable state initiatives.

WHAT IS THE DESIRED OUTCOME OF THIS STRATEGY?

- *Demonstrate OCNMS's support of state and region-wide ocean management and conservation efforts*
- *Improved partnerships with state of Washington agencies and the Governor's Office*

ACTIVITIES NECESSARY TO ACHIEVE STRATEGY:

ACTIVITY A: To the extent practicable, provide staff support and other resources to support Washington Ocean Caucus efforts on the Olympic Peninsula

ACTIVITY B: Meet at least once a year with the Washington state Ocean Caucus and Advisory Council state representatives to discuss implementation of the OAP and sanctuary management plan. Identify ideas for how OCNMS research and conservation efforts can complement OAP implementation efforts.

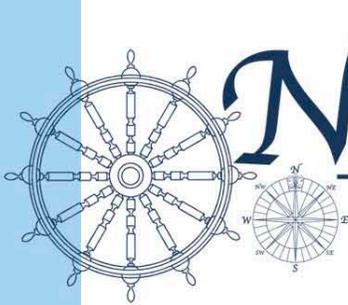
PARTNERS: WA Department of Natural Resources, Department of Fish and Wildlife, Department of Ecology, state of Washington Governor's Office, Washington Ocean Caucus

RESOURCES: Staff time

STRATEGY #CCM5: Enhance OCNMS's partnerships with the Olympic National Park (ONP) and the Washington Maritime National Wildlife Refuge Complex (USFWS).

WHAT IS THE DESIRED OUTCOME OF THIS STRATEGY?

Improved communications and enhanced collaborations between ONP, USFWS and OCNMS to further the understanding, protection and management of the marine resources within OCNMS.



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ACTIVITIES NECESSARY TO ACHIEVE STRATEGY:

ACTIVITY A Encourage active ONP and USFWS participation on the OCNMS Advisory Council.

ACTIVITY B: Meet with ONP and Washington Maritime NWR leadership on a regular basis (schedule TBD)

ACTIVITY C: Develop, plan, and implement joint research, education, visitor services, resource protection and enforcement programs

PARTNERS: Olympic National Park, Washington Maritime NWR Complex

RESOURCES: Staff time; General Agreement among the National Marine Sanctuary Program, and the Estuarine Reserves Division, National Oceanic Atmospheric Administration, U.S. Department of Commerce and U.S. Fish and Wildlife Service, and the National Park Service, U.S. Department of Interior; dated 21 August 2006; General Agreement between the National Oceanic Atmospheric Administration, U.S. Department of Commerce and the National Park Service, U.S. Department of Interior; dated 22 June 2009

STRATEGY #CCM6: Coordinate with the USCG on the protection and management of the Nation's coastal waters and marine resources within OCNMS.

WHAT IS THE DESIRED OUTCOME OF THIS STRATEGY?

Improved protection and management of the marine resources within the sanctuary, by coordinating OCNMS and USCG activities.

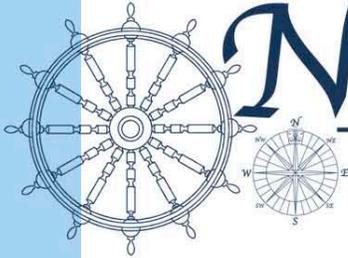
ACTIVITIES NECESSARY TO ACHIEVE STRATEGY (documented in existing MOA):

ACTIVITY A Actively encourage USCG participation on the Advisory Council.

ACTIVITY B: Meet annually with the USCG to discuss collaborative efforts undertaken as part of this strategy, jointly prepare an Annual Report on the previous year's activities, and prepare a work plan for the coming year.

ACTIVITY C: Jointly develop, with the USCG, a plan for orientating key USCG personnel on joint USCG and OCNMS issues.

ACTIVITY D: Review and update Memorandum of Agreement MOA-2002-117, prior to its expiration date of September 30, 2012.



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PARTNERS: United States Coast Guard

RESOURCES: Memorandum of Agreement MOA-2002-117, as amended through August 2007; OCNMS staff time, with identified leads for marine safety, enforcement, living marine resources, operations and permitting; USCG aerial and surface assets; USCG staff time to implement agreed upon areas of collaboration.

STRATEGY #CCM7: Develop and improve collaboration and coordination with the U.S. Navy.

WHAT IS THE DESIRED OUTCOME OF THIS STRATEGY?

Improved communications and increased collaborations between the U.S. Navy and OCNMS to further the understanding, protection and management of the marine resources within OCNMS.

ACTIVITIES NECESSARY TO ACHIEVE STRATEGY:

ACTIVITY A Encourage active Navy participation on the OCNMS Advisory Council.

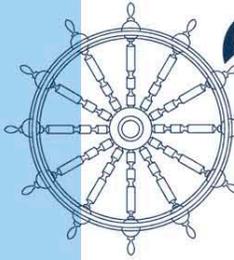
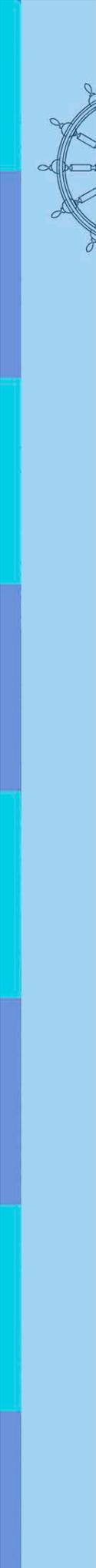
ACTIVITY B: Coordinate with other NOAA agencies in providing NOAA comments on Navy environmental compliance documents.

ACTIVITY C: Work with the Navy to identify ways to share, combine and maximize resources to conduct mutually beneficial research activities (e.g., habitat mapping).

ACTIVITY D: Collaborate with the Navy to establish a mechanism through which the Navy and NOAA can work together on an ongoing basis to ensure that Navy activities within the Olympic Coast National Marine Sanctuary continue to be carried out in a manner that avoids to the maximum extent practicable any adverse impacts on sanctuary resources and qualities.

PARTNERS: United States Navy

RESOURCES: Staff time



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STRATEGY #CCM8: Enhance OCNMS's partnership with NOAA Fisheries.

WHAT IS THE DESIRED OUTCOME OF THIS STRATEGY?

Improved communications and increased collaborations between NOAA Fisheries and OCNMS to further the understanding, protection and management of the marine resources within OCNMS.

ACTIVITIES NECESSARY TO ACHIEVE STRATEGY:

ACTIVITY A Encourage active NOAA Fisheries participation on the OCNMS Advisory Council.

ACTIVITY B: Meet with NOAA Fisheries Northwest Region and Northwest Science Center leadership on a regular basis (schedule TBD)

ACTIVITY C: Work with NOAA Fisheries to ensure that the Pacific Fishery Management Council is informed about relevant projects, events and issues in the sanctuary.

ACTIVITY D: Work and coordinate with NOAA Fisheries on issues related to Essential Fish Habitat areas and Habitat Areas of Particular Concern within OCNMS boundaries.

ACTIVITY E: Develop, plan, and implement joint research, education, resource protection and enforcement programs

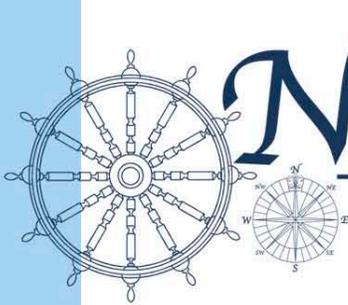
PARTNERS: NOAA Fisheries-Northwest Region, Northwest Fisheries Science Center, Pacific Fishery Management Council

RESOURCES: Staff time

STRATEGY #CCM9: OCNMS will fully participate as a member of the National Marine Sanctuary System (NMSS).

WHAT IS THE DESIRED OUTCOME OF THIS STRATEGY?

As a member of a system of national marine sanctuaries OCNMS staff contributes not only to Olympic Coast specific programs, but to national and regional initiatives as well. The desired outcome of these activities are twofold, (1) help improve the



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NMSS by sharing OCNMS experiences and (2) for OCNMS to benefit from lessons learned from others in the NMSS.

ACTIVITIES NECESSARY TO ACHIEVE STRATEGY:

ACTIVITY A: Participate in annual national and regional leadership and programmatic meetings.

ACTIVITY B: Respond to agency requests for data and information.

ACTIVITY C: Locally implement national and regional initiatives.

ACTIVITY D: Provide subject matter expertise to regional, national and international initiatives as appropriate.

ACTIVITY E: Request and apply national and regional subject matter expertise to OCNMS level issues.

PARTNERS: NOAA Office of National Marine Sanctuaries (ONMS) and the ONMS West Coast Regional Office (WCRO)

RESOURCES: Staff time and travel funds

COLLABORATION AND COORDINATION WITH NON-PROPRIETARY OR NON-GOVERNMENTAL ENTITIES

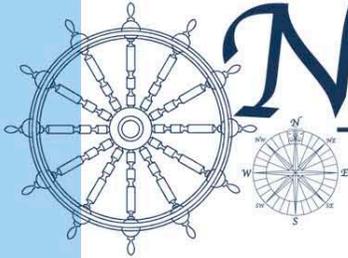
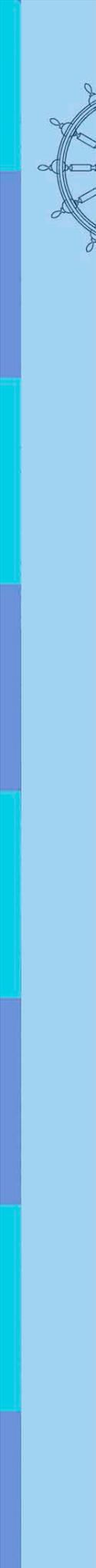
STRATEGY #CCM10: Continue and increase, to the extent practicable, collaborative efforts with grassroots marine conservation efforts on the Olympic Peninsula.

WHAT IS THE DESIRED OUTCOME OF THIS STRATEGY?

- *Increased community involvement in ocean conservation efforts*
- *Improved partnership between OCNMS and grassroots groups working on the Outer Coast*
- *Improved ocean literacy*
- *Enhanced protection of marine resources*

ACTIVITIES NECESSARY TO ACHIEVE STRATEGY:

ACTIVITY A: Continue participation in/sponsorship of the Washington Clean Coast Alliance.



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ACTIVITY B: Continue participation in the Grays Harbor Marine Resources Committee and the North Pacific Coast Marine Resources Committee (this may include participating on the boards of these organizations).

ACTIVITY C: Maintain and develop partnerships with environmental NGOs such as Surfrider, the Nature Conservancy, Oceana, the Marine Biology Conservation Institute, Ecotrust and others in order to build support for marine conservation efforts in the Sanctuary and the California Current ecosystem.

ACTIVITY D: Increase face-to-face interactions and develop partnerships with organizations representing commercial and recreational fishing industries and the shipping industry.

PARTNERS: MCBI, Surfrider, Westport Charterboat Association, the Nature Conservancy, Oceana, Ecotrust, Olympic Coast Alliance, Outer Coast MRCs, Marine Exchange of Puget Sound ADD MORE?

RESOURCES: Staff time

STRATEGY #CCM11: Continue partnership with and participation in the Juan de Fuca Eddy (Big Eddy) International Marine Ecosystem Initiative, and support international ecosystem-based management efforts for the Big Eddy.

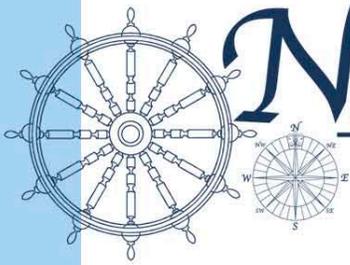
WHAT IS THE DESIRED OUTCOME OF THIS STRATEGY?

- *Improved management of the Big Eddy ecosystem (includes Sanctuary)*
- *Improved protection for resources in the Sanctuary*
- *Improved capacity to respond to large-scale changes to the Big Eddy ecosystem (such as those caused by climate change)*

ACTIVITIES NECESSARY TO ACHIEVE STRATEGY:

ACTIVITY A: Continue to work with US and Canadian agencies, tribes and First Nations, and conservation organizations to identify opportunities for advancing ecosystem-wide protection, research, education and outreach programs initiatives within the Big Eddy International Marine Ecosystem.

ACTIVITY B: Work with Parks Canada and British Columbia Parks to evaluate options for improving transboundary coordination and cooperation on shared



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objectives with adjoining Canadian marine protected areas (Pacific Rim National Park Preserve and Race Rocks Ecological Reserve/Marine Protected Area), including potential designation as a sister sanctuary through the National Marine Sanctuaries Program international program.

PARTNERS: Big Eddy International Marine Ecosystem Initiative and member organizations, Parks Canada, British Columbia Parks, and Canadian Parks and Wilderness Society.

RESOURCES: Staff time; travel support

III. OTHER STRATEGIES THAT COULD BE CONSIDERED

Strategy for working with each of the coastal treaty tribes

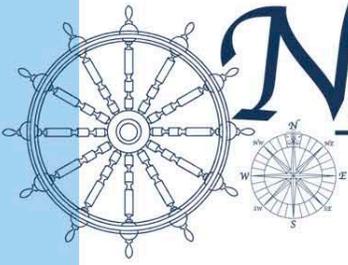
Strategy for working with counties? Or leave this to occur with MRCs?

Others?

Summary of Advisory Council Comments on Collaborative & Coordinated Management Draft Strategies

Comments were received from seven members of the Advisory Council on the 09 September 2009 draft of Collaborative & Coordinated Management strategies. A brief summary of those comments, as well as OCNMS staff's response to those comments, is provided here. In response to the comments, we did a fair amount of reorganization of the document. Thus, some of the strategies now have different numbers than they did in the first draft. The numbers described here refer to the *current draft* of the document that the AC reviewed in October. Also included in this new version are some additional strategies that cover some status quo activities related to OCNMS's participation in the National Marine Sanctuary System.

- One comment suggested that we develop a diagram to model or illustrate the idea of the tree trunk being the OCNMS STAFF with branches of the AC representatives and other entities to communicate the collaborative connectivity.
 - **Response:** We did not have an opportunity to complete such a diagram in time for the November meeting, but will consider this and other graphic representations when drafting background sections of the management plan. Once we start drafting the plan, we will be better able to consider this idea.
- One comment suggested that we restructure the draft strategies into two different categories of collaborative and coordinated management: the first category would be the intergovernmental relations type strategies (partnerships with the regulatory/proprietary management agencies to include the USCG, NOAA fisheries, ONP/USFWS, Navy, also adding a new State of Washington category). The second category would be with those groups that have more diverse stakeholder interests and that represent multiple interests rather than one or a like group of particular authorities, here I would include the AC.
 - **Response:** OCNMS staff like this idea and have incorporated it, though we have divided the document up into more than two sections.
- Olympic National Park supports the language under **CCM #5** and supports both the work of the Sanctuary and that of the Advisory Council.
- Under **CCM #3**, reviewers suggested adding more details that describe how AC members could expand outreach efforts.
 - **Response:** OCNMS staff included this additional language, but would like to hear AC members' thoughts on it. Just as a note: the management plan



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can't require AC members to do more than what is required of them in the AC's charter, but it can "encourage" certain activities.

- Under **CCM #3**, one reviewer suggested adding an activity related to improving AC member attendance at meetings.
 - **Response:** language to this effect was added.
- One person noted that, because the strategy related to the AC (**CCM #3**) falls at the end of the document, it comes across like an afterthought. It is important to recognize that the AC is the primary vehicle for collaboration with non-governmental entities. It was recommended that this strategy be moved to the top of the document.
 - **Response:** We moved the strategies related to both the IPC and AC up to the front of the document.
- It was suggested that we include a strategy for working with the state of Washington and its representative agencies.
 - **Response:** such a strategy was incorporated.
- It was suggested that we include, as an activity under **CCM #3**, having the AC host an annual open house, the goal of which would be to help AC members engage the public.
 - **Response:** an activity along these lines was added under the AC strategy.
- It was suggested that a broad-scale strategy be included that instructs OCNMS to review/analyze its relationship-building capacity in general and explore ways that this capacity could be enhanced.
 - **Response:** a strategy has been added.